INFLUENCE OF WORK FORCE DIVERSITY ON EMPLOYEE TEAM PERFORMANCE: A CASE OF SAAB GROUP COMPANY

BY

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UNITED STATES INTERNATIONAL UNIVERSITY-AFRICA

SUMMER 2018
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A Research Project Report Submitted to the Chandaria School of Business in Partial Fulfillment of the Requirements for the degree of Masters in Business Administration (MBA).

UNITED STATES INTERNATIONAL UNIVERSITY - AFRICA

SUMMER 2018
STUDENT DECLARATION

I, the undersigned, declare that this is my original work and has not been submitted to, any other college, institution or university other than the United States International University in Nairobi for academic credit.

Signature __________________________                 Date____________________

Russell Isaac Thuma (ID NO: 652647)

This project has been presented for examination with my approval as the appointed supervisor.

Signature __________________________                 Date____________________

Prof. Stephen M. Nyambegera, PhD

Signature __________________________                 Date____________________

Dean Chandaria School of Business.
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ABSTRACT

The objective of the study was to investigate the influence of workforce diversity on employee team performance in SAAB Group Company and the specific objectives were as follows; to investigate the influence of gender diversity on employee performance in Saab Group Company, to examine how ethnicity affects employee performance in Saab Group Company, and to analyze the influence of generational differences on employee performance in Saab Group Company.

The study adopted a descriptive research design. This was appropriate for the study because it concerns itself with collecting information on the respondents understanding, perception and opinion. The population involved employees at the various units’ stations in Nairobi office, Nanyuki Training Unit and Mogadishu’s Support and Services Unit in Somalia. The population comprised of 60 employees from all levels of the organizations. The data was coded and analyzed with the aid of Statistical Package for Social sciences (Vers. 24) and MS Excel. The data was then summarized and presented in tables and figures. Descriptive Statistics was used to analyze data. The study also used inferential statistics such as correlation and regression analysis which was used to analyze quantitative data. A total of 60 questionnaires were distributed to the respondents where only 38 questionnaires were filled and returned. The response rate for the study was 63% which was reliable in analyzing the data.

The findings on the first objective showed that there was a strong relationship between gender diversity and employee performance and the variations of gender diversity could be explained by employee performance. The second objective also indicated a strong relationship between ethnicity and employee performance variations of ethnicity could be predicted by employee performance and on the last objective findings showed a strong relationship between generational difference and employee performance.

In the conclusion on the first objective showed that positive relationship between gender diversity and employee team performance level act as intrinsic as well as extrinsic motivational factors and also increase employee participation in the organization activities which contributes to the success of the organization performance. Secondly there was a strong positive relationship between ethnicity and employee performance where ethnic diversity allows the firm to match individuals from different ethnic or cultural background tasks and assignments in which they are most competent. On the last
objective there was a strong positive relationship between generational difference and employee performance today workforce represents diversity of generations working together at any time in different organizations.

The study recommends on the first objective management should continue to promote equal employment and opportunity for career growth for all gender. To encourage gender diversity, managers should create flexible working policies that can help both male and female employees to manage their work and their personal life without clashes. Secondly the study recommends to the management where they should encourage social interactions between employees from different ethnic groups. With this, employees can learn about the culture of fellow colleagues. Lastly the study recommends organization should also always prepare their employers to work with and practice how to manage diversity for productive performance of the organization and for further study the study can also be done comparatively by studying different organization to determine the effects of work diversity on employee performance. This will provide deeper understanding on workforce diversity issues in different organizations.
ACKNOWLEDGEMENT

I wish to express my humble gratitude to God for His abundance grace and for good health throughout my studies and for bringing me this far.

I sincerely thank the lecturers and the academic staff in the Chandaria School of Business. My special thanks to my supervisor Prof. Stephen Nyambegra for his highly valued advice, constant and distinctive guidance, leadership and most of all for his dedication, patience and understanding it has been an amazing support.

Although it has not been possible to mention by name all those people provided valued support in different ways to make my work a success, to you all I say thank you and God bless you abundantly. It has been a fulfilling process and a treasured opportunity!
DEDICATION

This project is dedicated to my family for their love, dedicated and consistent support and encouragement.
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# Abbreviation and Acronyms

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<tbody>
<tr>
<td>AMISOM</td>
<td>African Union Mission to Somalia</td>
</tr>
<tr>
<td>ANOVA</td>
<td>Analysis of Variance</td>
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<tr>
<td>EEP</td>
<td>Ethnicity on Employee Performance</td>
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<td>GD</td>
<td>Gender Diversity</td>
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<td>GDE</td>
<td>Generational Differences on Employee</td>
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<tr>
<td>HR</td>
<td>Human Resources</td>
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<tr>
<td>ILO</td>
<td>International Labor Organization</td>
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<tr>
<td>MA</td>
<td>Market Area</td>
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<tr>
<td>EMEA</td>
<td>Europe Middle East Africa</td>
</tr>
<tr>
<td>SDS</td>
<td>Security and Defense Solutions</td>
</tr>
<tr>
<td>SPSS</td>
<td>Statistical Package for Social sciences</td>
</tr>
<tr>
<td>UN</td>
<td>United Nations</td>
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<td>UNSOA</td>
<td>United Nations Support Office for AMISOM</td>
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CHAPTER ONE

1.0 INTRODUCTION

1.1 Background of the Study

For organizations to attract a broader talent pool of employees, it needs to embrace an organizational culture of workforce diversity. This leads to an enhanced corporate reputation and strengthened cultural values. According to Childs (2005), workforce diversity is a global workplace and marketplace phenomenon. Therefore, any business that intends to be successful must have a borderless view and an underlying commitment to ensuring that workforce diversity is part of its day-to-day business conduct. Workforce diversity includes, but is not limited to age, ethnicity, generational differences, gender, physical abilities/qualities, race, educational background, geographic location, income, marital status, military experience, religious beliefs, parental status, and work experience (Srivastava, 2012).

Organizations hire employees from diverse countries, cultures, values and styles. While employees expect returns from the organization, their effective performance is significant for its success. It is therefore important to consider the effect of diversity on employee performance in an organizational setup (Bezrukova, 2004). The world’s increasing globalization requires more interaction among people from diverse backgrounds. There are many attempts at setting the definition of diversity and/or managing diversity. Several studies have confirmed that diversity is a complex and multidimensional concept of which we need deeper analysis; however, diversity so far simply refers to human characteristics that make one people different from one another (Erasmus, 2007).

Workforce diversity could present tremendous challenges as well as opportunities to the organization in terms of effective management. It is therefore important to understand the impact of diversity on organizational outcomes, such as organizational performance, employee satisfaction, and turnover (Sungjoo, 2010). Cross Cultural diversity is a multifaceted concept that continues to evolve as more organization, specifically the security industry, move towards both working together with employees from a global marketplace. It is argued that this has led to a perception that cultural diversity has become inevitable and fundamental for sustainable organizational performance. This belief drives corporate managers to embrace and comprehend the concept of workplace diversity, its
barriers, and benefits. The employment environment is changing in labor workforce; from accommodating homogenous culture to forming diverse cultures in an organization (Merchant 2011).

Furthermore, workforce diversity is increasingly recognized and utilized as one of the very important, if not the most important, organizational resources in regard to whether the goal of an organization is to be an employer of choice, to provide excellent customer service, or to maintain a competitive edge. Any business that intends to be successful must have a borderless view and an underlying commitment to ensure that work force diversity is part of its day-to-day business operations (Childs, 2005). Diversity Management started back in the nineteen eighties with the publications of various reports that indicated the changing labor demographics (Worman, 2006). From then it’s gone ahead to grow to be an important part of organizational development that has gotten the attention of many organization worldwide. Some studies have suggested that cross cultural diversity can have both positive and negative impacts on organization, however, the nature of the influence the diversity will depend to a large extent on the nature of the diversity climate in the organization rather than the existing of diversity (Bhadury, Mighty and Damar, 2000).

Cultural diversity can also be characterized as an organization or work place, in which employees possess distinct elements and qualifications, differing from one another. These different elements include employee beliefs values and actions that vary by race, gender, ethnicity, age, and physical abilities. Managing these elements can create a range of decision-making challenges that contribute to culture and diversity in the workplace. Previously organizations were driven towards making homogenous workforce in which workers behaved and thought alike. However, according to Wigglesworth (1997), today’s managers and supervisors are looking at a workforce that is somewhat different from those faced by their predecessors.

The work place has seen a decline in the homogeneity in the workplace and therefore, it has become increasingly important for organizations to develop equal opportunities and diversity management policies in the place to retain the skills of employees with diverse backgrounds to protect their competitive positions in the market place. Organizations are now accepting more than ever before of these groups that were not formally included in the workplace (Worman, 2006). The increasing trend of globalization has become a major
concern of many businesses that has led to the growing demand of human resource outsourcing and filling the gap of shortage in human capital (Erasmus, 2007). Consequently, as many companies operate globally, it requires the hiring of foreign workers from different countries with different origins and cultural background thereby prompting the managers to address the issues on cultural differences as well as the concerns on how managers effectively communicate their decisions that equitably benefits the workers and the organization. As businesses expand from local to international operations, managers will be able to gain understanding on the importance of cultural diversity in the workforce especially in the human resource management that largely deal with the employees (Bezrukova, 2004).

Moran, Harris and Moran (2007) states that, modern managers have undergone unending challenges in managing employees of different cultural orientations and nationalities considering that people’s reaction to situations are determined by culture. Common example to this is the language barrier whereby, different perceptions and interpretation of information related to business operations due to the varying culture. In other words, the culture of time for instance may suggest different implications country to country (Communicaid Group Ltd., 2013). Limited empirical research demonstrated that diversity management can indeed improve organizational outcomes (Kalev, 2006; Ng and Burke, 2005; Pitts, 2009). This study attempts to bridge that gap and argue that the future success of any organization relies on the ability to manage a diverse body of talent that can bring innovative ideas, perspectives, and views to their work.

The challenge and problems faced as a result of incorporating work place diversity under one roof can be turned into a strategic organizational asset if organizations are able to capitalize on this melting pot of diverse talents. With the mixture of talents of diverse cultural backgrounds, genders, ages, and lifestyles, an organization can respond to business opportunities more rapidly and creatively, especially in the global area which must be one of the important organizational goals to be attained. Chan (2009) found that in order to effectively manage workplace diversity, human resource manager needs to maintain a cross cultural sensitivity competency by changing the organizations management philosophy from an ethnocentric view to a culturally relative perspective. This shift in mindset has to be ingrained in the management style of Human Resource Managers in their basic management functions.
It is argued that organizations that develop and employ the necessary policies and procedures to attract and retain the best and most qualified employees maintain a competitive advantage among their counterparts and subsequently increase their effectiveness. To achieve success and maintain a competitive advantage, organizations draw on the most important resource, which is the skill set of the workforce. Schermerhorn, Osborn and Hunt (2005) claimed that, cultural diversity plays a vital role in bringing together different ideas and perspective in organizations leading to the achievement of the organization’s goals and objectives. Euwema, Wendt and Emmerik (2007) lamented that, international companies and organizations employ people of different nationalities and cultural background to develop a dynamic organizational culture.

Moreover, integrating the varied competencies promote competitiveness to companies and organizations. This enables companies to outsource employees from different cultural orientations that contribute to the development and growth of global markets as it gives organizations the exposure to handling diverse corporate environments. According to Fischer, et. al. (2005), in the absence of effective management of cultural diversity and differences in organizations, the employees will fail to develop a feasible relationship to achieve the corporate’s goals and objectives. Upholding positive relationships in a cross-cultural environment requires both the workers and leaders/managers to respond to cultural sensitive structures of adapting to the cultural diversity (Obinna & Farkas, 2011).

Inherent with cultural differences are cultural conflicts that basically arise from the misunderstanding of one’s culture and the refusal of individuals to submit to other culture.

For an organization to remain relevant, it needs to hire employees who represent its customer demographics. This could include people who represent a particular international community, who may know more about outside world customers’ needs from all corners of the globe and who may best understand the various dynamic cultures in such countries. This could also possible mean having a representative from a particular region that may be able to give insights on the acceptable and non-offensive traditions that may be used for example, during a marketing campaign for particular product (Worman, 2006). Worman (2006) contends that competition is initiating greater focus on understanding client needs. Farrer (2006) concurs that organizations aspiring to react to
increasing customer demands, greater attention needs to be given to relating to the multi-skilled adaptable workforce.

Saab Kenya Ltd was established in 2012 and has the role of business development within MA, EMEA and Business Support to SDS and S&S. The main marketing operations are focused on business development opportunities with the UN and Kenyan Security Forces. SDS (Training and Simulation) have a contract with the British Army which provides Deployable Tactical Engagement Simulation to their training unit in the central region of Kenya. S&S (Land) have a contract with UNSOA which provides MRO support to the AMISOM vehicle fleet in Somalia. In addition, the company has a camp within Mogadishu which provides life and logistic support to a number of governmental organizations associated to the UN peacekeeping mission. Saab serves the global market with world-leading products, services and solutions from military defense to civil security.

With operations in over 100 countries, Saab continuously develops, adapts and improves new technology to meet customers' changing needs. The most important markets are Europe, Asia and North America. Saab has about 14,000 employees and annual sales in 2012 were approximately SEK 24 billion, of which around 25 per cent was related to research and development. Saab's operations are divided into six Business Areas - Aeronautics, Dynamics, Surveillance, Security and Defense Solutions, Support and Services and Industrial Products and Services. Saab competes in an international market, which requires a strong international presence. Therefore, Saab has established Market Areas around the world. They are: North America, Latin America, Nordic and Baltic, Europe and Greater Middle East, Sub-Saharan Africa, India and Asia Pacific.

1.2 Statement of the Problem

Cross cultural workforce diversity trends were first identified in the mid-1980s and they were proclaimed as an opportunity for organizations to become more creative, to reach previously untapped markets and talents, and in general to achieve and maintain a competitive advantage (Roberson, 2007). Erasmus (2007) contended that, cross cultural management and workforce diversity is a forced integration that creates conflict and uncertainty in the workforce as leadership is not skilled in the discipline of diversity management and its principles. As such, human resource managers are in most cases not well equipped to effectively practice diversity management, or identify what factors
contribute to effective diversity management and the tasks that can deal with diversity related issues in the workplace. Research suggests that left unmanaged, workforce diversity is more likely to damage morale, increase turnover and cause significant communication problems and conflict in the organization, (Roberson et al., 2007).

Erasmus (2007) argued that workforce diversity creates conflict and uncertainty in the workforce as management, on average, is not skilled in the discipline of diversity management. As a result, managers do not know how to effectively practice diversity. According to Kochan et al., (2003), diversity within the work place can evoke an array of emotions as some view diversity as something to be dealt rather than a tool to be used to improve the organization. Managing diversity in the workplace should be a part of the culture of the entire organization (Anderson, 2012). Understanding the impacts of workforce diversity on organizational outcomes, such as organizational performance, employee satisfaction, and voluntary employee turnover, is key organizational sustainability (Sungjoo and Rainey, 2010).

Even though, many will agree that the results of a diversity-conscious organization add value to the employee and organization, yet research evaluating diversity for the sake of developing methods of interventions does not exist. Managing diversity in the workplace should be the concern of every organization. In order to survive, a company needs to be able to manage and utilize its diverse workplace effectively. Managing diversity in the workplace should be a part of the culture of the entire organization (Anderson, 2012). Previous studies have failed to identify how workforce diversity management practices enhance productivity, effectiveness, and sustained competitiveness. Organizations that promote and achieve a diverse workplace will attract and retain quality employees and increase customer loyalty. The study therefore aims at analyzing the influence of workforce diversity on employee performance.

1.3 General Objective
The general objective of the study was to investigate the influence of workforce diversity on employee team performance in SAAB Group Company.
1.4 Specific Objectives

1.4.1 To investigate gender diversity influence on employee performance in Saab Group Company.

1.4.2 To examine how ethnicity affects employee performance in Saab Group Company.

1.4.3 To analyze how generational differences, influence employee performance in Saab Group Company.

1.5 Significance of the Study

1.5.1 Saab Group Company

The study findings is important to the management in assisting to create an inclusive company culture which respects employee differences and similarities, respect the rights of all people and allow for room that will keep them close as a team. Human Resource Departments will benefit from this study through the highlight of the many advantages that affect employee’s performance and the long run effect organization overall performance in Somalia and Kenya. Human Resources will learn to effectively manage cross cultural work force diversity amongst the employees together with a management by rethinking and introducing best management and strategy practices that include cultural diversity which will become more instrumental in changing the organization and allow all employees on all levels to feel empowered.

1.5.2 International Organizations

International organizations will benefit from this study in operating within the same industry with Saab in providing vital information about cross cultural work force diversity. The study will be able to guide on areas that need their understanding that will entail the dynamics and challenges or organizations that are established in different parts of the globe and some of the challenges they will experience.

1.5.3 Research and Academicians

This study will provide them with findings regarding cross cultural workforce diversity and will also give recommendation for further study to be done in the field. The study will help guide and provided references to other researchers who intend to do research on the same topic.

1.5.4 The Government of Kenya
The Kenyan public and private sector through the government of Kenya will be able to use and understand the findings of the study to integrate into the working culture of their employees in order to create a cross culturally diverse working environment that is productive both in the long run and short run.

1.6 Scope of the Study
This study focused on the employees of SAAB Group Company within Somalia and Kenya. The study sampled 60 employees from all levels of the company and the survey technique was used to conduct the study between the month of January 2018 to June 2018.

1.7 Definition of Terms
1.7.1 Culture
Culture is defined as the collective programming of the mind that distinguishes the members of one group or category of people from others. Culture is the deeper level of basic assumptions and beliefs that are shared by members of an organization, that operate unconsciously (Hofstede, 1980).

1.7.2 Workforce Diversity
Workforce diversity refers to variety of difference between people in an organization. It encompasses race, gender, ethnicity group, age, personality, cognitive style, tenure, organizational functions, education background (Cox, 1994).

1.7.3 Employee Performance
Employee performance is defined as aligning the organizational objectives with the employee agreed measures, skills, competency, requirements, development plans and delivery of results (Morgan & Vardy, 2012).

1.7.4 Organization Performance
Organization performance can be described as the attainment of particular objectives measured on the basis of identified set standards (Richard, 2009).

1.8 Chapter Summary
Chapter one of the study highlights the background of the study the problem that inspired the study. The chapter further highlighted the general objective of the study and presented
the objectives that the study intended to achieve. Chapter one explained the significance of the study, identifying groups that stand to benefit from the study and how. The chapter also provides the boundaries of the study under the scope of the study and defined some of the key terms and concepts that were used in the study. Chapter two provides a review of existing literature. The literature reviewed covers, previous findings, and concepts concerning the influence of workforce diversity on employee team performance.
CHAPTER TWO

2.0 LITERATURE REVIEW

2.1 Introduction
This chapter presents a review of existing literature on cross cultural work force diversity and employee performance. The chapter examines existing literature to assess previous study findings on how various aspects of diversity, principally gender, racial-ethnic conflict and cross-cultural diversity factors that influence employee performance. It intends to unearth whether there is a consensus among scholars on the impact of the three diversities on employee performance.

2.2 Influence of Gender Diversity on Employee Performance

2.2.1 Relationship between Gender Diversity and Employee Performance
According to Kochan et. al. (2003), the widespread adoption of gender-related training programme has expanded the concept of diversity and people begin to realize and recognize demographic differences such as gender are affecting the working relationship between workers and toward their performance. Moreover, Jehn and Werner (1993) measures that diversity had a significant effect on group processes, but the nature of the effect depended on whether the diversity was in gender. Specifically, gender diversity increased constructive group processes. HR practices enhanced the positive effects of gender diversity on constructive group processes. Workforce gender diversity is increasing in countries all over the world (International Labor Organization, 2007). The increase in workforce gender diversity has attracted the attention of both researchers and practitioners. In particular, a question arises whether the gender composition in an organization’s workforce will affect individual, group, or organizational level performance. Regarding gender, many researchers have found that men are favored whether they are in the majority or minority, while women are disfavored, especially, when they are in the minority, and sometimes even when they are in the majority (Williams, 1992).

Powell (2011) defined gender as the physiological inference of a someone being either male or female, like expectations and beliefs regarding what kind of attitudes, behaviours, values, knowledge, skills, and interests areas are more suitable for or typical of one sex than the other. The study of gender diversity focuses on how individuals believe that
males and females differ. These gender variations influence the manner in which individuals react to the behaviours of others in the work settings or any other group coalition. Gender diversities are visible in prejudice, stereotypes, and discrimination.

Organizational barriers that hinder women from advancing to the top in their career have been a vital area in organizational research. Singh & Vinnicombe (2004) in their study discovered that women are almost if not completely absent when it comes to occupying senior positions in organizations. However, male directors often form an elite group at the top of the corporate world and only very few women are able to breakthrough these glass ceiling into this elite group, despite making inroads into middle management. This point out that gender in the board of directors in some big organization is a barrier for career advancement. Singh & Vinnicombe (2004) argued that this is a matter of concern, because the talents of women are not being fully utilized. The private sectors is seen and characterized as influential, powerful, financially important and generally not controlled by the state. Historically, the private sector, including the board of directors has been male dominated where men have controlled most high-level positions and especially those related to power (Healy, kirton, & Noon, 2011).

Women work in organizations purporting to have policies that offers equality of pay and opportunities, and though they most of the time appear to be well qualified, the career ladder for women in large organizations appear to be often shortened, while the male ladder extends to top of the career tree. Women are often hived off into specialist or gendered positions, such as human resources- known as the ‘velvet ghetto’ (Gatrell & Swan, 2008). These practices and processes do not only appear in large organizations and public service organizations but also in small and big firms, women are often absent at board level within family businesses, where sons continue to take precedence over daughters and where women’s contribution is frequently marginalized. Men have thus become the ‘somatic norm’ in organizational roles involving management and decision making.

The glass ceiling appears to restrict women’s access into top management positions only because they are women (Powell, 2011). Powell adds that in terms of pay, the average female full time worker continues to receive pay that is lower than that of their male counterparts. The economic status of women in most organizations remains lower than that of the men. This gap exists partly due to the lower average wages of workers in
female intensive occupations than that of workers in male intensive occupations. Glass ceiling is not a barrier that is based on women’s lack of ability to handle upper level management positions. Instead, the barrier keeps women from advancing higher in an organization because they are women. Removing the glass ceiling and other obstacles to women’s success, represents a major challenge to organizations (Healy, kirton, & Noon, 2011). As such, those policies that promotes equality in pay and other benefits programs for women; policies that promotes equality in pay for jobs of equal value and encourage other benefit programs of special interest to women are needed in organizations.

Besides that, Hack and Lammers (2008) suggest that managers need to be aware that there might be gender differences regarding the relative importance assigned to distributions and communication. This may imply different communication strategies for dealing with male and female subordinates as management tries to create an optimal environment of fairness. As a result, failure of communication among different gender may lead to unfavorable performance in an organization. However, there are studies from some researchers that these relationships may not hold currently due to the changing nature of the role of women in the workforce. Lee and Farh (1999), for example, did not find any gender effects in justice-outcome relationships; they point to narrowing gender gaps and similarity of work values between men and women as a reason (Beldona and Namasivayam, 2006).

The concept of diversity has been expanded and people start recognizing in addition to appreciating demographic variances like gender and how it affects the working relationship between employees toward their performance (Richard, Kochan, and McMillan, 2008). The researcher confirmed that gender diversity had positive effects toward productive group operations and procedures were boosted through diversity-focused human resources practices. Additionally, (Kochan et.al., 2003) found a significant relationship between diversity and group operations, but the nature of relationship connected with diversity among gender groups. Assuring the same point that gender diversity increased constructive group operations and performance.

Moreover, managers need to realize gender differences with regards to job distributions and opportunities. Therefore, management needs to implement various strategies of communication when dealing with different gender, with equal opportunities to create ultimate work environment. Management should be aware that unequal treatment and
communication among male and female may result in negative performance in its business (Hack and Lammers, 2008). On the other hand, some researchers found that these relationships may not hold currently because the nature of women role in employment keeps on changing. For instance, (Lee and Farh, 1999) found no gender influences on justice-outcome relationships; recommended a reason of reducing gender gaps and work values’ similarity between male and female (Beldona and Namasivayam, 2006).

2.2.2 Quality of Management and Leadership

According to Omboi, Otike and Mwalekwa (2011), in the period between 2006 and 2008 was expected that women will occupy up to 30% of the total labor force. This means that organizations must deal with family conflict, child care, dual career couples and sexual harassment. One issue surrounding gender as dimension is the glass ceiling syndrome which refers to the difficulty women have in raising/advancing. Only a handful of women reach top management positions in organization. In the USA- it is estimated that men hold ninety seven percent (97%) of the top positions. In South Africa they hold eighty-seven (87%) percent of the top positions. Debates are rife on the impact of gender diversity in the top-level management and organizational leadership on the general performance of the organization. Chin (2013) reports that a study found that firms that had high gender diversity in their top-leadership reported significant abnormal returns.

Van Knippenberg, De Dreu and Homan (2014) found that while most top leadership and management in most firms are dominated by men, an inclusion of women in such teams make them not only become diverse but also improves the quality of the leadership and top-level management. Dezo and Ross (2012) contended that heterogeneous groups (in terms of gender) provide different perspectives and bring different views and experiences that inform leadership and managerial roles and lead to high quality decisions at a managerial level. The authors go further to postulate that a mere presence of a woman, having congruent information on the issue at hand may stimulate a broader and deeper deliberation of alternative in the top management tea. Research has determined that women and men exhibit disparities in their managerial propensities (Van Knippenberg, et al., 2014).
Dezo and Ross (2012) for instance argued that women lean towards a more interactive leadership accentuating inclusion, participation and power sharing while men tend towards a less interactive leadership style, one focused on goal attainment with little participation. It follows then that moderate to high gender diversity may have a positive result in the leadership style that the organization adopts which can be a hybrid between the managerial behavioral and leadership propensities of males and the females. Nonetheless, despite these findings, it is important to mention that the impact of gender diversity on the firm’s leadership performance is a contested issue among scholars. Some studies including Tolbize (2008) found that male dominated top-level management teams often, ignored the options of their female counterparts.

2.2.3 Cross Cultural Dimensions in Relation to Gender

According to Hofstede (1980) masculinity or femininity (MAS) in the society that shows differences in the gender social roles. In masculine societies, the segregation of roles is clearly distinct: men are concerned with assertiveness and competition while women focus on relationships and quality of life. Equality is emphasized much more in feminine societies where men and women take an equal share of responsibilities. Feminine values give more importance to people and relationships and promote a feeling of solidarity. Therefore, the willingness to integrate is stronger than the desire to exclude. This encourages actions aimed at promoting diversity management (Jackson and Joshi, 2004). Gender diversity has many important facets. However, over the past decade, the case for gender diversity has become heavily focused on business performance and the potential economic benefits.

One of the core arguments for gender diversity is that it is evident, and supported by many studies, that organizations deliver better results when women occupy a fair percentage of leadership roles. For it is diversity of leadership styles that improves performance, not merely diversity of genders, but gender often seems to be used as a proxy for leadership styles. Much research has been conducted on the differences between masculine and feminine traits. One of the most popular questions, according to Jackson and Parry (2011), in relation to gender diversity leadership is whether there is a difference between a male leader and a female leader.
2.3 Effects of Ethnicity on Employee Performance

2.3.1 Language as a Dimension of Ethnicity in Organizations

According to Omboi et.al. (2011), language in among Kenyan tribes is related to the ethnic background. Having more than forty tribes in Kenya and two official languages poses a great challenge to organizations. Sensitivity needs to be shown in the choice and use of language policy within organizations. Other factors include education, income, lifestyle, religion and social-economic backgrounds. Communicating intercultural aids in managing a diverse workforce. An individual is able to understand how cultural and ethnic differences shape the conflict process and coming up with conflict resolution strategies. Omboi et.al., (2011) argues that this enables one to negotiate outcomes with cultural differences in mind. Mentoring programs, involvement of experienced advisors and helps others for a period of years. The mentor should be able to advice employees on the whole concept of diversity and the reasons why diversity should be managed in the workplace. Assessment of one’s beliefs about work values, being able to identify work values of others from different cultural backgrounds and examination of the leadership assumptions form a multicultural perspective (Bagsaw, 2004).

Hoogendoorn and Van Praag (2012) observe that ethnicity is one of the most relevant and salient dimensions of workforce heterogeneity. They define ethnicity as the heterogeneity or primary languages, races, religions and cultures measured in terms of country of birth, of the parents of/or an individual. It is underscored by a multiplicity of information sets, norms, ability levels and knowledge (Morgan and Vardy, 2009). As such, ethnic diversity can potentially shape how people feel motivated about their jobs, the level of efficiency in the firm, employee satisfaction with their job and the quality of products and services that a firm produces. This because of the diversities in terms of knowledge, skills, perspectives and experiences inherent in it.

Darwin (2014) has contended that ethnicity has a positive effect on employee performance as it creates a pool of skills sets and learning opportunities that the firm can tap into for positive performance results. The point is that ethnic diversity allows or permits the firm to match individuals from different the ethnic or cultural background tasks and assignments in which they are most competent (Rasul and Rogger, 2015). According to Gupta (2013) ethnicity also has a similar impact on organizational performance. This is view is supported by Ostergaard, Timmermans and Kristinsson
(2011) who found that ethnic diversity increases creativity and innovativeness in the firm by expanding the perspectives and viewpoints in the firm. Some studies have found that a more ethnically diverse workforce exhibit more creativity, innovativeness than a more ethnically homogenous workforce does (Darwin and Palanisamy, 2015). This is probably because of the learning opportunities, perspectives and complementarities that ethnic diversity brings to the firm.

Ethnicity coincides or is associate with a variety of information sets, norms, abilities and knowledge that work to improve not only organizational decision-making but also problem solving as well (Darwin and Palanisamy, 2015). Additionally, Ostergaard, et al., (2011) has argued that ethnicity is both directly and intricately linked to team and organization innovative performance. Gupta (2013) has observed however, that more ethnic diversity has a negative impact on communication and problem solving. Kellough and Naff (2004) have contended that regardless of the concerted efforts to erase ethnic differences that are inherent in an ethnic diverse workforce, the problem if entrenched.

Drawing from the ethnicity theory they contend that people have the tendency of forming ethnic identities and identifying with those from their own ethnic group in the form of language. This can be linked to the self-categorization and the social identity theories that perceive a tendency among people sharing commonalities in terms of ethnicity, gender and age to form into homogenous groupings and consider as an outcast those with whom they are different (Simons, et al., 2011; Ali, et al., 2011). The formation of ethnic identities and the creation of a feeling of in-groups versus out-groups is one of the major destabilizing factors in ethnically diverse workforce and one which can affect employee job satisfaction and moral and result in poor general organizational performance (Gupta, 2013; Simons, et al., 2011; Ali, et al., 2011).

2.3.2 Relationship between Ethnicity and Team Performance

Mathieu, Maynard, Rapp and Gilson (2008) conceive three subcategories of team performance which include organizational-level performance, team performance behaviors and outcomes and role-based performance. Organizational-level performance is as a result of one-to-one link between organizational outcomes and team characteristics. In relation to team performance behaviors and outcomes, the relationship is examined between team performance and cohesion role-based results capture the level to which team members display the essential competencies obligatory to perform their jobs.
(Mathieu, et al., 2008). It is the latter that is crucial for the current analysis of the impact of ethnic diversity on team performance and ultimately on organizational performance.

There seems to be a paradigm shift in most organizations, globally, from a more person or team-based structures to more team-based structures especially for the completion of intricate tasks and meeting deadlines (Raza, et al., 2013). The increasing globalization has seen to an increase in ethnicity of firms. Multinational firms in particular currently staff workforce that comprises of both local and international populations (Hoogendoorn and Van Praag, 2012). A team’s approach is perceived as according firms relative advantage over competitors that are still focused on individual-based structures. According to Gupta (2013); Hoogendoorn and Van Praag (2012), ethnicity coincides with information sets, abilities and skills set that affect the formation and performance of teams in modern organizations. However ethnic diversity has been found to improve organizational performance because of the formation of more effective teams.

According to Delarue, et al., (2008) ethnically diverse teams are capable of increasing both team and organizational performance by facilitating self-leadership, empowerment, employee job commitment, and the motivation of individual employees to work harder. An ethnically diverse workforce increases team performance and ultimately organizational performance because of learning opportunities and complementarities that people from different ethnic or cultural backgrounds bring to the team (Hoogendoorn and Van Praag, 2012). Gupta (2013) found that the positive association between team performance and is only true if team members are more ethnically diverse. However, Gupta (2013) is skeptical of the positive link between ethnic diversity and team performance arguing that there is no effect of a moderate ethnic diversity on team performance hence no resultant effect on overall organizational performance. Gupta (2013) argues that moderate ethnicity has zero impact on aspects of business outcome such as profit, market share and sales.

Kellough and Naff (2004), Gupta (2013) and Simons, et al., (2011) point out that some studies have found that team ethnicity are a potential and even an inevitable source of conflict in organizations. The multiplicity of perspectives, value dimensions and experiences that people from different ethnic backgrounds bring to a team can result in the flaring of emotions and interpretations of issue that result in conflict (Hoogendoorn and Van Praag, 2012). The contribution of cultural or ethnic diversity to organizational
performance has mixed conclusions. Parrotta, et al., (2011) observes that an ethnic diverse workforce may bring different perspectives, ideas and experiences that may affect organizational process positively or may produce conflict among workforce groups and undermine team and firm performance. Marx, et al., (2015) founds that workers have preconceived overt and implicitly preferences on who they would like to work with and therefore increasing ethnic diversity may result in disunity and lack of cohesion within the workforce. They point out that is more true in organizations operating in countries in which ethnicity is underscored by strong emotions. Hjort (2014) studied the impact of ethnicity in the productivity of the flower industry in Kenya. His findings were that productivity decreases with an increase in ethnicity as it increases conflict levels among ethnic diverse performance groups.

2.3.3 Multicultural Workforce Diversity

Culture comprises elements of behavior such as language, religion, values, standards and customs that are shared by a group of people. Culture is learned from childbirth. It is not inherited but acquired from the environment in which one grows up. Ethnicity implies diversity in languages, religions, races and cultures (Alesina and La Ferrara, 2005). The growth of ethnicity was the focus of 90’s it is still gaining more momentum (Zgourides, Johnson and Watson 2002). There has been an increase in multicultural workforce in the organizations for utilizing greater participation and synergy to improve both employee satisfaction and business performance. This increase is due to multicultural increase of our society. Ethnicity is highly relevant in an increasingly globalized world. It is a current fact of life. A moderate level of ethnic diversity has no effect on team performance in terms of business outcomes i.e. sales, profit, and market share. However, if at least the majority of team members is ethnically diverse, then more ethnic diversity has a positive impact on performance.

According to Timmermanset et.al. (2011) study, ethnicity can be used as a proxy for cultural background and diversity in ethnicity can be expected to be positive for innovative performance, since it broadens the viewpoints and perspective in the firm (Richard, 2000). Moreover, based on Timmermanset et.al. (2011) study some levels of diversity in ethnicity might be positive associated with innovation, high degree of diversity in ethnicity might be negative since it can create conflict and cliques due to social categorization. Ehimare and Oghene (2011) empirically explored that ethnicity is
insignificantly negative in its relationship to both employee productivity and performance. Ethnicity would benefit team performance due to a more diverse pool of skills and knowledge that leads to complementary and mutual learning. For example, due to complementarities and learning opportunities, ethnically diverse teams are associated with more creativity and innovation (Lee and Nathan, 2011; Ozgenet et al., 2011). On the other hand, the costs associated with more ethnic diversity would be related to more difficult communication and coordination (Vardy, 2009).

2.4 Effects of Generational Differences on Employee Performance

2.4.1 Influence of Generational Differences on Employee Motivation

One of the most challenging responsibilities faced by management is motivating their employees to put effort into doing their best work. Additionally, not all employees have the same needs, and the variety of employees in the workforce is becoming more diverse than ever thanks to increasing lifespans. The difficulty in pleasing a diverse workforce is immense, unless an employer understands how to satisfy the assorted needs of different kinds of people. Thus, it is imperative for management to learn, understand and create systems within the organization that can appeal to diverse workforce and meet their needs that drive motivation. Motivation can be defined as the inner drive to satisfy needs. (Longeneker, 2011) It is logical then to believe that a person will expend effort if it results in the satisfaction of a need (Longeneker, 2011).

Recent theory argues that motivation in the workplace can be measured by four indicators which include engagement, satisfaction, commitment and intention to quit (Nohria, 2008). Engagement can be defined as the effort an employee puts into the job. Satisfaction is based on whether or not an employee feels his or her expectations of a company are met. In the 1940s, Maslow developed the Hierarchy of Needs. This theory states the order in which needs will be satisfied based on importance. The most basic needs will be the first to be satisfied out of necessity. After that, other needs can be the focus. The needs identified by Maslow, starting with the most basic include: physiological, safety, social, esteem and self-actualization. Maslow asserts that since everyone is different, the order of importance of needs will vary from person to person. Because of this assertion of differences across individuals, this theory could go along with the theory of the generation gap.
Some studies on motivation have found that each generation of workers is motivated and demotivated differently. A study by conducted SHL on millennial found that this generation is motivated by interesting work, desirable company culture, and work environment (Tailor, 2009). Millennials look for personal fulfilment in the workplace. Having meaningful work is a sign of success for this generation compared to a promotion or pay raise. (Goodman, 2006). This information could indicate that Millennials place more value on their drives to bond and comprehend. Millennials may place more value on these drives because of environmental and global issues that have occurred during their youth.

2.4.2 Influence of Generational Difference on Team Performance

Organizations continue to rely on teams within the workplace to achieve goals through task performance (Garrison et al., 2010). The meaning of diversity within the workplace is not limited to those attributes which are observed but also include invisible characteristics such as differences in educational background, creativity, comprehension, learning style, and problem-solving ability (Nafukho et al., 2011). Multiple categories of diversity within the workplace may influence individual, group and organizational performance and processes (Van Knippenberg & Schippers, 2007). As teams strive to accomplish goals or tasks, conflict may arise within teams resulting from diversity challenges that inhibit team performance (Garrison et al., 2010).

While in the past multiple generations worked in the same organization, they were usually separated from each other by virtue of their job descriptions and system hierarchy (Gursoy et al., 2008). With four generations now working side by side workplace problems occur due to generational differences in values, ways of working, communication, etc. (Raines, 2003). Employees from the same generation are likely to share the same work values, and these values vary from generation to generation (Gursoy et al., 2008) including views towards authority (Smola & Sutton, 2002), leadership (Sessa et al., 2007), work related goals (Crawford and Hubbard, 2008), soft knowledge situations (Busch et al., 2008) and work values themselves (Chen and Choi, 2008). Chen and Choi (2008) studied generational differences within the hospitality management context and called for future research on other types of destinations.

Misunderstandings between different generational employees are growing and problematic as there are different work values between generations (Gursoy et al., 2008;
Lancaster and Stillman, 2002). Bush et al., (2008) found there are many differences between the generations, including issues of status in the workplace, need for recognition (typically by younger employees), issues of commitment to the workplace and idealism in the place of work. Patota et al., (2007) argues that misunderstandings and strife from intergenerational conflict are particularly acute in times of reorganization and downsizing, where members of different generations view each other with suspicion and antipathy as they compete for fewer and fewer jobs. Although age diversity has been included in almost one third of diversity studies (Jackson et al., 2003), little attention has been directed toward why age diversity might have an impact on employee interactions (Sessa et al., 2007).

2.4.3 Relationship between Generational Difference and Team Performance

The demand to recruit and retain top talent in today’s competitive job market is inspiring leaders to re-examine their approach to managing their greatest asset. The modern workforce is characterized by a multi-generational character, a rapidly growing fluctuating workforce, and rapid technological change and innovation (Hannam, 2011). When considering the issue of public policy, there is generational conflict over age-specific policies in addition to the fiscal troubles of the modern economic environment (Fullerton & Dixon, 2010). Age is a basic social category within human interactions in general and is one of the primary factors within society related to the assignation of roles such as those on an organizational hierarchy, and the granting of power and prestige.

This variation in perception can make a difference in how individuals work together and understand each other. Being aware of generational differences can help managers and workers to anticipate miscommunications between employees and tailor their approaches to conflict for maximum effect, whether they are applying for a job, expressing a new idea to a boss, or leading a team (Lancaster & Stillman, 2002). Each generation brings a different mind-set and skills to the collaboration table. Divergent generational values, work ethics, and financial perspectives can make management in the workplace very difficult. Herein, it will be argued that knowledge and understanding in the area of communication has the potential to lift organizations out of mediocrity and to further grow their business, especially when it comes to public administration.
Examining what each generation brings to the team workforce and how managers should respond to these traits can divide the field of generations into common classifications (Howe, 1991). According to Hammill (2011), points out that understanding the generational differences and traits can go a long way toward improving interaction between them. These four groups share some traditional work values but differ on the role of the manager, issues of loyalty, technical competence, and how much time must be spent on the job to define a good day’s work. They also differ in terms of personal lifestyles and social values, as well as their perceptions in relation to public policy and political alignment. A generational value each individual carries depends on which generation they were raised in. These fundamental differences constitute the ‘generation gap.’ Members of each generation have a tendency to exhibit similar characteristics, however managers should be careful not to stereotype their employees based on these tendencies (Hammill, 2011).

As with other diversity issues such as age, gender, ethnicity, and race, examining and understanding generational effects has become increasingly important for maximizing organizational effectiveness (Sago, 2000). Today’s workforce represents the greatest diversity of generations working together at any time in history. The examination of generational differences among workers is a critical and underdeveloped area of investigation. However, some individuals are starting to research this such as Niemczyk and Ulrich (2009). They have conducted a study which found the preferences of the millennial generation. Their research involving examining the work environment preferences of the millennial generation determined that this generation had a complex combination of relationship issues, personal growth ideas, and preferred organizational structures regarding their ideal workplace. These findings help determine that each generation had its own unique attitudes, work ethics, and preferred ways of managing and being managed (Niemczyk & Ulrich, 2009).

2.5 Chapter Summary
Chapter two has provided a review of the existing literature on the impact age, gender and ethnic diversities have on the various elements or measures of performance. It has found that there is lack of consistency in existing literature on how these three dimensions of diversity affect organizational performance. Some scholars have found that the impacts are positive while others have found that the impacts are negative. Still other scholars have contended that the impacts are both positive and negative. The literature review has
revealed that theoretical standpoints on the issue are also as divided as the findings on the same. Therefore, this study attempts to find out the situation in the Kenyan scenario. The next chapter explains the research methodology for the study.
CHAPTER THREE

3.0 RESEARCH METHODOLOGY

3.1 Introduction
This chapter presents the research methodology, the data collection process and data analysis, research design, the location of the study, the target population and sampling method used, the data collection instrument, data collection procedure, analysis and ethical considerations.

3.2 Research Design
According to Bougie and Sekaran (2013), a research design is a blueprint for the collection, measurement and analysis of data based on the research questions of the study. In totality, the research design looks at the purpose of the study, the research strategy (for instance, experiments, surveys, interviews, case studies), its location (the setting), the extent to which the study is manipulated and controlled by the researcher, its temporal aspects (time horizon) and the level which the data will be analyzed (unit of analysis) which are all integral to research design. The study adopted a descriptive research design. This was found to be appropriate for this study because the research design concerns itself with collecting information on the respondents understanding, perception and opinion (Yin, 2013). It answers the question on where, what, how and where of a phenomenon or event. The descriptive design is the description of as they exist at present (Kothari, 2004).

3.3 Population and Sampling Design
3.3.1 Population
Sampling begins precisely with defining the target population. According to Cooper and Schindler (2011), population in any research consists of the study objects, which are individuals, groups or organizations. Population refers to the entire subjects that the researcher wants to study. According to Yin (2013), the population consists of the aggregate of the observable items which the researcher is interested in. The main objective of this research was to analyze the effect of workforce diversity towards employee performance in an organization. The larger pool of people, events and items from which the researcher draws the elements, individuals and cases for sampling is the population (Blanche, Durrheim & Painter, 2006). It is also upon the population that the research extrapolates the results of the research. However, Bartlett, Kotrilk and Higgins
advices that such a population should be homogeneous in that it must possess and exhibit the information of interests to the researcher.

The research is valid if the findings it generates close links to the opinions, features and characteristic of the population (Bartlett, et al., 2001). The population for this study comprised employees of SAAB Group Company working within Kenya and Mogadishu, Somalia. The population involved employees at the various units’ stations at Nairobi Westlands office, Nanyuki Training Unit and Mogadishu’s Support and Services Unit in Somalia. The total population comprised of 142 employees from all levels of the organizations.

**Table 3.1: Population Distribution**

<table>
<thead>
<tr>
<th>Local Unit</th>
<th>Population</th>
<th>% Population</th>
</tr>
</thead>
<tbody>
<tr>
<td>Nairobi based employees</td>
<td>20</td>
<td>14%</td>
</tr>
<tr>
<td>Nanyuki based employees</td>
<td>47</td>
<td>33%</td>
</tr>
<tr>
<td>Mogadishu based employees</td>
<td>75</td>
<td>53%</td>
</tr>
<tr>
<td><strong>Totals</strong></td>
<td><strong>142</strong></td>
<td><strong>100%</strong></td>
</tr>
</tbody>
</table>

*(Source: Human Resource office; SAAB Group Company, 2018)*

**3.3.2 Sampling Design**

According to the Bougie and Sekaran (2013), sample is defined as subgroup or subset of the population. Besides, it also can be defined as a set of respondents selected from a larger population for the purpose of a survey. A sampling frame is the list of elements from which the sample may be drawn from the appropriate population. According to Mugenda and Mugenda (2003), the process of selecting several individuals for a study in such a way that the individuals selected represents the large population is referred to as sampling. Sampling rescues on the length of time needed to complete the study. It cuts on costs and becomes manageable as it almost mirrors the populations (Gallardo, Lachlan and Davis 2012).

Sampling enables a higher overall accuracy than a census. In additional collecting data from fewer cases means that you can collect information that is more detailed (Sharp and Howard 2006). This study made the use of probability sampling to obtain the desired sample. As Cooper and Schindler (2006) put it, this is a controlled, randomized procedure
that assures that each population element is given a known nonzero chance of selection. This study made use of probability sampling to obtain the desired sample. As Cooper and Schindler (2006) put it, this is a controlled, randomized procedure that assures that each population element is given a known non-zero chance of selection. The major steps in sampling included defining the population, determining the sample frame, determining the sampling design and the appropriate sample size then executing the sampling process.

### 3.3.2.1 Sampling Frame

The sampling frame is a physical representation of all the elements in the population from which the sample is drawn. Although sampling frame is useful in providing a listing of each element in the population, it may not always be current. The sampling frame, according to Gill and Johnson (2000) is a list of members of the research population from which a random sample may be drawn. It is a set defining which individuals, households, or institutions qualify for a sample, and then the sample is drawn from those elements. Gallardo, Lachlan and Davis (2012) define sampling frame as the listing of the accessible population from which you'll draw your sample. In some instances, sampling frame can be the whole or part of a population (Garson 2012). For this study, the sampling frame was Saab Kenya Limited employees who are based in Nairobi, Nanyuki and Mogadishu, Somalia.

### 3.3.2.2 Sampling Technique

There are two major categories of sampling technique: probability and nonprobability sampling. Probability sampling is used when every element of the population has a known, non-zero probability of selection (Zikmund, 2003). On the other hand, non-probability sampling is adopted when elements of the population do not have a known or predetermined chance of being selected as subject for survey (Bougie and Sekaran, 2013). Sampling technique is the process used in drawing a sample from a population (Cooper and Schindler, 2006). Stratified random sampling was used for this study. With stratified sampling the population was divided into groups based on some characteristics. Then within each group a probability sample (often a simple random sample) was selected.

In stratified sampling the groups are called strata (Cooper and Schindler, 2006). A random sample from each stratum is then identified using proportional allocation procedures. In this case study, the employees were categorized in terms of job description each consisting of a stratum. A representative sample was picked at random from each of
the seven functions identified. Every potential respondent had an equal chance of being picked since the sampling was done at random. Stratification ensured fair representation of all business functions and fairness in the sample selected.

3.3.2.3 Sample Size

Sample size is the number of respondents included in a research. According to Mugenda and Mugenda (2003) an appropriate sample should be between 10-30% of the population. Owing to the size of the sampling frame, a thirty per cent (30%) sample size was selected for purposes of this study. This sample size was picked in relative proportions from each of location units which include Nairobi, Nanyuki and Mogadishu based employees. The sample size was considered appropriate and representative of the entire population as represented in the table below.

Table 3.2: Sample Size Distributions

<table>
<thead>
<tr>
<th>Local Unit</th>
<th>Sample Size</th>
<th>% Sample Size</th>
</tr>
</thead>
<tbody>
<tr>
<td>Nairobi based employees</td>
<td>10</td>
<td>14%</td>
</tr>
<tr>
<td>Nanyuki based employees</td>
<td>25</td>
<td>36%</td>
</tr>
<tr>
<td>Mogadishu based employees</td>
<td>25</td>
<td>36%</td>
</tr>
<tr>
<td><strong>Totals</strong></td>
<td><strong>60</strong></td>
<td><strong>100%</strong></td>
</tr>
</tbody>
</table>

(Source: Human Resource office; SAAB Group Company, 2018)

3.4 Data Collection Methods

Data collection is the process of gathering and measuring information on targeted variables in an established systematic fashion, which then enables one to answer relevant questions and evaluate outcomes (Cooper & Schilndler 2006). The choice of data collection method depends on the facilities available, the degree of accuracy required, the expertise of the researcher, the time span on the study and other costs and resources associated with and available for data gathering (McBurney & White, 2010). Data can be collected through two main sources which include primary data and secondary data. For this study the collection of primary data was done using a five-point Likert scale type of questionnaire designed to capture aspects of the three research objectives. The choice of a questionnaire for this study was ideal given that questionnaires are stable consistent and
uniform offering a considered and objective view of issues. The questionnaires that were used in this study contained only closed ended questions. According to Collis and Hussey (2009), questionnaires are largely designed to collect large numbers of quantitative data.

According to Zikmund (2004), the main benefits of using this survey method are inexpensive and it enables researchers to collect large amount of primary data from respondents in a short period of time. It is necessary that the layout of the questionnaire is made simple so that the respondents can easily understand and answer them without taking much of their time. The research was separated into three sections namely Section A and B. Section A collected the respondents’ demographic data which consisted of elements such as gender, age, ethnicity, education level, position in an organization and working experience. Section B consisted of three independent variable which was to determine the influence of gender diversity towards employee’s performance.

According to Mugenda and Mugenda (2003), define validity as the accuracy and meaningfulness of inferences which are based on research results. Validity is the degree to which some test measures variables it claims to measure. In other words, validity is the degree of which results obtained from the analysis of the data actually represents the phenomenon under study. The items of questions should reflect four objectives and four research questions based on the terms under literature review. It should relate accurately to the research questions. According to Mugenda and Mugenda (2003) content validity is a degree to which data collected using an instrument to represent a specific domain of indicators or content of a particular concept. To ascertain the validity of the research instruments, expert advice and guidance was also sought from the supervisor.

3.5 Research Procedures

The researcher basically administered the questionnaire personally to the respondents in the location of units in Nairobi, Nanyuki and Mogadishu. Personally, administering the questionnaires to the respondents is advantageous as it enabled the researcher to collect all the responses within a short period of time. It is also important as any doubt that the respondents may have will be clarified on the spot. The researcher also got the opportunity to introduce the research topic and motivate the respondents to dive their frank answers. To validate the research instruments a pilot study was conducted to a small sample of 5 respondents who were not included in the final study.
Pilot test is a survey which is done on a small group of respondents to make sure the questions being asked in the questionnaire are reliable. The pilot study was used to identify items on questionnaire that were ambiguous hence improved the final questionnaire. The primary instrument used in this study was questionnaire survey. The questionnaire’s section B adopted the use of a Likert scale. Likert scale is used to measure of attitude designed to allow respondents to indicate whether how strongly they agree or disagree with carefully constructed statements that range from very positive to negative toward an attitudinal object (Zikmund, 2003). Questions in Section B of the questionnaire use Likert scale to allow respondents to indicate to what extent they agree or disagree with the statement.

3.6 Data Analysis Methods

Data Analysis is the process of systematically applying statistical and/or logical techniques, to describe, illustrate and evaluate data (Cooper & Schindler 2006). Descriptive Statistics was used to analyze the data. The data was coded and analyzed with the aid of Statistical Package for Social sciences (SPSS ver.24) and MS Excel. The data was summarized and presented in tables and figures. Inferential analysis is used to provide generation of conclusion regarding the characteristics of the population based on the sample data (Burns & Bush, 2014). Furthermore, it aims to examine the individual variables and its relationships with other variables. Statistical Package for Social sciences was used to test the relationship between the independent variables and dependent variable using methods such as Pearson Correlation analysis and Regression analysis. Therefore, descriptive statistics such as frequencies distribution tables, percentages were used to understand the data. The inferential statistics such as correlation and regression analysis and the regression model that was used was as follows:

The model was as follows

\[ Y = \beta_0 + \beta_1 x_1 + \beta_2 x_2 + \beta_3 x_3 + e \]

Where; \( Y \)=Employee performance

\( X_1 \)= Gender Diversity

\( X_2 \)= Ethnicity

\( X_3 \)= Generational Differences
e = Standard error

The relationship will clearly be revealed by regression coefficients obtained from regression analysis

3.7 Chapter Summary
This chapter outlines how research design was applied, data types and data collection methods that were available and the way in which information collected was analyzed. Additionally, the population sampling technique, sample frame and sample size that was used have been explored. The data analysis tools, SPSS software and MS Excel have been mentioned.
CHAPTER FOUR

4.0 RESULTS AND FINDINGS

4.1 Introduction
This chapter presents the findings of the study. It is organized into four sections. Section one, which is the general information, the section also gives the overall response rate. This section precedes other sections because it confirms whether the sample collected was representative enough. Section two discusses the how gender diversity influences employee performance. Section three, on the other hand, gives how ethnicity affects employee performance and section four gives how generational differences influence employee performance and the chapter summary.

4.1.1 Response Rate
Response rate measured how well the targeted sample size was achieved. High response rates minimize obtaining biased statistics and consequently, make study findings valid and reliable. A total of 60 questionnaires were distributed to the respondents where only 38 questionnaires were filled and returned. Therefore, the response rate for the study was 63% which was reliable in analyzing the data. The Table 4.1 gives the response rate from the field.

Table 4.1: Employee Response Rate

<table>
<thead>
<tr>
<th>Classifications</th>
<th>Target Employees</th>
<th>Employee Response</th>
<th>Response Rate (%)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Employees</td>
<td>60</td>
<td>38</td>
<td>63%</td>
</tr>
</tbody>
</table>

4.2 General Information
This section highlights the general information of the respondents. The key respondent’s information considered in this study were gender, age group, marital status, highest level of education, number of years working with SAAB Kenya, level of cadres, and staff productivity at the company education. The results are presented.

4.2.1 Gender
The Figure 4.1 shows that majority of the sampled individuals 66% were males, while only 34% were females. This was an indication that the organization is dominated by males.
4.2.2 Age Group
The researcher sought to determine the age group of the employees in the organization where between the age group of 18-33 years was 66% and between age group of 34-48 years was 34%. The findings is represented in the Figure 4.2 below.

![Figure 4.2: Age Group of Employees](image)

4.2.3 Marital Status
As shown in Figure 4.3, majority 92% of the respondents were married while 8% of them were single. None of them indicated that was divorced.
4.2.4 Highest Level of Education
As indicated in Figure 4.4 majority 42% of the respondents have attained diploma certificate. 26% of them have bachelor’s degree. 24% of them were holders of high school certificate, and lastly 8% of them were graduate holders. None of them was a high school leaver.

4.2.5 Years of Service with SAAB Kenya
As indicated in the Figure 4.5 below the research sought to find out how long the employees have working with the organization and majority of the respondents have been
with the organization between 3-5 years with 47%, followed by 10-15 years which was 40% and lastly between 6-10 years was 13%.

![Years of Service with SAAB Kenya](image)

**Figure 4.5: Years of Service with SAAB Kenya**

### 4.2.6 Level of Cadres

As indicated in the Figure 4.6 below the researcher sought to find the level of the cadres in the organization where the lower management was represented by 53%, followed by the top management with a representation of 31% and lastly employees who represent middle management was 16%.

![Level of Cadres](image)

**Figure 4.6: Level of Cadres for Employees**
4.2.7 Staff Productivity
The study sought to find the level of staff productivity in the organization where most of the employees described staff productivity by 66% as being high, followed by 29% being average and lastly 5% described as being very high. The Figure 4.7 below shows the findings of the study.

![Staff Productivity Chart](image)

Figure 4.7: Staff Productivity for Employees

4.3 Influence of Gender Diversity on Employee Performance
The study sought to determine the influence of gender diversity on employee performance where the first question where the respondents were asked if gender-related training programs have expanded the concept of diversity and they rated as 32% somewhat agree, 34% agree and 21% strongly agree the next question was if differences in gender affects the working relationship between workers they rated as 16% somewhat agree, 34% agree and 8% strongly agree. On the gender composition in an organization’s workforce influences individual, group and organizational performance it was rated as 18% somewhat agree, 29% agree and 32% strongly agree and the effective communication styles among different gender groups leads to increased organization performance was rated as 5% somewhat agree, 61% agree and 34% strongly agree on whether women are more preferred than men in delivering high quality top–level leadership in the organization they rated as 37% somewhat agree, 8% agree and 16% strongly agree.

The equality is emphasized more in feminine society where men and women take equal share of responsibilities was rated as 13% somewhat agree, 47% agree and 21% strongly agree and organizations deliver better results when women occupy a fair percentage of
leadership roles they rated as 18% somewhat agree, 21% agree and 29% strongly agree lastly employees were asked on whether diversity leadership styles (Autocratic, Democratic, Participatory, Paternal) improves performance based on gender was rated as 26% somewhat agree, 37% agree and 24% strongly agree. The Table 4.2 gives the summary of the influence of gender diversity on employee performance.

Table 4.2: Influence of gender diversity on employee performance

<table>
<thead>
<tr>
<th>Gender-related training programs have expanded</th>
<th>SD</th>
<th>D</th>
<th>SWA</th>
<th>A</th>
<th>SA</th>
</tr>
</thead>
<tbody>
<tr>
<td>Gender-related training programs have expanded</td>
<td>5%</td>
<td>8%</td>
<td>32%</td>
<td>34%</td>
<td>21%</td>
</tr>
<tr>
<td>Differences in gender affects the working</td>
<td>26%</td>
<td>16%</td>
<td>16%</td>
<td>34%</td>
<td>8%</td>
</tr>
<tr>
<td>Gender composition in an organization’s workforce</td>
<td>21%</td>
<td>18%</td>
<td>29%</td>
<td>32%</td>
<td></td>
</tr>
<tr>
<td>Effective communication styles among different gender</td>
<td>5%</td>
<td>61%</td>
<td>34%</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Women are more preferred than men in delivering</td>
<td>16%</td>
<td>24%</td>
<td>37%</td>
<td>8%</td>
<td>16%</td>
</tr>
<tr>
<td>Equality is emphasized more in feminine society where men and women take equal share of responsibilities</td>
<td>5%</td>
<td>13%</td>
<td>13%</td>
<td>47%</td>
<td>21%</td>
</tr>
<tr>
<td>Organizations deliver better results when women occupy a fair percentage of leadership roles</td>
<td>16%</td>
<td>16%</td>
<td>18%</td>
<td>21%</td>
<td>29%</td>
</tr>
<tr>
<td>Diversity leadership styles (Autocratic, Democratic, Participatory, Paternal) improves performance based on gender</td>
<td>13%</td>
<td>26%</td>
<td>37%</td>
<td>24%</td>
<td></td>
</tr>
</tbody>
</table>

4.3.1 Quality of Management and Leadership of the Firm

The study sought to determine the quality of the management and leadership of the organization where 5% of the employees rated as not sure, 10% very poor, 66% rates as good, and lastly 18% rated as very good. The is indicated in the Figure 4.8 below.
4.3.2 Gender Diversity on the Management and Leadership

The study sought to determine the influence of gender diversity on the management and leadership quality in the organization where employees rated 18% as not sure, 5% as very poor, 5% as poor, 53% as high and lastly 18% as very high. This is indicated in the Figure 4.9 below.

4.3.3 Competitiveness, Perceptions, Culture and Job satisfaction

The study sought to determine the Competitiveness, perceptions, culture and job satisfaction of employees in the organization where on the first question they were asked if they would you agree that your organization is highly competitive as compared to competitors where they rated as 40% agree, and 55% strongly agree and on the gender
diversity in the firm influences current perceptions of job satisfaction was rated as 34% agree and 16% as strongly agree. The next one was if they consider the organization as having a distinctive culture where it was rated as 47% agree and 24% strongly agree and the last one was if they are satisfied by the job which was rated as 50% agreed and 40% strongly agreed. The Table 4.3 gives the findings of Competitiveness, perceptions, culture and job satisfaction.

Table 4.3: Competitiveness, perceptions, culture and job satisfaction

<table>
<thead>
<tr>
<th></th>
<th>Strongly Disagree</th>
<th>Disagree</th>
<th>Not Sure</th>
<th>Agree</th>
<th>Strongly Agree</th>
</tr>
</thead>
<tbody>
<tr>
<td>Would you agree that your firm is highly competitive as compared to competitors</td>
<td>0%</td>
<td>0%</td>
<td>5%</td>
<td>40%</td>
<td>55%</td>
</tr>
<tr>
<td>Gender diversity in the firm influences current perceptions of job satisfaction</td>
<td>16%</td>
<td>26%</td>
<td>8%</td>
<td>34%</td>
<td>16%</td>
</tr>
<tr>
<td>Do you consider your organization as having a distinctive culture</td>
<td>5%</td>
<td>16%</td>
<td>8%</td>
<td>47%</td>
<td>24%</td>
</tr>
<tr>
<td>Are you satisfied with your job</td>
<td>0%</td>
<td>5%</td>
<td>5%</td>
<td>50%</td>
<td>40%</td>
</tr>
</tbody>
</table>

4.3.4 Impact of the Gender diversity

The study sought to determine the nature of the impact of gender diversity on firm’s competitive advantage where the employees responded as follows 5% said there is effect, 10% as being negative, 58% as being positive, and 26% as being mostly positive. The Figure 4.10 below gives the summary of the impact of the Gender diversity

![Impact of the Gender diversity](image)
4.3.5 Gender diversity and Organizational Culture

The study sought to determine the extent to which gender diversity of the firm determines organizational culture and the employee’s rates as follows 18% were not sure, 5% not at all, 21% rated to a minimal extent, 42% rated as to some extent and lastly 13% rated to a great extent. The Figure 4.11 below gives the summary of the Gender diversity and Organizational Culture.

![Gender diversity and Organizational Culture](image)

**Figure 4.11: Gender diversity and Organizational Culture**

4.3.6 Effect of gender diversity on organizational performance

The study sought to determine the effect of gender diversity on organizational performance where the employees rated as follows; 26% of the employee’s rates as no effect, 15% as negative, 32% as positive and 26% as mostly positive the Figure 4.12 below gives the summary of the effect of gender diversity on organizational performance.
4.4 Effects of Ethnicity on Employee Performance

The study sought to determine the effects of ethnicity on employee performance where the response was on whether ethnic background is highly related to language among Kenyan tribes and they rated as 5% somewhat agree, 29% agree and 53% strongly agree. The next question was if intercultural communication assists in managing a diverse workforce where they rated as 13% somewhat agree, 37% agree and 40% strongly agree. On cultural and ethnic differences shape the conflict process by coming up with conflict resolution strategies was rated as 5% somewhat agree, 68% agree and 21% strongly agree and assessment of one’s beliefs about work values and others from different cultural backgrounds forms a multicultural perspective was rated as 11% somewhat agree, 61% agree and 24% strongly agree. The next question was if ethnicity is one of the most relevant and significant dimensions of workforce heterogeneity was rated as 18% somewhat agree, 53% agree and 18% strongly agree and whether ethnic diversity shapes how people feel motivated about their jobs and level of efficiency in the organization was rated as 21% somewhat agree, 45% agree and 8% strongly agree.

The employees were also asked if ethnicity has a positive effect on employee performance as it improves performance results was rated as 13% somewhat agree, 42% agree and 8% strongly agree and the formation of ethnic identities destabilizes factors in ethnic diverse workforce which affects employee job satisfaction and results in poor organizational performance was rated as 16% somewhat agree, 50% agree and 34%
strongly agree. The question was if ethnically diverse teams can increase both team and organizational performance and they rated as 26% somewhat agree, 42% agree and 26% strongly agree and lastly if increased multicultural workforce in the organizations brings about greater participation and synergy to improve employee performance was rated as 21% somewhat agree, 42% agree and 32% strongly agree. The Table 4.4 below gives the summary of the effects of ethnicity on employee performance.

Table 4.4: Effects of Ethnicity on Employee Performance

<table>
<thead>
<tr>
<th>EEP</th>
<th>Description</th>
<th>SD</th>
<th>D</th>
<th>SWA</th>
<th>A</th>
<th>SA</th>
</tr>
</thead>
<tbody>
<tr>
<td>EEP1</td>
<td>Ethnic background is highly related to language among Kenyan tribes.</td>
<td>0%</td>
<td>13%</td>
<td>5%</td>
<td>29%</td>
<td>53%</td>
</tr>
<tr>
<td>EEP2</td>
<td>Intercultural communication assists in managing a diverse workforce.</td>
<td>0%</td>
<td>11%</td>
<td>13%</td>
<td>37%</td>
<td>40%</td>
</tr>
<tr>
<td>EEP3</td>
<td>Cultural and ethnic differences shape the conflict process by coming up with conflict resolution strategies.</td>
<td>0%</td>
<td>5%</td>
<td>5%</td>
<td>68%</td>
<td>21%</td>
</tr>
<tr>
<td>EEP4</td>
<td>Assessment of one’s beliefs about work values and others from different cultural backgrounds forms a multicultural perspective</td>
<td>0%</td>
<td>5%</td>
<td>11%</td>
<td>61%</td>
<td>24%</td>
</tr>
<tr>
<td>EEP5</td>
<td>Ethnicity is one of the most relevant and significant dimensions of workforce heterogeneity.</td>
<td>0%</td>
<td>11%</td>
<td>18%</td>
<td>53%</td>
<td>18%</td>
</tr>
<tr>
<td>EEP6</td>
<td>Ethnic diversity shapes how people feel motivated about their jobs and level of efficiency in the organization</td>
<td>5%</td>
<td>21%</td>
<td>21%</td>
<td>45%</td>
<td>8%</td>
</tr>
<tr>
<td>EEP7</td>
<td>Ethnicity has a positive effect on employee performance as it improves performance results.</td>
<td>21%</td>
<td>16%</td>
<td>13%</td>
<td>42%</td>
<td>8%</td>
</tr>
<tr>
<td>EEP8</td>
<td>The formation of ethnic identities destabilizes factors in ethnic diverse workforce which affects employee job satisfaction and results in poor organizational performance</td>
<td>0%</td>
<td>0%</td>
<td>16%</td>
<td>50%</td>
<td>34%</td>
</tr>
<tr>
<td>EEP9</td>
<td>Ethnically diverse teams are capable of increasing both team and organizational performance</td>
<td>0%</td>
<td>5%</td>
<td>26%</td>
<td>42%</td>
<td>26%</td>
</tr>
<tr>
<td>EEP10</td>
<td>Increased multicultural workforce in the organizations brings about greater participation and synergy to improve employee performance</td>
<td>0%</td>
<td>5%</td>
<td>21%</td>
<td>42%</td>
<td>32%</td>
</tr>
</tbody>
</table>

4.4.1 Organization Reputations

The study sought to determine the organization reputation and the employees rated as follows 10% as negative, 50% as positive and lastly 40% rated as mostly positive. The Figure 4.13 below gives summary of the findings of the firm reputations.
4.4.2 Impact of Ethnic diversity on Team Performance
The study sought to determine the Impact of ethnic diversity on team performance in the organization where the employees responded as follows; 8% rates as not sure, 10% as not at all, 10% to a minimal extent, 50% rated as to some extent, 21% rated to a great extent as shown in the Figure 4.14 below.

4.4.3 Working with Colleagues from other Ethnic Backgrounds
The study sought to determine the if working with colleagues from other ethnic backgrounds has effects on the productivity where the employees rated as follows; 15% rated as strongly disagree, 47% as disagree, 11% as not sure, 18% as agree and 7% as strongly agree. the Figure 4.15 below gives the summary of the Working with Colleagues from other ethnic backgrounds
4.4.4 Job Satisfaction
The study sought to determine if Satisfaction of the job with other people from diverse background where they responded as follows; 13% as not different, 5% as very dissatisfied, 29% as satisfied, and lastly 53% as very satisfied. The Figure 4.16 below gives the summary of job satisfaction.

4.4.5 Impact of Ethnic diversity on Communication
The study sought to determine the impact of ethnic diversity on communication and information sharing where the employees said as follows 8% as not effect, 5% as mostly negative, 5% rated as negative, 63% as positive and lastly 18% as mostly positive the
Figure 4.17 below gives the summary of the impact of ethnic diversity on communication and information sharing.

\[ \text{Impact of Ethnic diversity} \]

<table>
<thead>
<tr>
<th>Impact</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Not Effect</td>
<td>8%</td>
</tr>
<tr>
<td>Mostly Negative</td>
<td>5%</td>
</tr>
<tr>
<td>Negative</td>
<td>5%</td>
</tr>
<tr>
<td>Positive</td>
<td>63%</td>
</tr>
<tr>
<td>Mostly Positive</td>
<td>18%</td>
</tr>
</tbody>
</table>

Figure 4.17: Impact of Ethnic diversity on Communication

4.5 Effects of Generational Differences on Employee Performance

The study sought to determine the effects of generational differences on employee performance where employees gave response on each question on a scale of five Likert scale. The first question was if each generation of workers are motivated and demotivated differently and they rated as 16% somewhat agree, 32% agree and 42% strongly agree and on the organizations continue to rely on teams within the workplace to achieve goals through task performance and they rated as 8% somewhat agree, 50% agree and 42% strongly agree. The next question was if multiple categories of diversity within the workplace influence individual, group and organizational performance was rated as 24% somewhat agree, 53% agree and 18% strongly agree and workplace problems occur due to generational differences in values, ways of working and communication was rated as 13% somewhat agree, 26% agree and 40% strongly agree.

They were also asked if employees from the same generation are likely to share the same work values which vary from generation to generation and they rated as 13% somewhat agree, 50% agree and 26% strongly agree on age diversity has an impact on employee interactions related to the organizational hierarchy roles and they rated as 32% somewhat agree, 29% agree and 18% strongly agree. The next question was if generational differences helps managers and workers anticipate miscommunications and conflicts between employees was rated as 29% somewhat agree, 42% agree and 16% strongly agree.
agree and on understanding of generational differences and traits improves employee interactions was rated as 5% somewhat agree, 74% agree and 16% strongly agree lastly the millennial generation is defined by a complex combination of relationship issues, personal growth ideas, organization structures and preferred ideal workplace than older generation in the organization was rated as 29% somewhat agree, 50% agree and 8% strongly agree. The Table 4.5 below gives the summary of the effects of generational differences on employee performance

Table 4.5: Effects of Generational Differences on Employee Performance

<table>
<thead>
<tr>
<th>GDE1</th>
<th>Each generation of workers are motivated and demotivated differently.</th>
<th>SD</th>
<th>D</th>
<th>SWA</th>
<th>A</th>
<th>SA</th>
</tr>
</thead>
<tbody>
<tr>
<td>GDE2</td>
<td>Organizations continue to rely on teams within the workplace to achieve goals through task performance</td>
<td>0%</td>
<td>11%</td>
<td>16%</td>
<td>32%</td>
<td>42%</td>
</tr>
<tr>
<td>GDE3</td>
<td>Multiple categories of diversity within the workplace influence individual, group and organizational performance</td>
<td>0%</td>
<td>5%</td>
<td>24%</td>
<td>53%</td>
<td>18%</td>
</tr>
<tr>
<td>GDE4</td>
<td>Workplace problems occur due to generational differences in values, ways of working and communication</td>
<td>5%</td>
<td>16%</td>
<td>13%</td>
<td>26%</td>
<td>40%</td>
</tr>
<tr>
<td>GDE5</td>
<td>Employees from the same generation are likely to share the same work values which vary from generation to generation</td>
<td>5%</td>
<td>5%</td>
<td>13%</td>
<td>50%</td>
<td>26%</td>
</tr>
<tr>
<td>GDE6</td>
<td>Age diversity has an impact on employee interactions related to the organizational hierarchy roles</td>
<td>0%</td>
<td>21%</td>
<td>32%</td>
<td>29%</td>
<td>18%</td>
</tr>
<tr>
<td>GDE7</td>
<td>Generational differences help managers and workers anticipate miscommunications and conflicts between employees</td>
<td>8%</td>
<td>5%</td>
<td>29%</td>
<td>42%</td>
<td>16%</td>
</tr>
<tr>
<td>GDE8</td>
<td>Understanding of generational differences and traits improves employee interactions</td>
<td>0%</td>
<td>5%</td>
<td>5%</td>
<td>74%</td>
<td>16%</td>
</tr>
<tr>
<td>GDE9</td>
<td>Millennial generation is defined by a complex combination of relationship issues, personal growth ideas, organisation structures and preferred ideal workplace than older generation in the organisation</td>
<td>8%</td>
<td>5%</td>
<td>29%</td>
<td>50%</td>
<td>8%</td>
</tr>
</tbody>
</table>

4.5.1 Level of creativity and innovativeness of the firm

The study sought to determine the level of creativity and innovativeness of the firm and the employees rated on a scale of five where 5% said were not sure, 13% rated as least creative and innovative, 5% somewhat creative and innovative, 26% rated as quite creative and innovative and 50% as very creative and innovative. The Figure 4.18 below gives a summary of the Level of creativity and innovativeness of the firm.
Figure 4.18: Level of creativity and innovativeness of the firm

4.5.2 Impact of Age diversity on Creativity
The study sought to determine the impact of age diversity on creativity and innovation in the firm where the employees rated as 8% as no effect, 5% as negative, 68% as positive, 18% as mostly positive the Figure 4.19 below gives a summary of the impact of age diversity on creativity.

Figure 4.19: Impact of Age diversity on Creativity

4.5.3 Generational differences and product improvement
The study sought to determine if the generational differences leads to improvement of product and service quality due to multiplicity of perspectives and knowledge where they employees rated as follows; 5% as no effect, 5% as negative, 63% as positive and lastly
26% as mostly positive. The Figure 4.20 shows the generational differences and product improvement.

![Bar chart showing generational differences and product improvement](image)

**Figure 4.20: Generational differences and product improvement**

### 4.5.4 Age diversity and Problem Solving

The study sought to determine if age diversity affects problem solving in the firm. The employees in the organization rated it as follows: 5% as no effect, 13% as hard, 74% as easy, and lastly 7% as very easy. The Figure 4.21 below gives the summary of the age diversity and how it affects problem solving in the firm.

![Bar chart showing age diversity and problem solving](image)

**Figure 4.21: Age diversity and Problem Solving**
4.6 Inferential Statistics

4.6.1 Correlational for Work Force Diversity and Employee Performance

Correlation coefficient $r$ measures the strength and direction of a linear relationship between two variables. The value of $r$ is always between $+1$ and $-1$. The Sig (2-Tailed) value shows that the relationships between variables are statistically significant or not. The Table 4.6 below indicates the summary of the findings on the correlation analysis. There was a strong positive correlation between gender diversity and employee performance where the ($r=0.820$, p-value>0.05). On the relationship between ethnicity and employee performance which indicated a strong positive correlation between ethnicity and employee performance where the ($r=0.883$, p-value>0.05). On the last objective showed a strong positive correlation between generational differences and employee performance where the ($r=0.839$, p-value>0.05).

Table 4.6: Correlational for Work Force Diversity and Employee Performance

<table>
<thead>
<tr>
<th></th>
<th>Correlations</th>
<th>Employee performance</th>
<th>Gender diversity</th>
<th>Ethnicity</th>
<th>Generational differences</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Employee performance</strong></td>
<td>Pearson Correlation</td>
<td>1</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Sig. (2-tailed)</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>N</td>
<td>38</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Gender diversity</strong></td>
<td>Pearson Correlation</td>
<td>.820**</td>
<td>1</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Sig. (2-tailed)</td>
<td>.000</td>
<td>.000</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>N</td>
<td>38</td>
<td>38</td>
<td>38</td>
<td></td>
</tr>
<tr>
<td><strong>Ethnicity</strong></td>
<td>Pearson Correlation</td>
<td>.883**</td>
<td>.678**</td>
<td>1</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Sig. (2-tailed)</td>
<td>.000</td>
<td>.000</td>
<td>.000</td>
<td></td>
</tr>
<tr>
<td></td>
<td>N</td>
<td>38</td>
<td>38</td>
<td>38</td>
<td>38</td>
</tr>
<tr>
<td><strong>Generational differences</strong></td>
<td>Pearson Correlation</td>
<td>.839**</td>
<td>.561**</td>
<td>.720**</td>
<td>1</td>
</tr>
<tr>
<td></td>
<td>Sig. (2-tailed)</td>
<td>.000</td>
<td>.000</td>
<td>.000</td>
<td></td>
</tr>
<tr>
<td></td>
<td>N</td>
<td>38</td>
<td>38</td>
<td>38</td>
<td>38</td>
</tr>
</tbody>
</table>

**. Correlation is significant at the 0.01 level (2-tailed).
4.6.2 Regression Analysis for Work Force Diversity and Employee Performance

Regression analysis was conducted to test the relationships amongst the workforce factors which was gender diversity, ethnicity and generational differences (independent Variables) and employee performance (dependents variable). The Table 4.7 shows that the adjusted R-square value for the model summary was 92.8% of variations in the dependent variable. Therefore 92.8% of variations of employee performance could be explained by workforce diversity factors in the model summary.

Table 4.7: Model Summary for Work Force Diversity and Employee Performance

<table>
<thead>
<tr>
<th>Model Summary</th>
<th>R</th>
<th>R Square</th>
<th>Adjusted R Square</th>
<th>Std. Error of the Estimate</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>.966a</td>
<td>.934</td>
<td>.928</td>
<td>1.83030</td>
</tr>
</tbody>
</table>

a. Predictors: (Constant), Generational differences, Gender diversity, Ethnicity

4.6.3 ANOVA for Work Force Diversity and Employee Performance

The Table 4.6 below indicates the results of the ANOVA for workforce diversity and employee performance where it was determined as follows; (F-Value was 160.485), and the P-Value=0.000). In this study the p-value is 0.000 which is less than 0.05 implying that the regression model was statistically significant in predicting the relationship between workforce diversity and employee performance. The independent variables of the study, gender diversity, ethnicity and generational differences, has significant relationship with dependent variable of the study which was employees’ performance.

Table 4.8: ANOVA for Work Force Diversity and Employee Performance

<table>
<thead>
<tr>
<th>Model</th>
<th>Sum of Squares</th>
<th>df</th>
<th>Mean Square</th>
<th>F</th>
<th>Sig.</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Regression</td>
<td>1612.864</td>
<td>3</td>
<td>537.621</td>
<td>160.485</td>
</tr>
<tr>
<td></td>
<td>Residual</td>
<td>113.899</td>
<td>34</td>
<td>3.350</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Total</td>
<td>1726.763</td>
<td>37</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

a. Dependent Variable: Employee performance
b. Predictors: (Constant), Generational differences, Gender diversity, Ethnicity
4.6.4 Regressions Coefficients for Work Force Diversity and Employee Performance

This test was carried out to determine whether there was any relationship between gender diversity, ethnicity and generational differences and employee performance of SAAB Group. The p-value obtained was less than level of significance $\alpha=0.05$ where ($p=0.005$), implying that the regression model was significant in predicting the relationship between gender diversity and employee performance of SAAB group. The coefficients model shows gender diversity affects employee performance in the organization, an increase in gender diversity increases employee performance on by a positive value of 40.1%. on ethnicity and employee performance it implied that the regression model was significant in predicting the relationship between ethnicity and employee performance. The coefficients model shows ethnicity affects employee performance in the organization, an increase in ethnicity increases employee performance on by a positive value of 35.5%.

The regression on the generational difference and employee performance where the p-value obtained was less than level of significance $\alpha=0.05$ where ($p=0.000$), implying that the regression model was significant in predicting the relationship between generational differences and employee performance. The coefficients model shows generational differences affects employee performance in the organization, an increase in generational differences increases employee performance on by a positive value of 39.4%. The model explaining the results is as follows; $Y=-2.359 + 0.401 \text{ Gender Diversity} + 0.355 \text{ Ethnicity} + 0.394 \text{ Generational Differences}

Table 4.9: Coefficients for Work Force Diversity and Employee Performance

<table>
<thead>
<tr>
<th>Model</th>
<th>Coefficients(^a)</th>
<th>Unstandardized Coefficients</th>
<th>Standardized Coefficients</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>(Constant)</td>
<td>-2.359</td>
<td>-.706</td>
</tr>
<tr>
<td></td>
<td>Gender diversity</td>
<td>.401</td>
<td>.360</td>
</tr>
<tr>
<td></td>
<td>Ethnicity</td>
<td>.355</td>
<td>.374</td>
</tr>
<tr>
<td></td>
<td>Generational</td>
<td>.394</td>
<td>.368</td>
</tr>
<tr>
<td></td>
<td>differences</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

\(^a\) Dependent Variable: Employee performance
4.7 Chapter Summary

The chapter has presented the results and findings of the study. It first presented the general information for the study followed by the influence of gender diversity on employee performance, followed by the influence of ethnicity on employee performance and lastly the generational differences on employee performance. It has also presented the correlational analysis on both independent variables and dependent variable. The next chapter will give a summary of the study, discussion, conclusion and recommendation for improvement for each specific objective under the study and finally the recommendation for further study.
CHAPTER FIVE

5.0 DISCUSSIONS, CONCLUSIONS AND RECOMMENDATIONS

5.1 Introduction

This chapter presents the summary of findings of the analysis, the conclusion drawn from the study and the needed recommendations for further study and enhancement of workforce diversity on employee team performance. The chapter will be based on the results and discussion in chapter four.

5.2 Summary of the Study

The objective of the study was to investigate the influence of workforce diversity on employee team performance in SAAB Group Company and the specific objectives were as follows; to investigate gender diversity influence on employee performance in Saab Group Company, to examine how ethnicity affects employee performance in Saab Group Company, and to analyze how generational differences influence employee performance in Saab Group Company.

The study adopted a descriptive research design. This was appropriate for the study because it concerns itself with collecting information on the respondents understanding, perception and opinion. The population involved employees at the various units’ stations in Nairobi office, Nanyuki Training Unit and Mogadishu’s Support and Services Unit in Somalia. The population comprised of 60 employees from all levels of the organizations. The data was coded and analyzed with the aid of Statistical Package for Social sciences and MS Excel. The data was then summarized and presented in tables and figures. Descriptive Statistics was used to analyze data. The study also used inferential statistics such as correlation and regression analysis which was used to analyze quantitative data. Inferential analysis provides generation of conclusion regarding the characteristics of the population based on the sample data. A total of 60 questionnaires were distributed to the respondents where only 38 questionnaires were filled and returned. Therefore, the response rate for the study was 63% which was reliable in analyzing the data.

The results of the findings indicated that majority of the sampled employees 66% of which were males, while only 34% were females. The age group of the employees in the organization where between the age group of 18-33 years was 66% and between age group of 34-48 years was 34%. And on the marital status of the employees indicated that 92% of the respondents were married while 8% of them were single. None of them
indicated that was divorced. On the level of education where 42% of the respondents indicated that they have attained diploma certificate. 26% of them have bachelor’s degree. 24% of them were holders of high school certificate, and 8% of them were graduate holders.

The results also indicated that employees have been working with the organization and most of the employees indicated that they have been with the organization between 3-5 years with 47%, followed by 10-15 years which was 40% and lastly between 6-10 years was 13%. On the level of the cadres in the organization where the lower management was represented by 53%, followed by the top management with a representation of 31% and employees who holds middle management level was 16%. Staff productivity in the organization where most of the employees described staff productivity by 66% as being high, followed by 29% being average and lastly 5% described as being very high.

The study indicated on the first objective that there was a strong positive correlation between gender diversity and employee performance where the \( r=0.820, p\text{-value}>0.05 \) and the value of adjusted R-squared implied that the model explains variation in the dependent variable. The variations of gender diversity is well explained by employee performance. The second objective indicated that there was a strong positive correlation between ethnicity and employee performance where the \( r=0.883, p\text{-value}>0.05 \) and the adjusted R-squared implied that the model explains the variation in the dependent variable. On the variations of ethnicity is also explained by employee performance. The relationship between generational differences showed a strong positive correlation between generational difference and employee performance where the \( r=0.839, p\text{-value}>0.05 \) and adjusted R-squared implied that the model explains the variation in the dependent variable. Therefore, the variations of generational difference is well explained by employee performance all the variables under the study showed a positive significance which meant they are good predictor of the employee’s performance.

5.3 Discussion

5.3.1 Influence of Gender Diversity on Employee Performance

The study sought to determine the influence of gender diversity on employee performance where gender-related training programs have expanded the concept of diversity and most of the employees agreed this is in agreement with the assertions of Kochan et. al. (2003), who argues that the widespread adoption of gender-related training programs has
expanded the concept of diversity and people begin to realize and recognize demographic differences such as gender are affecting the working relationship between workers and toward their performance. The differences in gender affects the working relationship between employees most of the employees who were asked tended to agree therefore the management they should implement various strategies of communication when dealing with different gender, with equal opportunities to create ultimate work environment among employees in the workplace.

The findings on the gender composition in an organization’s workforce influences individual, group and organizational performance it was rated as strongly agree and agree by the employees and the effective communication styles among different gender groups leads to increased organization performance employees agreed with and on whether women are more preferred than men in delivering high quality top–level leadership in the organization also agreed, the findings is in line with Van Knippenberg et. al. (2014) who found that while most top leadership and management in most firms are dominated by men, an inclusion of women in such teams make them not only become diverse but also improves the quality of the leadership and top-level management the same to Dezo and Ross (2012) where they argued that women lean towards a more interactive leadership accentuating inclusion, participation and power sharing while men tend towards a less interactive leadership style, one focused on goal attainment with little participation.

The equality is emphasized more in feminine society where men and women take equal share of responsibilities most of the employees tended to agree and according to Hofstede (1980), feminine society values give more importance to people and relationships and promote a feeling of solidarity and organizations deliver better results when women occupy a fair percentage of leadership roles those employees rated as strongly agree on the employees whether diversity leadership styles (Autocratic, Democratic, Participatory, Paternal) improves performance based on gender was rated as strongly agree. The influence of gender diversity on the management and leadership quality in the organization where employees rated very high.

On the competitiveness, perceptions, culture and job satisfaction of employees in the organization where an organization is highly competitive as compared to competitors where they rated as agree and on the gender diversity in the firm influences current perceptions of job satisfaction where most of the employees rated as strongly agree. The
organization as having a distinctive culture where it was rated as agree with the statement and they are satisfied by the job which was rated agreed. The nature of the impact of gender diversity on firm’s competitive advantage where the employees responded as being mostly positive. According to Gupta (2013) who observed that moderate level of gender diversity increases competitive advantage while a higher level of gender diversity decreases organizational performance.

The extent to which gender diversity of the firm determines organizational culture and the employee’s responded as to great extent. The study sought to determine the effect of gender diversity on organizational performance where the employees rated as mostly positive gender diversity is one of the strategic capabilities that will add value to the organizations over from the competitors. There was a strong positive correlation between gender diversity and employee performance and the regression analysis where value of adjusted R-squared implied that the model explains the variation in the dependent variable. The variations of gender diversity is explained by employee performance. The positive outcomes of gender diversity at the employee level would act as intrinsic as well as extrinsic motivational factors for them and would also increase employee participation in the organization activities which contributes to the success of the organization performance.

5.3.2 Effects of Ethnicity on Employee Performance

The results of the findings on the effects of ethnicity on employee performance where the ethnic background is highly related to language among Kenyan tribes and employees agreed with the question of which it is also in agreement with Omboi et.al. (2011) who asserts that language in among Kenyan tribes is related to the ethnic background and the forty tribes in Kenya and two official languages poses a great challenge to organizations therefore sensitivity needs to be shown in the choice and use of language policy within organizations. The intercultural communication assists in managing a diverse workforce where most of the employee tended to agree and cultural and ethnic differences shape the conflict process by coming up with conflict resolution strategies was rated as agree as an individual is able to understand how cultural and ethnic differences shape the conflict process and coming up with conflict resolution strategies. The assessment of one’s beliefs about work values and others from different cultural backgrounds forms a multicultural perspective was rated as agree it is in line with what Bagsaw, (2004), found out on the
assessment of one’s beliefs about work values and ethnicity is one of the most relevant and significant dimensions of workforce heterogeneity was rated as agree and whether ethnic diversity shapes how people feel motivated about their jobs and level of efficiency in the organization most employees rated as agree.

The findings on the whether ethnicity has a positive effect on employee performance as it improves performance where most of the employees tended to agree and based on Hoogendoorn and Van Praag (2012) who argued that ethnic diversity can potentially shape how people feel motivated about their jobs, the level of efficiency in the firm, employee satisfaction with their job and the quality of products and services that a firm produces. This because of the diversities in terms of knowledge, skills, perspectives and experiences inherent in it. The formation of ethnic identities destabilizes factors in ethnic diverse workforce which affects employee job satisfaction and results in poor organizational performance was rated as agree. Ethnically diverse teams can increase both team and organizational performance most of the employees agreed according to Ostergaard, et al., (2011), argues that ethnicity is both directly and intricately linked to team and organization innovative performance and increased multicultural workforce in the organizations brings about greater participation and synergy to improve employee performance was rated as agree.

The outcome of the organization reputation and the employees rated as follows as mostly positive. The effect of ethnic diversity on team performance in the organization where most employees responded to a great extent and according to Lee and Nathan, (2011), ethnicity would benefit team performance due to a more diverse pool of skills and knowledge that leads to complementary and mutual learning. For example, due to complementarities and learning opportunities, ethnically diverse teams are associated with more creativity and innovation. Working with colleagues from other ethnic backgrounds has effects on the productivity where the employees rated as disagree on the statement. Satisfaction of the job with other people from diverse background where employees are very satisfied with the job satisfaction in the organization. The effect of ethnic diversity on communication and information sharing where the employees stated as mostly positive. Ethnic diversity has been found to improve organizational performance because of the formation of more effective teams.
There was a strong relationship between ethnicity and employee performance where the and the value of adjusted R-squared implied that the model explains the variation in the dependent variable. The variations of ethnicity is explained by employee performance where this is supported with a study by Darwin (2014), who contended that ethnicity has a positive effect on employee performance as it creates a pool of skills sets and learning opportunities that the firm can tap into for positive performance results. Ethnic diversity allows the firm to match individuals from different the ethnic or cultural background tasks and assignments in which they are most competent (Rasul and Rogger, 2015).

5.3.3 Effects of Generational Differences on Employee Performance

The findings on the effects of generational differences on employee performance where generation of workers are motivated and demotivated differently and they rated as agree and on organizations continue to rely in teams within the workplace to achieve goals through task performance and most employees rated as agree. On the multiple categories of diversity within the workplace influence individual, group and organizational performance was rated by employees as agree of which it is in agreement and workplace problems occur due to generational differences in values, ways of working and communication was rated as agree. According to Van Knippenberg & Schippers, (2007) multiple categories of diversity within the workplace may influence individual, group and organizational performance and processes. As teams strive to accomplish goals or tasks, conflict may arise within teams resulting from diversity challenges that inhibit team performance (Garrison et al., 2010).

The results on the generation are likely to share the same work values which vary from generation to generation and they rated as agree of which it is in agreement with Gursoy et al., (2008), including views towards authority on age diversity has an impact on employee interactions related to the organizational hierarchy roles and employees rated as agree. Generational differences helps managers and workers anticipate miscommunications and conflicts between employees was rated as agree and on understanding of generational differences and traits improves employee interactions was rated by employees as agree and Patota et al., (2007) argued that misunderstandings and strife from intergenerational conflict are particularly acute in times of reorganization and each generation brings a different mind-set and skills to the collaboration table the millennial generation is defined by a complex combination of relationship issues,
personal growth ideas, organization structures and preferred ideal workplace than older generation in the organization was rated by employees as agree.

The level of creativity and innovativeness of the firm and the employees rated as very creative and innovative. The impact of age diversity on creativity and innovation in the firm where the employees rated as mostly positive and generational differences leads to improvement of product and service quality due to multiplicity of perspectives and knowledge where they employees rated as mostly positive. Age diversity affects problem solving in the firm where employees in the organization rated as very easy and according to Fullerton and Dixon, (2010), age is basic social category within human interactions in general and is one of the primary factors within society related to the assignation of roles such as those on an organizational hierarchy, and the granting of power and prestige.

There was a strong positive relationship between generational difference and employee performance and the value of adjusted R-squared implied that the regression explains only the variation in the employee performance. The variations of generational difference is explained by employee performance. In the todays’ workforce there is representations of diversity generations working together at any time in different organizations. The examination of generational differences among workers is a critical and underdeveloped area of investigation.

5.4 Conclusions
5.4.1 Influence of Gender Diversity on Employee Performance
There was a strong relationship between gender diversity and employee performance. The regression analysis implied that the model explains only the variance in the dependent variable. The positive relationship of gender diversity at the employee level would act as intrinsic as well as extrinsic motivational factors for the employees and would also increase employee participation in the organization activities which contributes to the success of the organizational performance.

5.4.2 Effects of Ethnicity on Employee Performance
In the second objective there was a strong relationship between ethnicity and employee performance where value variation in the dependent variable, that is variations of ethnicity is explained by employee performance. Ethnicity has a positive effect on
employee performance where it creates a pool of skills sets and learning opportunities that the firm can tap into for positive performance results. Ethnic diversity allows the firm to match individuals from different ethnic or cultural background tasks and assignments in which they are most competent. This implies that ethnicity diversity is statistically significantly as an important factor that affects employee performance in the organization.

5.4.3 Effects of Generational Differences on Employee Performance
Lastly the study concludes on the generational differences where there was a strong positive relationship between generational difference and employee performance. The value of adjusted R-squared implied that variation in the employee performance, is explained by generational difference. In the todays workforce in the organization represents workforce diversity of generations working together at any time in different organizations. The examination of generational differences among workers is a critical and underdeveloped area of investigation and where organizations continue to rely in teamwork within the workplace to achieve goals through task performance which improves the employee’s performance and that of the organization.

5.5 Recommendations
5.5.1 Recommendations for the Improvement

5.5.1.1 Influence of Gender Diversity on Employee Performance
Management should continue to promote equal employment and opportunity for career growth for all gender. To encourage gender diversity, managers should create flexible working policies that can help female employees to manage their work and their personal life without clashes. Management should also try to monitor their metric by checking periodically the percentage rate of male and female in the organization, the rate of promotion for male and female and even the average income of both genders at each level in the organization. By doing this, they can be sure to find out if their policies are supporting diversity in terms of hiring both male and female, promotion and retention.

5.5.1.2 Effects of Ethnicity on Employee Performance
Ethnic diversity comes with its benefits that can enhance employee and organizational performance. Management should encourage social interactions between employees. With this, employees can learn about the culture of fellow colleagues. Such knowledge can encourage tolerance among the employees and knowledge of other culture can be
helping to successfully carried out a specific task that requires such knowledge when the need arise. Managers should try to create a holiday calendar that is culturally diverse as this can be an avenue to create culture awareness. This can make the work environment more welcoming for the employees and can help minimize misunderstandings and enhance performance.

5.5.1.3 Effects of Generational Differences on Employee Performance

It is believed that organization culture, human resource practices, nature of work and business strategy of individual firms are different from each other and the differences are likely to have effect of work diversity on the employee performance in one firm with that it be noted that organization should also always prepare their employers to work with and practice how to manage diversity for productive performance of the organization.

5.5.2 Recommendations for further Research

Management of work force can be very productive to the organizations, individuals who are working in multi-cultural or diversified work force can enhance their skills and boost their knowledge. Researchers may apply the study to other organization. The study can also be done comparatively by studying different organization to determine the effects of work diversity on employee performance. This will provide deeper understanding on workforce diversity issues. The study focused on few workforce diversity, however similar study can be conducted focusing on how different dimensions of workforce diversity affects employee and organizational performance.
REFERENCES


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APPENDIX I

APPENDIX: I INTRODUCTION LETTER

Russell Thuma
+ 254 723-679510

Dear Sir/Madam,

RE: RESEARCH QUESTIONNAIRE

I am a graduate student at United States International University (USIU- Africa) pursuing Master of Business Administration in Strategic Management (MBA). I am currently conducting a research on the Influence of cross-cultural work force diversity on employee performance. This is a requirement in partial fulfillment of the MBA degree program at USIU- Africa.

The study will be based on SAAB Kenya Company, which is a casing point of organizations with workforce diversity and you have been selected as one of respondents to participate in the survey. The results of the survey was instrumental for SAAB Ltd to determine how cross cultural workforce diversity affects employee productivity.

This is an academic research and confidentiality will strictly be adhered to. Your name will not appear anywhere in the report. Kindly spare 10 minutes to complete the questionnaire attached by using (√), (X) or writing the answers in the spaces provided.

Thank you for your cooperation and time.

Russell Thuma
Email: ruccellthuma@gmail.com
APPENDIX II: QUESTIONNAIRE
SECTION A: BIO DATA INFORMATION

1. Gender: Male □

Female □

2. What is your age group?

18 – 33 years □

34 – 48 years □

49 – 60 years □

Over 60 years □

3. Marital Status?

Single □

Married □

Other □ (Please specify) _______________________________

4. What is your highest level of education?

High School □

College □

Bachelor Degree □

Graduate Degree □

5. How long have you been working with Saab Kenya?

Less than 2 years □

3 to 5 years □

6 to 10 years □

10 to 15 years □

More than 15 years □

6. Which of the cadres below best describe your job level:

Lower management (Level 4) □

Middle management (Level 3) □
7. Generally, how would you describe staff productivity at the company?

Very low ☐ Low ☐ Average ☐ High ☐ Very high ☐

SECTION B

Please indicate with a tick (✓) the extent to which you agree with the following statements concerning gender diversity influence on employee performance in Saab Group Company. (1 = strongly disagree; 2 = disagree; 3 = somewhat agree; 4 = agree; 5 = strongly agree).

<table>
<thead>
<tr>
<th>GENDER DIVERSITY</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>No.</strong></td>
</tr>
<tr>
<td></td>
</tr>
<tr>
<td>8.</td>
</tr>
<tr>
<td>9.</td>
</tr>
<tr>
<td></td>
</tr>
<tr>
<td>10.</td>
</tr>
<tr>
<td></td>
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<tr>
<td>11.</td>
</tr>
<tr>
<td></td>
</tr>
<tr>
<td>12.</td>
</tr>
<tr>
<td></td>
</tr>
<tr>
<td>13.</td>
</tr>
<tr>
<td></td>
</tr>
<tr>
<td>14.</td>
</tr>
<tr>
<td></td>
</tr>
<tr>
<td>15.</td>
</tr>
<tr>
<td></td>
</tr>
</tbody>
</table>
SECTION C

Please indicate with a tick (√) the extent to which you agree with the following statements concerning how ethnicity affects employee performance in Saab Group Company. (1 = strongly disagree; 2 = disagree; 3 = somewhat agree; 4 = agree; 5 = strongly agree).

<table>
<thead>
<tr>
<th>No.</th>
<th>STATEMENT</th>
<th>SCALE</th>
</tr>
</thead>
<tbody>
<tr>
<td>16</td>
<td>Ethnic background is highly related to language among Kenyan tribes.</td>
<td>1 2 3 4 5</td>
</tr>
<tr>
<td>17</td>
<td>Intercultural communication assists in managing a diverse workforce.</td>
<td>1 2 3 4 5</td>
</tr>
<tr>
<td>18</td>
<td>Cultural and ethnic differences shape the conflict process by coming up with conflict resolution strategies.</td>
<td>1 2 3 4 5</td>
</tr>
<tr>
<td>19</td>
<td>Assessment of one’s beliefs about work values and others from different cultural backgrounds forms a multicultural perspective</td>
<td>1 2 3 4 5</td>
</tr>
<tr>
<td>20</td>
<td>Ethnicity is one of the most relevant and significant dimensions of workforce heterogeneity.</td>
<td>1 2 3 4 5</td>
</tr>
<tr>
<td>21</td>
<td>Ethnic diversity shapes how people feel motivated about their jobs and level of efficiency in the organization</td>
<td>1 2 3 4 5</td>
</tr>
<tr>
<td>22</td>
<td>Ethnicity has a positive effect on employee performance as it improves performance results.</td>
<td>1 2 3 4 5</td>
</tr>
<tr>
<td>23</td>
<td>The formation of ethnic identities destabilizes factors in ethnic diverse workforce which affects employee job satisfaction and results in poor organizational performance</td>
<td>1 2 3 4 5</td>
</tr>
<tr>
<td>24</td>
<td>Ethnically diverse teams are capable of increasing both team and organizational performance</td>
<td>1 2 3 4 5</td>
</tr>
<tr>
<td>25</td>
<td>Increased multicultural workforce in the organizations brings about greater participation and synergy to improve employee performance</td>
<td>1 2 3 4 5</td>
</tr>
</tbody>
</table>
SECTION C

Please indicate with a tick (√) the extent to which you agree with the following statements concerning how generational indifferences influence employee performance in Saab Group Company. (1 = strongly disagree; 2 = disagree; 3 = somewhat agree; 4 = agree; 5 = strongly agree).

<table>
<thead>
<tr>
<th>No.</th>
<th>STATEMENT</th>
<th>SCALE</th>
</tr>
</thead>
<tbody>
<tr>
<td>26.</td>
<td>Each generation of workers are motivated and demotivated differently.</td>
<td>1 2 3</td>
</tr>
<tr>
<td>27.</td>
<td>Organizations continue to rely on teams within the workplace to achieve goals through task performance</td>
<td>1 2 3</td>
</tr>
<tr>
<td>28.</td>
<td>Multiple categories of diversity within the workplace influence individual, group and organizational performance</td>
<td>1 2 3</td>
</tr>
<tr>
<td>29.</td>
<td>Workplace problems occur due to generational differences in values, ways of working and communication</td>
<td>1 2 3</td>
</tr>
<tr>
<td>30.</td>
<td>Employees from the same generation are likely to share the same work values which vary from generation to generation</td>
<td>1 2 3</td>
</tr>
<tr>
<td>31.</td>
<td>Age diversity has an impact on employee interactions related to the organizational hierarchy roles</td>
<td>1 2 3</td>
</tr>
<tr>
<td>32.</td>
<td>Generational differences helps managers and workers anticipate miscommunications and conflicts between employees</td>
<td>1 2 3</td>
</tr>
<tr>
<td>33.</td>
<td>Understanding of generational differences and traits improves employee interactions</td>
<td>1 2 3</td>
</tr>
<tr>
<td>34.</td>
<td>Millennial generation is defined by a complex combination of relationship issues, personal growth ideas, organisation structures and preferred ideal workplace than older generation in the organisation</td>
<td>1 2 3</td>
</tr>
</tbody>
</table>

Thank you!