

**EFFECT OF EMPLOYEE CHARACTERISTICS ON EMPLOYEE  
PERFORMANCE IN KAJIADO COUNTY GOVERNMENT**

**BY**

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**A RESEARCH PROJECT SUBMITTED IN PARTIAL FULFILMENT OF THE  
REQUIREMENT FOR THE AWARD OF THE DEGREE OF MASTER OF  
BUSINESS ADMINISTRATION, SCHOOL OF BUSINESS**

**UNIVERSITY OF NAIROBI**

**2017**

**DECLARATION**

I hereby declare that this research project is my original work; it has not been presented to any other institution of higher learning for academic purposes.

Signed ..... Date. ....

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**D61/65114/2013**

This project has been submitted for examination with my approval as the University Supervisor.

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## **DEDICATION**

I dedicate this research project to my loving son, Bradley Lemayian and my mother, Joyce Kanchori who encouraged me to pursue the program in spite of various challenges, and my siblings for their eagerness which motivated me to pursue the program to completion.

## **ACKNOWLEDGEMENT**

My special gratitude first goes to God Almighty for giving me the strength and wisdom to complete this process. Much gratitude to my supervisor, Dr. Florence Muindi from the School of Business, University of Nairobi for her wise counsel and patience, guidance and keenness throughout this process. I must also appreciate the knowledge and skills that all my other lecturers have impacted in me through class work.

My sincere appreciation also goes to my boss Daniel Konyango for allowing me time off to undertake this course and the managers of various service departments in Kajiado County Government who took time off their regular work to participate in data collection. The important role played by my classmates and friends in motivating and helping me in times of need is also recognized and appreciated.

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## ABSTRACT

Organizations need to have a stable organizational culture in order to attract employees of different talents and skills. This results to workforce diversity and thus improves corporate status and a strong cultural value. An employees' characteristics are a global workplace and marketplace phenomenon. The study was conducted to establish the influence of employee characteristics on employee performance in Kajiado County. The study is directed by; Social Identity Theory and Self Categorization Theory. The study used descriptive research design which allowed the researcher to define the variable characteristics. Target population was 4000 with a sample size of 380 from the human resource department of the County Government of Kajiado. Data was collected by use of structured and organized questionnaires. A drop and pick later method was used to administer the questionnaires to the respective staff or their equivalent. The findings were presented using percentages, tables and frequencies. Regression was used in determining the relationship between employee characteristics on employee performance. From the findings, gender diversity moderately affects employee performance. It was also established that workforce diversity is ineffective if gender issues are not recognized and well-managed. Further conclusions were made on need of diverse workforce in Kajiado County Government in terms of age. It was also revealed from the study that older people were more experienced hence had better skills of solving varied problems. It was discovered that the County government of Kajiado included all age groups in decision making and solving problems. The county government also provided equal opportunities in terms of training and career mentorship and development. The study recommends that the county government should have a management more focused on workplace diversity. The county government should also enact policies on vernacular speaking in the county offices due to the ethnic diversity that exists there. The study further recommends that the county government should make sure both genders are well represented and given adequate employment opportunities to boost growth and career development. These findings can be used on parastatal establishments' and cannot be generalized. The study recommends that further research should be done on effect of employee characteristics on employee performance.

## **CHAPTER ONE: INTRODUCTION**

### **1.1 Background of the Study**

Workforce diversity is a key organizational culture that every organization that desires to bring on board a wide collection of employee's talent must put in place. It also increases the reputation of an organization and extremely promote social welfare of the employees. Childs (2009), in their studies, defined employee characteristics as globally the situation of the employees in the work or market place. Employee characteristics is very key for it promotes good working environment, conformance with employee-employer relationships, employee involvement in decision making and compliance with provisions relating to employee welfare and for any organization to be successful should embrace global employee characteristic in its daily operations.

Srivastava, (2012) states a wide range of what employee characteristics entail including work experience, age gender, income, ethnicity among others. Bhatia (2008), gives personality, political affiliation, and work style among others as additional employee characteristics source. From the above, it is clear that although employees work in the same organization, they totally poses different unique traits from one another in terms of their language, religion, personalities, age and the like. Madiha, (2010) states that for organizations to reach global market competitiveness, it must promote the idea of employee characteristics.

The self-categorization theory anchored by the current study as well as social identity theory. Hogg & Vaughan, (2007) defined the theory of social identity as the one where the most least reasons as to why one group would look down upon the other one in their

favor. The description of the state under which the perception of an individual on integration of people to become a group and its outcome thereafter in a social psychological way is what entails the self-categorization theory. As much as the theory looks into a group, it narrows down to the issues touching individuals of the group.

Innovative management practices and new approaches on how to manage the wide differentiated background, workforce and a number of issues including equality, change in structure of the organization and demography among other issues in County Government of Kajiado should be embraced so as to improve management of people. According to Munjuri & Maina, (2013) the performance of work of people in any organization is affected by these issues.

### **1.1.1 Employee Characteristics**

Childs (2009), defines employee characteristics as the different traits and aspects such as regarding to gender, religion, education, age among others that makes people in an organization different and can dictate the performance of the organization. A number of activities are provided by Chatman and Spataro (2005) for employee characteristics management. Amaram (2007), noted that employee characteristics is evolving in the ways of defining and managing the characteristics of employees and this was affirmed by Hudson Institute report on Workforce 2000 in a 1987. Robbins, (2009) defines employee characteristics as all the traits regarding to different people in an organization that make an organization become more diverse in its workforce. Employee characteristics poses very serious implications in any organization and that's are very key for it address the issues touching on employees and thus protects them (Robbins 2009).

The employee characteristics provisions and policies success depend on the top-level management support. Childs (2009) affirms that organizational productivity and profitability, retention of employees and reduced turnover is due to managers understanding their employees and carrying them differently according to their traits. The organizational reputation, profitability and productivity is highly contributed by properly solving the employee's characteristics discrimination problems.

### **1.1.2 Employee Performance**

Arnold and Feldman (2010), noted that it is very crucial to track performance of an employee. Employees that desire to improve are mostly talented and they always want to be updated with whatever is going on in the organization and get the response possible for their improvement. This can also be termed as a very good measure for employee performance measurement. According to Huselid (2007), having a crosscheck of employee work attendance is very key and crucial. Attendance data for a company is used to measure growth and performance of a company. Lack of good health and also proper ways of motivation are some of the reasons employees will show poor record of attendance to work, abnormal long regular sick and this will clearly depict that they are not properly utilizing their skills and thus automation will be required to keep a track on the attendance.

Childs (2009), noted that employee's efficiency is key in measuring employee performance. Employee efficiency performance will be measured on the timely completion of the task of an employee using the available resources and time as well as quality of work, innovative thinking and training programs. The most important aspect of employee performance measure is quality which is very hard to explain. Quality of work

of an employee can be looked into by employee initiative and the way the employee care about the work that they perform. Madiha, (2010) states that when employees are satisfied they become initiative and start enquiring what the organization needs and they take implementation actions where applicable.

### **1.1.3 Kajiado County Government**

In Kenya there are 47 counties and Kajiado County is one of them. It is located south and borders Nakuru and Kiambu counties. It borders Kiambu towards the north, Nairobi county towards the north east, Narok county towards the western side, Makueni and Machakos county towards the north east and Taita Taveta county in the south east. Kajiado County is located to the south of the Republic of Tanzania (Benard, 2016). Kajiado is divided into five sub-units in its administrative boundary. Kajiado East, Kajiado Central, Kajiado North, Kajiado West and Kajiado South are the sub counties of this county. There is a total of twenty five wards based on the projections made from its population. According to recent research findings, Kajiado County has a population of 807,069 people which 401,784 are female individual while 405,285 are male. The population growth rate is 5.5 percent while the population density is approximately 1,369 persons per square kilometer. The approximate size of the county is 21,903 square kilometers. The county has 15% of its land on arable farming.

Investment of livestock keeping, Agriculture and the related products and other commercial exports in Kajiado County promotes the growth and development of its economy not forgetting Amboseli National Park which is a tourist attraction center. Tourism is a strength that Kajiado holds dear through the current progress with. Its annual average income is US \$ 400 paid income while the infant mortality rate is said to

be 45 children per 1000 people. The major ethnic group that occupies the County is the Masai but accommodates other ethnics groups too. Kajiado County was established under a well-organized county government which made several strategic measures to fulfill its development plan for the county. The agenda was also to ensure better services offered to its citizens and be able to make lasting partnerships with different stakeholders within and outside Kajiado County (Benard, 2016).

## **1.2 Research Problem**

Every organization must be interested in managing workplace characteristics of employees so as to increase employee performance. When the organization has a well-managed employee characteristics for practicing tasks, its performance increases because the employees are motivated to be more creative, skillful, innovative promoting proper decision making (Amaram, 2007). When organization mismanages the employee characteristics, its performance becomes very dismal.

The County Government of Kajiado has employees drawn from almost all the 42 ethnic groups of Kenya working under unique social and environmental circumstances that have provided extensive employee characteristics. The counties government in Kenya should comprise of 75% indigenous employees and 25% cosmopolitan. Employee characteristics such as age, ethnicity, gender and educational background in Kenya causes organizational poor employee performance because they are mostly brought together by force (Ngao & Mwangi, 2013). When the employee are left unmanaged in the Counties in Kenya, there is poor hence poor employee performance since there arises conflicts and miscommunications and misunderstandings.

Studies have been conducted on employee characteristics and employee performance both internationally and in Kenya. DiTomaso (2014), looked at the effects of employee characteristics on employment outcomes. The study despised how job performance is affected by employee characteristics. According to studies by Jayne and Dipboye (2014), there were other factors and organizational strategies that the study did not consider which also contributes to organizational performance through employee characteristics such improved teamwork.

Locally, Munjuri and Maina (2013), looked at employee characteristics management were limited only in employee's level of education and performance ability, in their study although they found out that the banks used various tactics to such as training, top management support, equal motivation and employee performance in the banking sector in Kenya.

Similarly, Mwatumwa (2015), proofed this in their studies on Mombasa County. Employees' characteristics variables were not so much significant in affecting organizational performance in whichever way though they were acceptable. Any county that desires to surpass and outperform the others it is important for it to invest on employee characteristics. Studies reveal that little has been done on effects of employee characteristics on employee performance in Kajiado County. The current study sought to close this gap to determine how performance of Kajiado County was affected by the employee characteristics.

### **1.3 Objective of the Study**

To establish how employee performance in Kajiado County was affected by the employee characteristics.

### **1.4 Value of the Study**

Through the current study findings, new policies will be established by the human resource manager at the County Government of Kajiado. The county performance of the employees will really raise and employee's traits and characteristics enhanced. Employees will become self-initiative and become problem solvers in the county as well as promoting social welfare of each other.

Also the current study findings will aid in the top level management policy formulation of the county government. Other County Governments and organizations in Kenya, both private and public, that required employee services for their sustainability, would benefit from this study. Researches emanating from local scholars and institutions of higher learning and possibly other research organizations related to the stated topic are limited. It is therefore, envisaged that scholars and learners will benefit from the findings of this study.



## **CHAPTER TWO: LITERATURE REVIEW**

### **2.1 Introduction**

In this chapter it presents the theories that are related with the study, that is the theoretical foundation. It further looks at the Employee characteristics, measurement of employees' performance and the relationship between Employers and the employees

### **2.2 Theoretical Foundation**

In this section, it presents the theories that are in line with the study and this theories are composed of social identity theory and the self-categorization theory

#### **2.2.1 Social Identity Theory**

Tajfel and Turner in (1979) came up with this theory. The objective of the group was to determine what triggered intergroup discrimination. It sought to know the minimum condition that would make someone discriminate or favor one group they belonged than the other they didn't belong (Hogg & Vaughan, 2007). Due to different contexts in the society, they may trigger someone to act in basis of their family, tribe or the national level of one self. Social identity refers to the ones self-perception in a certain society groups they belong to. (Hogg & Vaughan, 2007). It is the self-definition of what defines their society and the characteristics associated with it.

This theory is significant to the study because it proves that group membership brings enhancement and the feeling of self-categorization to the members than being out of the groups. Turner and Tajfel (1979), showed that a simple act of people dividing them in to different groups was enough to make them act in favor of the groups they belonged than act in favor of the groups that they weren't members. After people are categorized in to

groups they tend to want to find a positive esteem from the group wanting the group to be the best and therefore doing comparisons with other groups in some valued dimensions. This desire to be the best group than the others show the sense that people are sometimes defined who they are in terms of 'we' rather than by an individual term as 'I' Turner and Tajfel (1979),

### **2.2.2 Self-Categorization Theory**

This theory was developed by Turner (1982) and colleagues. It was the continuation of the social identity theory. The purpose of this theory was to provide solutions for the questions that rose from the emergence of the social identity theory. The major question that came up was the question of the mechanistic underpinnings of social identification. Self-categorization theory is a psychological theory that seeks to explain the conditions that can make an individual term a collection of people as a group and the results of viewing people in the line of group than individual.

The components of these theories strongly argue that there is a difference between how the mind and the society view the nature of the mental processes and that the social psychology must acknowledge these facts (Hogg & Vaughan, 2007). Individuals live, work and act in places that are socially structured and these facts have psychological outcomes. This theory captures the characteristics that humans have in regard to the social life. This view doesn't agree with some other approaches that argue that the working of the mental system is exclusively to the general psychological properties.

The theory is significant to the study because it explains and predicts how people come to think, feel and act as a psychological group and, importantly, the circumstances when this will occur and its consequences. From the understanding of cognitive definition of self, when and how to perceive people as a group or individual. This theory explains and show how human mind makes things possible and how the fact humans are social animal (Arnold & Feldman, 2010). The theory seeks to explain the functioning of the mind the behavior of the employees.

## **2.3 Employee Characteristics**

The characteristics of employees are composed of Gender, race, Ethnicity, Education background, marital status, location, income Age, location, religious beliefs, work experience, parental status, sexual orientation and physical abilities (Dahlin, 2015).

### **2.3.1 Ethnicity**

Ethnicity is based on the tribalistic grouping according to a report was given by Knippenberg, (2014).it have historic origins and some common destiny that is developed. According to Pitts (2010), organizations become more diverse along tribal lines in the fact that it accommodates people from different ethnic backgrounds and it have sense to look how they interact during work. Ethnic diversity can have both the benefits and drawbacks (Opstal (2009) According to Cascio (2010 he stated some of the shortcomings of the ethnic diversity is communication and conflict. If managers do not address this problem early they may turn out to be personal and therefore this may interfere with the organizations activities and since when employees are in clashes its obvious that no work can be done effectively.

According Kiglai (2006), the conflicts caused by the ethnicity do not affect the organization in terms of its performance or its profit and quality. Gupta (2013), stated that ethnic diversity brings advantage to the organization as those differences bring diverse views in a team which led to concrete and better ideas in the organization thus improved performance. In addition, according to. Arnold and Feldman (2010, ethnicity brings diverse resources to the organization hence creating a pool of resources such as knowledge and abilities. Other advantages of ethnic diversity are that it brings about creativity and innovation (Opstal (2009). There should be management of the employees

### **2.3.2 Gender**

Gender is the description of a person to be either a feminine or a masculine Srivastava, (2012) .Research show that an organization that embraces gender diversity records organizational performance. Gender diversity can provide a competitive advantage to a firm as it according to the resource based view the was used by chills (2009).The reason why organizations hire more males than women is because of the stereotypes that have been created in the society and the justification of the gender inequalities that give positive characteristics to males such as they have better performances and great abilities are able to manage their jobs (Dahlin, 2015). Employees characteristics can remain ineffectual if gender inequalities are not realized and well achieved .Studies and researches show that the greatest challenge is to overawed the idea that women are not equal to men.

### **2.3.3 Education background**

According to Tracy and David (2011), many firms do not agree to give employment to those people whose education or skills are rendered inadequate. They argue that education and skills in work are important as that an employee cannot execute their duty effectively without the required education or skills. According to Daniel (2009) he found that different levels of education and skills have different mobility rates. He realized that there is a difference between those people who have the education certificates and those who have the work experience but don't have the papers. On a research he conducted, it showed that the productivity of people was according to the level of education. The higher the education level the better the performance.

Cohen and Leventhal (2010), stated that the likely word of organizations to increase their absorption of people in to the firms was likely to increase with the knowledge structures in the firm as reflected in diverse educational majors. It was observed by Kochan (2013), that big gaps in education level brought debates and arguments among the workers. Informational diversity such as educational and functional area are related to positively actual work performance although their relationship is often mediated by work conflict. Education diversity is negatively related decision-making consensus among the organizations top management

### **2.3.4 Age Diversity**

Organizations don't utilize the abilities and skills of old workers because of the labels that they are exclusive, that they are predisposed to health issues, that they perform poorly, that they can't familiarize to alterations and new technology compared to the younger employees. According to the study conducted by Jackson and Alvarez (2012), it

showed that those teams that had age diversity were less productive. This finding are in line with by Gupta (2013), that those stores with greater age diversity or difference are less profitable. However, Huselid, (2007), stated that work performance and age had no any connection and that they were separate entities. From various studies and researches, it have been shown that older employees are as active and productive like the younger ones .A mixed age group in work is therefore a more productive than having a homogeneous age group of employees.

In summary Gupta (2013), the mixed age groups of employees can negatively influence the productivity of employees in standards and favorites as most probably they wouldn't be the same. It has been shown that age gaps create conflicts that lead to diminished productivity among the employees, his is due to the generation gaps created by the difference in years. However, according to Gelner and Stephen (2009, heterogeneity of age can be of advantage to the employees in the complimentary part. This emerge when employees prefer to work as a team in collaboration than working alone. Therefore, the advantage of age diverse is based on the additional productivity effects that come up.

#### **2.4 Measures of Employee Performance**

In any organization it is of very great importance to measure the performance of employees and to continually improve it. The performance management helps to arrange the daily work and align it with the goals of the organization .The management also helps in support of the promotion decisions and identify areas where skill development is required and also check on the quality of work and productivity(Love, 2011).A good performance management ensures that employees have job satisfaction and also provide retention plans to them .Measuring the performance metrics of the employees is the key

function of the performance management. For most organizations this metrics include efficiency, quality of work, innovativeness training programs and adherence to company rules.

An organization is able to accomplish a lot of work within a fewer period of time with the same resources when the employees are effective. Employees should be timely in doing their work and be able to meet deadlines (Ghemawat & Ricart, 2010). Employees should be also aware of the limited resources and time and give a lot of priority to complete their tasks accordingly. Efficiency of the performance of an employee may vary depending on the type of work they do but essentially the metrics gives the wok they are able to do daily, weekly, or even monthly basis.

As much the quantity of work that is completed is important, the quality is as much crucial. When measuring quality, it is subjective depending on the employees' specific duties. Asking the employees direct supervisor to rate the performance of the employees at a scale is one of the best ways to capture the quality of the work the employee has done. Other ways include error rates or customer satisfaction level and capturing the percentage work output that must be done again. Training programs are also used to measure how the employees are performing (Drucker, 2009).

Every year organizations measure the number of training programs the employee has attended at that particular year. It would be important if they measured the outcome of the training during a performance preview. This is done by comparing the skills of the employees before training and after the training. If the employees show improvement in skills after the training it's an indication that it was an effective training (Ghemawat & Ricart, 2010).

Innovative thinking is one of the other measures of the employee's performance. Innovation is important as the company that does not embrace innovation falls behind competition. As much as innovation is intangible, it can be measured by the outcomes of the organization and what individual employees give as input. A realistic measure of innovative thinking is keeping the count of ideas a team member has given or contributed in the past month or even a year (Doucouliagos & Laroche, 2012). Whether the ideas given bring success or not is not as important as knowing people are active and are thinking openly. Innovation can be demonstrated in many ways like making grander gestures, giving opinions on how to restructure key project. Initiatives ranges from working without being supervised to giving solutions to conflicts. It is important to monitor and track the small improvements that a person makes in a team (Love, 2011).

## **2.5 Relationship between Employee Characteristics and Employee Performance**

The organizations that have good reputation and good employee satisfaction have embraced the idea of promoting employee characteristics in a more integrated way. Childs (2010), studies affirm that global market and workplace dictate the employee characteristics and that means for organizations to compete in a global market it must embrace the global standards of employee characteristics and promote it. The issues of employee characteristics are very important as their good performance will be of great importance to an organization even if they will be working for payment. According to Madiha, (2013) individual as opposed to group equality, resistance to segmented communication networks, change, group cohesiveness, resentment and interpersonal conflict, among others are some of the difficulties and problems that come as a result of



embracing employee characteristics. Employee turnover, performance, satisfaction will be the outcomes in the organization when it embraces employee characteristics.

Magoshi and Chang, (2009), noted that employee characteristics on their performance can be beneficial or not. Organizational and employee performance result as to when the human resource department embraces the best employee characteristics practices and leads to skills creativity and problem solving and may also lead to problems in cooperation and cohesiveness. Adler,( 2015) further adds that for an organization to earn competitive edge, it must widen the range of its policies to cover every characteristic of employee and so as to satisfy them and motivate them to perform.

## **CHAPTER THREE: RESEARCH METHODOLOGY**

### **3.1 Introduction**

The purpose of this chapter is to provide the outline of the research methodology the researcher intends to use in this study. The chapter discussed the research design, data collection methods and concludes with data representation and data analysis methods being used in the study.

### **3.2 Research Design**

A research design ensures data collected is adequate in attaining the main objective of a given study. A good research design yields information enough to provide and give a consideration to different aspects of the problem under study (Kothari, 2004). Context of the study determines the research design.

The study used a descriptive research design. Descriptive research design allowed the scholar to define the particular variables in the study. Additionally, reliability value from descriptive research design was easy to get. One just has to present all variables with a uniform stimulus which ensured any observer subjectivity was eradicated (Mugenda & Mugenda, 2003).

### **3.3 Population of the Study**

Population defines the events, particular things and people a researcher intends to study. (Brotherton, 2008). Brotherton (2008) defines study population as collection of units in which the researcher intends to draw conclusions from. Describing the population is considered as one of the major steps in articulating a research design. This study focused

on the 4000 staff from the human resource department of the County Government of Kajiado.

### 3.4 Sample Design

A sample design is defined as the strategy used to choose the study respondents (Creswell & Clark, 2007). Sampling is the organized selection of particular elements from a given population. This is usually used as a basis to make conclusions on the entire population where the sample is gotten from.

The study used stratified sampling method. This method measures the appropriate population with precision and makes sure a sample is gotten from the overall population (Kothari, 2004). Conversely, stratification guarantees that the sample size of each stratum is proportionate to the size of the population (Kothari, 2004).

Krejcie and Morgan's method of determination was used to come up with the sample size. The target population was finite thus the method was considered appropriate.

$$n = \frac{\chi^2 * N * P * (1 - P)}{d^2 * (N - 1) + \chi^2 * P * (1 - P)}$$

Where:

n = sample size.

$\chi^2$  = the table value of chi-square for 1 degree of freedom at the desired confidence level (3.841).

N = size of the population

P = the population proportion (assumed to be .50 since this would provide the maximum Sample size).

d = the degree of accuracy (the margin of error) expressed as a proportion (.05).

The use of Krejcie and Morgan’s method of determination was appropriate. The final sample size arrived at was 380. Brotherton (2008) states that according to the Central Limit Theorem, a sample size greater than 30, the data collected automatically follows a normal distribution.

**Table 3. 1: Sample Size of Respondents**

<b>Departments</b>	<b>Level</b>	<b>Target population (N)</b>	<b>N/4000* n</b>
Finance	Senior	116	11
	Middle	401	38
	Lower	473	45
Human resource	Senior	149	14
	Middle	317	30
	Lower	431	41
ICT	Senior	108	10
	Middle	301	29
	Lower	520	49
Procurement	Senior	101	10
	Middle	404	38
	Lower	679	65
<b>Total</b>		<b>4000</b>	<b>380</b>

*Source: (Survey Data, 2017)*

### **3.5 Data Collection**

Data was collected by use of a structured questionnaire. A drop and pick later method was used to administer the questionnaires to the respective staff or their equivalent. The questionnaire ensured compatibility of responses as well as uniformity on how the questions were phrased.

### **3.6 Data Analysis**

Data analysis is the summary of operations conducted on the data with the aim of summarizing data collected and consolidating the findings to answer to the main objective (Cooper and Schindler, 2006). Measures of central tendency and variations were some of the tools used to analyze data collected in order to achieve the main objective of the study.

The research collected both qualitative and quantitative data. Quantitative data was analyzed using Statistical Package for Social Sciences (SPSS) version 20. The results were presented using percentages, tables and incidences. A regression model was used to test the effect of employee characteristics on employee performance. This model enabled the researcher to comprehend the association between the self-governing and the reliant on variables in the study.

The general form of each type of regression is:

$$\text{Multiple Regression: } Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + \varepsilon$$

Where;

Y = employee performance (measured by quality of work, efficiency, innovativeness and Work quantity)

$X_1 =$  Ethnicity

$X_2 =$  Gender

$X_3 =$  level of education

$X_4 =$  Age

$\beta_0 =$  Constant Term;

$\beta_1, \beta_2, \beta_3, \beta_4 =$  Beta coefficients;

$\varepsilon =$  Error Term.

## CHAPTER FOUR: DATA ANALYSIS, FINDINGS AND DISCUSSION

### 4.1 Introduction

This chapter presents the results and discussion from the data collected through structured questionnaires to evaluate the influence of employee characteristics on employee performance in Kajiado County. Close ended questions were used to collect data for this study.

### 4.2 Response Rate

Out of 380 questionnaires given out to the respondents, 287 came back which amounted to a response rate of 75.52%. This was achieved through dropping off the questionnaire to respondents, emailing the same to those who agreed to print and complete, followed by phone calls reminding them of the timelines. A response rate of 70% is regarded as excellent, 60% is good while that of 50% is regarded as adequate (Mugenda & Mugenda, 1999). Based on these facts, the study's response rate was excellent.

**Table 4.1: Response Rate**

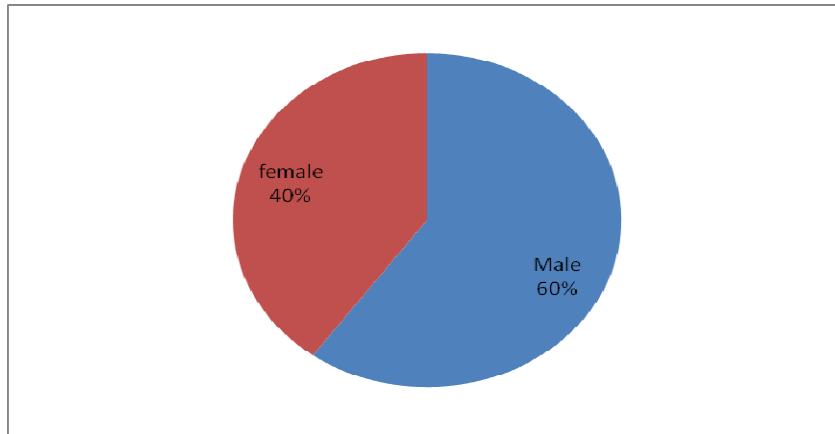
	<b>Questionnaires Administered</b>	<b>Questionnaires filled &amp; Returned</b>	<b>Percentage Response</b>
Respondents	380	287	75.52

### 4.3 Demographic Information

The study aimed to establish the demographic data of the respondents on Gender, highest level of education attained, period of service and age bracket.

#### 4.2.1 Gender Distribution

On the gender spread of the respondents the results were presented on Figure 4.1

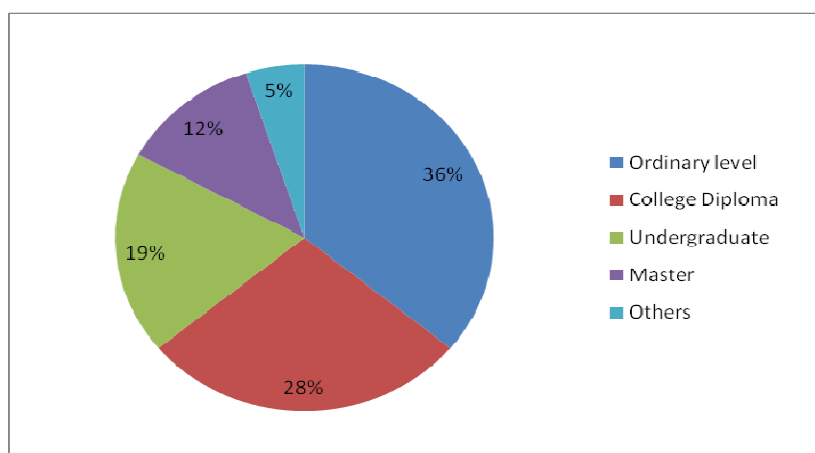


**Figure 4. 1: Gender Distribution**

(60%) of the respondents were male while 40% were females working in Kajiado County. This implies that most of the employees working at Kajiado County are men.

#### 4.2.2 Highest Level of Education Attained

The findings on the distribution of the respondents in terms of Level of Education Achieved were presented on the Figure 4.2.



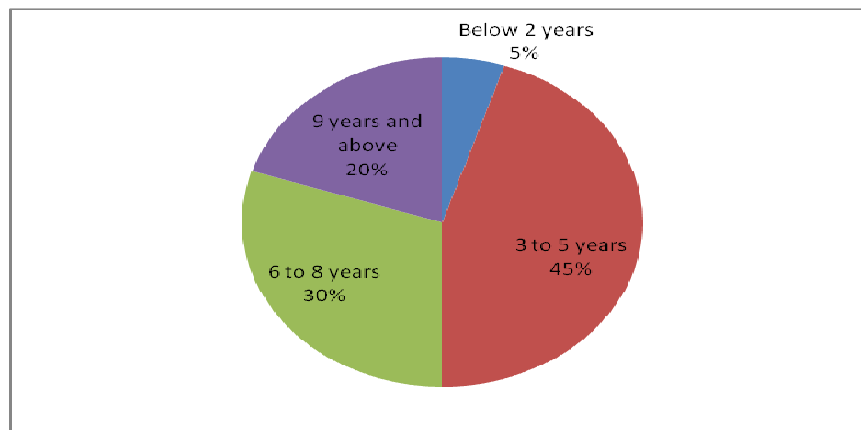
**Figure 4. 2: Level of Education Attained**



Based on the results, majority (36%) of the employees working in Kajiado county were of ordinary level, 28% had college diplomas, 19% had first degree, 12% had masters degree, while 5% were categorized under other education levels. These results show that most of the employees working at Kajiado County government have some college education.

#### 4.2.3 Period of Service

Respondents were requested to indicate their period of service in Kajiado County. The findings are as shown 4.3

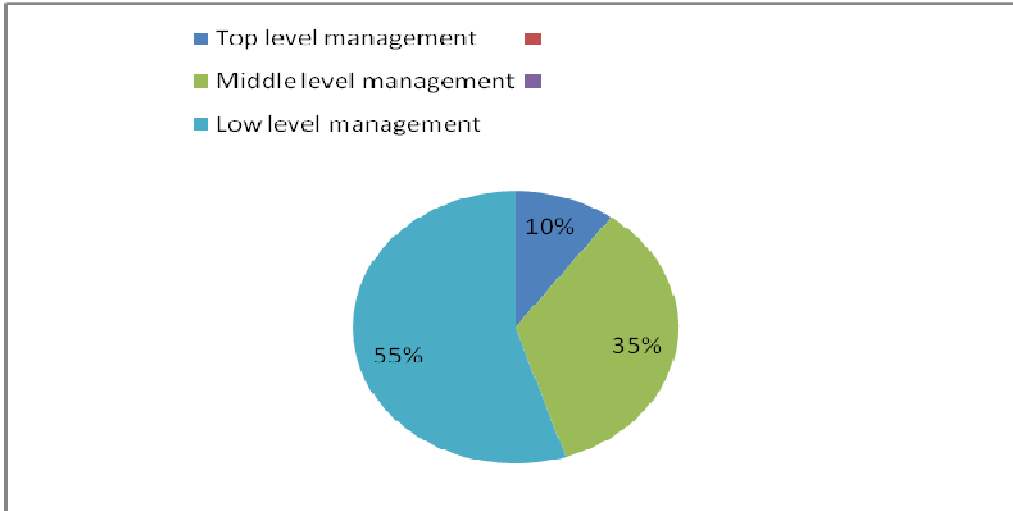


**Figure 4. 3: Period of Service**

47% of the respondents had worked in the county for 3 to 5 years, 29% had worked for 6 to 8 years, 19% had worked for 9 years and beyond while 5% had served for 2 years and below. These results show that nearly half of the employees have worked for the Kajiado County government for a considerable amount of time.

#### 4.2.4 Job Category

The findings on the job category were presented on the figure below.

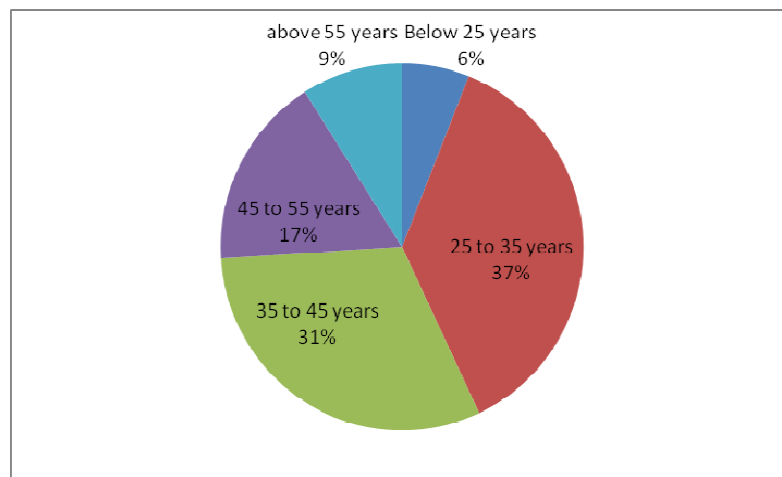


**Figure 4.4: Job Category**

55% of the respondents were of the low management level, 35% were of middle management level while 10% were of the top management level. Based on these results, it is evident that there are more managers than subordinate employees working at the Kajiado County government.

#### 4.2.5 Age bracket

The findings on the job category were presented on the Figure 4.5.



**Figure 4. 5: Age bracket**

Majority (37%) of the respondents were aged between 25 to 35 years, 31% were aged between 35 to 45 years, 17% were aged between 45 to 55 years, 9 % were aged above 55 years while 6% were aged below 25 years. From these results, it is clear that a majority of employees working at the Kajiado County government are at least 25 year.

#### 4.2.6 Ethnicity distribution

The study sought to establish the distribution of respondents on ethnicity. The findings on the job category were presented on the figure below.

**Table 4.2: Ethnicity distribution**

<b>Ethnicity</b>	<b>Percentage</b>	<b>frequency</b>
Maasai	150	52.26
Kikuyu	35	12.20
Luo	19	6.62
Kamba	36	12.54
Any other (specify)	47	16.38
<b>Total</b>	<b>287</b>	<b>100</b>

Based on the findings Maasai had the highest population working in the Kajiado County (52.26%).

#### 4.4 Employee Performance

Respondents were further asked to specify the extent of agreement with the following statements relating to employee performance. Key Use a scale of 1-5, where (1= strongly disagree, 2= disagree, 3= moderately agree, 4= Agree and 5= strongly Agree). Based on this, the following allocations can be made since there are 5 points and a range of 4. 1-1.8

is strongly disagree, 1.81-2.6 is disagree, 2.61-3.4 is moderately agree, 3.41-4.2 is Agree and 4.21-5 is strongly Agree. The data results are presented on Table 4.3.

**Table 4.3: Employee Performance**

<b>Employee Performance</b>	<b>Mean</b>	<b>Standard deviation</b>
My core workers are efficient	3.19	1.21
The quality of work by my core workers is good	3.01	1.20
My core workers are innovative thinkers	3.13	1.23
Training programs improves performance of my core workers	3.20	1.20
My core workers are team players	3.23	1.22
My core workers demonstrate leadership traits	3.11	1.21
My core workers always achieves the set targets	3.04	1.02
My core workers are willing to volunteer	3.21	1.02
My core workers are enthusiastic about their work	3.10	1.20
My core workers are always punctual	3.17	1.23
My core workers have the ability to work independently	3.02	1.28
My core workers are willing to take on additional responsibilities	3.31	1.22
My core workers are dependable	3.06	1.21
My core workers are initiative	3.15	1.22
My core workers are committed to organization values	3.09	1.21
My core workers follow work ethics	3.18	1.20
<b>Average mean</b>	<b>3.137</b>	

Based on the results the respondents were moderate in relation to Employee Performance in relation with employee characteristics (Age, Gender, level of education and Ethnicity). This is as revealed by an average mean of **3.137**.

Respondent moderately agreed that: My core workers are efficient (mean =3.19, SD= 1.21), The quality of work by my core workers is good (mean =3.01, SD=1.20), My core workers are innovative thinkers (mean = 3.13, SD=1.23 ), Training programs improves performance of my core workers (mean =3.13, SD= 1.23), My core workers are team players (mean =3.23, SD= 1.22), My core workers demonstrate leadership traits (mean =3.11, SD= 1.21), My core workers always achieves the set targets (mean =3.04, SD= 1.21), My core workers are willing to volunteer (mean =3.21, SD= 1.02), My core workers are enthusiastic about their work (mean =3.10, SD= 1.20), My core workers are always punctual (mean =3.17, SD=1.23), My core workers have the ability to work independently (mean =3.02, SD=1.28), My core workers are willing to take on additional responsibilities (mean =3.31, SD= 1.22), My core workers are dependable (mean =3.06, SD= 1.21), My core workers are initiative (mean =3.15, SD=1.22 ), My core workers are committed to organization values (mean = 3.09, SD= 1.21) and that My core workers follow work ethics (mean =3.01, SD= 1.20).

From these findings, it is evident that in regards to employee performance, employees working at the Kajiado County government are discernibly self-motivated. In addition, the results indicate that generally the average employee performance of workers at Kajiado County government is moderately good. The findings are in line with Childs (2010), findings that employee characteristics are a global workplace and marketplace phenomenon.

#### 4.5 Pearson Correlation Analysis

The study carried out Pearson correlation analysis. Therefore, it helps in determining the strengths of the relationship in the model, that is, which variable best explained the relationship between employees' characteristics and performance in Kajiado county government.

**Table 4.4: Correlations table**

	Employee performance	Education	Ethnicity	Gender	age	
Employee performance	Pearson Correlation	1				
	Sig. (2-tailed)					
Education	Pearson Correlation	0.191	1			
	Sig. (2-tailed)	.002				
Ethnicity	Pearson Correlation	0.251	.270**	1		
	Sig. (2-tailed)	.031	.003			
Gender	Pearson Correlation	0.497	.255*	.289**	1	
	Sig. (2-tailed)	.000	.028	.007		
Age	Pearson Correlation	.141	.220*	.225**	.257**	1
	Sig. (2-tailed)	.06	.032	.024	.006	

**Source : Research Findings**

The results show a positive relationship between education diversity and employees performance as presented by the correlation coefficient value of 0.191 and a p-value of 0.02. The p-value is less than 0.05 therefore the relationship was significant. Additionally, there is a positive and significant association between ethnic diversity and employee performance as indicated by a correlation coefficient value of 0.251 and a p-

value of 0.031. There is a positive significant relationship between gender diversity and employee performance. This is presented by a correlation coefficient value of 0.497 and a p-value of 0.000. To sum up, the results indicate a positive relationship between age diversity and employee performance by a correlation coefficient value of 0.141 as shown by a p-value of 0.06. The p value greater than 0.05 pointed out that the age diversity was not significant in relation to employees' performance in Kajiado County.

#### 4.6 Regression Analysis

A multiple regression model was applied to identify the influence of employee characteristics on employee performance in Kajiado county government. Regression equation for used for this study was  $Y = \beta_0 + \beta_1X_1 + \beta_2X_2 + \beta_3X_3 + \beta_4X_4 + \epsilon$  where  $Y$  = employee performance,  $\beta_0$  = the constant of regression,  $\beta_1, \beta_2, \beta_3, \beta_4$  and  $\beta_5$  = are the regression coefficients/weights of the following respective independent variables;  $x_1$  = education,  $x_2$  = ethnicity  $x_3$  = gender,  $x_4$  = Age diversity  $\epsilon$  = error term. The results are discussed below.

**Table 4.5: Regression Model Summary**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.814a	.663	.660	.08823

**Source : Research Findings 2017**

The adjusted R-squared in this study was 0.663, which indicated that employee characteristics can elaborate 66.0% of the employee performance at Kajiado County government. This indicates that the other factors not included in this study explain 34.0% of the dependent variable (Employee performance in Kajiado County government).

The study further tested the significance of the model by use of ANOVA. The results are presented in table below.

**Table 4.6: Analysis of Variance**

Model	Sum of Squares	df	Mean Square	F	Sig.
Regression	11.329	4	2.83	3.029	.0038b
Residual	2453.6	282	8.70		
Total	2464.9	286			

**Source : Research Findings 2017**

Critical value = 2.158

ANOVA was used to determine whether model was fit for the data. The p-value was found to be 0.000 which was less than 0.05 thus the model would be appropriate in predicting how ethnic diversity, age diversity, education diversity and gender diversity affect employee performance in Kajiado county government. The F-calculated (3.029) was more than the F-critical (2.158) which indicated that the model was fit in calculating the effect of the independent variables on the dependent variable.



**Table 4.7: Regression Model Coefficients**

Model		Unstandardized Coefficients		Standardized Coefficients Beta	T	Sig.
		B	Std. Error			
1	Constant	2.361	0.307		7.691	0
	Education	0.327	0.16	0.1855	2.044	0.01
	Ethnicity	0.138	0.152	0.008	0.908	0.024
	Gender	0.338	0.114	0.031	2.965	0.002
	Age diversity	-0.012	0.129	0.161	-0.093	0.03

**Source : Research Findings 2017**

Based on this table, the regression equation is:  $Y = 2.361 + 0.327X_1 + 0.138X_2 + 0.338X_3 - 0.012X_4$ . From the intercept (B0), once the four independent variables are held constant, the employee performance value in the Kajiado County government will be 2.361. Additionally, the other independent variables held constant, an increase in education diversity would lead to a 0.327 increase in employee performance. The association was found to be significant by having a p-value of 0.01. Further, holding on the other independent variables constant, a unit increase in ethnic diversity would lead to a 0.138 increase in employee performance in Kajiado county government. The relationship was significant as shown by p-value of 0.024. Additionally, all the other variables held constant, an increase in gender diversity would give a 0.338 increase in employee performance in Kajiado county government. The association is significant since it has a p-value of 0.02. Finally, the results indicate a p-value of 0.02. This shows that age diversity and employee performance in the Kajiado County government have a

negative significant association. A unit-increase in the employees' age would result to a 1.02% decrease in the employees' performance.

From these results it can be inferred that gender diversity had an effect on employee performance in the Kajiado County government, education diversity followed by ethnic diversity. Nevertheless, the relationship amid age diversity and employee performance was irrelevant.

#### **4.7 Discussion of the Findings**

The main objective of this research was to assess the influence of employee characteristics on employee performance for workers working at Kajiado County government. Through a series of statistical analyses involving descriptive statistics and multiple regressions, a number of key findings were discovered. It was found that there is a positive association between employee performance, education, ethnicity and gender. In other words, an increase in each of these factors is associated with an increase in employee performance for workers working at Kajiado County government. However, based on the findings age-diversity was negatively associated to employee performance, that is, an increase in the employee's age results to a decrease in employee performance. According to these results, employee characteristics are beneficial for employee performance. In this regard, these findings are similar to the finding by Magoshi and Chang (2009) who established that employee characteristics can either have a positive or negative impact on work performance. Additionally, these findings are similar to the view by Childs (2010) who found established that employee characteristics could pose challenges or opportunities to work performance.

## **CHAPTER FIVE: SUMMARY, CONCLUSIONS AND RECOMMENDATIONS**

### **5.1 Introduction**

Entailed in this chapter is the study findings summary, discussions of the analysis, the study conclusions as well as recommendations. In this chapter also the study recommends further research on this topic highlighting the limitations of the research project.

### **5.2 Summary of the findings**

From the variables on the employee's characteristics discussed in this study, the effect of this variables have been summarized from the analysis data on the data that was sampled. Among others ethnic groups, the study found out that, Luos, Kikuyu, Akamba and Maasai were found dominant in the county government of Kajiado. Ethnicity in current world in most of the companies is rapidly dictating the workforce. Zgourides, Johnson and Watson (2002) agrees with this finding that multicultural workforce is rapidly taking its place in the recent word.

It was established that failure to manage and look into factors touching on gender workforce will not be effective regarding to employee performance but not doing away with the fact that gender has a moderate effect on performance of an employee. Emiki and Eunmi (2009), affirmed that when gender is not first looked into it will not be effective in the way it affects employee performance.. Performance is not affected by the fact of being a man or woman contrary to Kundu (2003) studies who affirmed that tapping niche of an organization depends on the employment of women.

In terms of age the study established that in Kajiado county it was diverse and proper skills of solving problems laid on the elderly people for they had a long-term experience.

The study revealed that Kajiado county government did not discriminate people in terms of age and gave a platform for employee participation and involvement in management decision making.

### **5.3 Conclusion**

It is concluded in the study that in Kajiado county, employee performance and education diversity had a positive relationship( $r=0.191$ ). 32.7% performance increase in an organization is due to increased level of education of the employees and the county government of Kajiado really looked in this while employing their staff.

Further, ethnic diversity and employee performance in county government of Kajiado are positively related. The employee in Kajiado county government who are from the minor ethnic groups felt out of place, inferior, discriminated and unsatisfied. Specifically, the higher the concentration of one particular ethnic group of workers in a work setting, employee performance improves by 13.8% ( $r= 0.251$ ). It was also established that employee performance was affected by culture, tradition, norms and customs of the ethnic group.

Further, Kajiado County government when gender equality was embraced, there was positive relationship in diversity of gender and the employee performance ( $r= 0.497$ ). In particular, as the male-female ratio increases, the employee performance increases by a factor of 0.338. The results also revealed employee performance and gender diversity was negative of workers at Kajiado County government ( $r=0.141$ ). From the regression results, employees' age increase by an extra unit would decrease the employees' performance by 1.02%.

#### **5.4 Recommendations**

The study also found that age, ethnicity and education added up into the gender diversity in Kajiado county government. The study therefore recommends that the management of county government of Kajiado and other counties as well manage workforce diversity will a lot of emphasis.

It is also recommended that so as to do away with negative ethnicity, Kenyan county governments and organizations should embrace use of national languages only and not their ethnic group languages.

Gender affects employee performance in workplace as established in the study and for this reason, the current study recommends that equality in gender when recruiting workers should be properly considered.

Finally, the study recommends that a combination of the technological skills that the young poses and the experience skills of the old in the organizations will help in management of the organization. This can only be achieved when all age groups are included.

#### **5.5 Recommendations for Future Study**

The current study looked into workforce diversity and its effect on employee performance of the county government of Kajiado and gives a platform for further studies to be done by the researchers. For the county to attain competitive edge over others, it must invest on employee characteristics in a more diverse way. As affirmed by Smith (2010) organizational performance and that of an employee is highly influenced by embracing good practices of management.

Moreover, more research on the ways to counter the problems facing employee characteristics that affect the performance of service delivery in the counties should be done.

### **5.6 Limitations of study**

A study of this nature has certain inherent limitations. The research focused on a very narrow scope for it looked only in county government of Kajiado and this may not be extended to the other counties.

The study investigation to understand, specific elements and variables affecting the employee performance, its findings cannot be assumed to of other undiscussed variables that as well affect employee performance.

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**APPENDIX II: QUESTIONNAIRE**

**Section: A: Employee Characteristics**

1. Gender

Male ( )      female ( )

2. Please indicate the highest level of education attained? (Tick as applicable)

a) Ordinary level ( )

b) College Diploma ( )

c) Undergraduate ( )

d) Master ( )

e) Others (specify)

.....

3. Indicate your period of service in this county

Below 2 years ( )    3 to 5 years ( )    Above 5 years ( )

4. Please indicate your job category you are in?

Top level management ( )

Middle level management ( )

Low level management ( )

5. Kindly indicate your age bracket

Below 25 years ( )

25 to 35 years ( )

35 to 45 years ( )

45 to 55 years ( )

Above years ( )

6. Kindly indicate your Ethnicity

Which is your ethnicity?	Tick
Maasai	
Kikuyu	
Luo	
Kamba	
Any other (specify)	

**Section B: Employee Performance**

7. Indicate your level of agreement with the following statements relating to employee performance. Key Use a scale of 1-5, where (1= strongly disagree, 2= disagree, 3= moderately agree, 4= Agree and 5= strongly Agree)

<b>Employee Performance</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
My core workers are efficient					
The quality of work by my core workers is good					
My core workers are innovative thinkers					
Training programs improves performance of my core workers					
My core workers are team players					
My core workers demonstrate leadership traits					
My core workers always achieves the set targets					
My core workers are willing to volunteer					
My core workers are enthusiastic about their work					

My core workers are always punctual					
My core workers have the ability to work independently					
My core workers are willing to take on additional responsibilities					
My core workers are dependable					
My core workers are initiative					
My core workers are committed to organization values					
My core workers follow work ethics					