

**THE INFLUENCE OF WORKPLACE DIVERSITY MANAGEMENT ON  
ORGANIZATIONAL CITIZENSHIP BEHAVIOR AMONG EMPLOYEES OF  
REGISTERED DAIRY FIRMS IN KENYA**

**JOYCE CHERONO SOI**

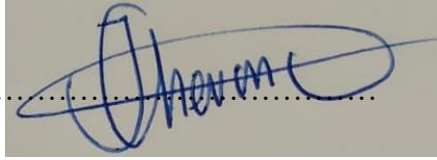
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## DECLARATION

I declare that this research project is my original work and has not been submitted for an award at any university or institution of higher learning.

Signature.....



Date 24<sup>th</sup> November 2021

**Joyce Cheroni Soi**

**REG. NO: D61/10066/2018**

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



Signature:

Date 24<sup>th</sup> November 2021

Prof. Peter K'Obonyo

Department of Business Administration

Faculty of Business and Management Sciences, University of Nairobi

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## ABSTRACT

The concept of work place diversity and Organizational Citizenship Behaviors (OCB) are associated with human resource management in organizations. A number of management and development studies have succeeded and ended up documented on the challenges and problems impacting most institutions in Africa region including in Kenya. To gain or sustain competitive advantage and excellent management, most organizations have reorganized, merged with like-minded firms, evaluated, re-designed, enforced total quality control plans and adopted diversity management systems with the aim of promoting their organizational citizenship behaviors. This research aimed to establish the effects of workplace diversity management on organizational citizenship behaviors among employees in registered dairy production firms in Kenya. A descriptive cross-sectional survey approach was utilized in this investigation. The target population were 23 firms which were registered with Kenya Dairy Board targeting 703 participants and narrowed down to 255. The sample population from each site was determined using a stratified proportional sampling approach. In order to participate in this study, a random sample proportionate to the participant's cadre was chosen. Data collected was coded and entered in a computer and verified with the use of a Microsoft Excel software to ensure correctness and completeness. For analysis Social Science Statistical Package, SPSS-software version 23, was used. The characteristics of the respondents and their replies to each question were described in descriptive statistics (frequencies, mean and percentages). The data was then presented by tables, graphs and discussion of the results. The study employed inferential statistics by adopting a simple regression analysis to test the link between the variables. The study found that the employees agreed that their firms had ensured the following in workplace diversity to a moderate extent. The study further found that the firms had ensured the following in enhancing organizational citizenship behaviors to a moderate extent. The study concluded that the dairy firms had not enhanced organizational citizenship behaviors effectively in their firms. The study also concluded that the dairy firms had not ensured effective practices on workplace diversity. A statistically significant positive relationship was found between the workplace diversity components (collaborations and team work, creativity and innovation, employee engagement and supportive work environment and different perspectives) and organizational citizenship behaviors among employees of registered dairy production firms in Kenya. The study recommends that, with professionalism,

dairy companies may encourage their staff to embrace goodwill at work, ensuring that teamwork spirit is embraced at all service delivery level aimed at enhancing organizational citizenship behaviors. Management of dairy companies have a responsibility to ensure that their workers are well trained and given the opportunity to be innovative. This can be enhanced through offering scholarships as motivational rewards. The importance of rules and regulations in the workplace cannot be overstated. As a result, dairy companies have a responsibility to guarantee that self-control and discipline are observed at work by adhering to the organizations' established norms and regulations. The importance of attendance and work performance cannot be overstated. Dairy companies should encourage their casual employees to work in pleasant locations, since this will improve their productivity.



## **CHAPTER ONE: INTRODUCTION**

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

The concept of work place diversity and Organizational Citizenship Behaviors (OCB) are associated with human resource management in organizations (Patrick & Kumar, 2012). A number of management and development studies have succeeded and ended up documented on the challenges and problems impacting most institutions in Africa region including in Kenya (Weber, Sadri & Gentry, 2018). Several of these studies reveal that improper management practices, inefficient and weak decision making, governmental interference and political patronage, inability to lay off people, insufficient as well as non-competitive compensation and poor management of diverse workforce in many organizations are some of the challenges (Lambert, 2016). Additionally, it has been argued that lack of organizations commitment and particularistic hiring procedure that includes partisanship and other manners of favoritism is a big problem in many industries (Lumbasi, Ouma & K'Aol, 2015). Due to these challenges, many organizations have failed to match their work place diverse needs with their organizational citizenship behaviors practices. According to Bana (2016), many companies cannot attract, motivate and maintain a diverse workforce. This leads to staff attrition due to poor organizational citizenship behaviors practices and lack of management of the diverse workforce systems. This means that there is need for companies to adopt work place diversity plans in promoting their organizational citizenship behaviors practices and this will results into efficiency and effectiveness in the organization (Ayega & Muathe, 2018).

This study was based on the theory of social identity and organizational support theory. According to the theory of social identity, individual identity develops in people according to the groups they fit in (Hogg, White, & Terry, 1995). The theory assumes that being a member of a certain clique occurs when people conventionalize themselves by assigning them attitudes, behaviors, and other supposedly typical features. On the other hand, the organizational support theory asserts, to satisfy socio-emotional needs and evaluate the advantages of increased work effort, employees tend to create a general notion regarding the degree to which the institution appreciates their input and caters to their well-being. Such perceived organizational support

(POS) increases employees' commitment in helping the organization achieve its objectives, their affective dedication to the firm, and their expectations that improved productivity would be compensated.

In Kenya, a focus on workplace diversity and organizational citizenship behaviors practices is increasingly pervasive because organizational citizenship behaviors practices and performance depends on its diversity and work force culture (Lumbasi, Ouma & K'Aol, 2015). A study done on organizational citizenship behaviors practices within the organization shows that workers react differently and some work may go beyond the norm to promote efficiency of operations in the organizations. Dairy production companies in Kenya are considering work place diversity in their operations and this has seen by a number of firms putting in place appropriate diverse culture and allowing their workers to have control over their own work leading to high work satisfaction and effective organizational citizenship behaviors practices. Studies have also found that adoption of effective work place diversity plans promotes organizational citizenship behaviors practices diversity to a large extent. This is because organization work place diversity is associated with efficiency as well as effective and collaborations in the workplace.

### **1.1.1 Work-Place Diversity**

The term workplace diversity refers to the similarities and differences among employees in regards to age, gender, religion, race, sexual orientation, cultural background, and physical abilities/disabilities. Diversity leads to a heterogeneous workforce and it is important in managing difference issues in the organization (Lumbasi, Ouma & K'Aol, 2015). With workforce diversity, it will be prerequisite upon managers to adjust their strategy from similar treatment of each clique of employees to acknowledging and appreciating their differences. Such policies would have to be part of organizational culture to encourage creativity, improve productivity as well as to reduce labor turnover and avoid all forms of discrimination.

According to Ayega and Muathe (2018), workforce diversity is concerned with the similarities and variations in age, gender, ethnicity, race, and sexual orientation in the workforce. He noted that workforce diversity is beneficial to the management because when it is effectively managed, it leads to improved communication, human relations and a friendly work culture.

This is important in all organizations including among Dairy Food Production Companies around the world.

### **1.1.2 Organizational Citizenship Behaviors**

According to Banki (2010), the concept of Organizational Citizenship Behaviors (OCB) refers to the activities and actions that benefit the employees and help encourage efficiency and proper functioning of the company. On the other, Supriyanto (2013) noted that Organizational Citizenship Behaviors define the level to which employees are prepared to go above and beyond their behaviors and tasks that are designated by their role for the good of the organization and the people within it. This means that the employees are able to take voluntary actions and use their personal choice and desire to work towards the achievement of the firm goals and objectives (Kumar, Bakhshi & Rani, 2009). With organizational citizenship behaviors, the firm is able to provide employees with different behaviors and actions beyond what they are expected to take part in, especially in relationship to their job description. This means that organizations are in a position to adopt positive behaviors and actions that will improve efficiency and effectiveness in the company major operations (Sawitri, Suswati & Huda, 2016).

Analysis of studies done on the concept of organization citizenship behavior reveals that companies that have adopted OCB models enjoy high levels of job satisfaction (He, Zhang & Morrison, 2019). This is because organizational citizenship behaviors are associated with altruism and this allows the employees to go the extra mile in serving customers in the organization. As a result, the organization is able to enjoy increased performance, team work as well as increased levels of production and reduced levels of turnover (Sharma, Bajpai & Holani, 2011). This means that organizations including Dairy Production Companies should adopt organizational citizenship behaviors practices in order to optimize the employee's productivity, participation and job satisfaction levels. The main aim of organization is to promote performance and productivity. This can be come through the adoption of organizational citizenship behavior practices. From Industrial and Psychological point of view, organizational citizenship behavior practices are associated with high employee participation and commitment towards the achievement of the firm goals and they may go beyond their contractual tasks or duties (Khan & Rashid, 2012).

### **1.1.3 Dairy Food Production in Kenya**

Kenya's dairy industry has tremendously grown and developed since the first exotic dairy cow was shipped into the country back in the early 1900s. Colonial farmers were industry's foundation as they established extensive dairy farming and marketing via a common entity and natives were forbidden to participate in commercial dairy farming. The Kenya Dairy Board (KDB) was created in 1958 to manage and facilitate orderly marketing of dairy products and regulation of the industry. At this point, natives began getting involved with the sector. Today, Kenya has one of the most advanced dairy sub-sectors in Sub-Sahara Africa with a 7% estimated growth rate. The country ranks third in milk production after Sudan and Ethiopia with an annual production of 5.2 billion liters. It also has the highest consumption per capita at 120 liters – 70 liters more than the 50 liters African average. However, it is way the 250 liters global recommendation (Onsare, 2020).

The biggest turning-point came in 1992 when the sector was deregulated leading to dramatic changes in the industry's operation that have continued to revolutionize the sector. In a socio-economic perspective, the industry contributes approximately 44% of the livestock GDP, 14.1% of agricultural sector GDP, and 4.2% of the country's GDP. It is a source of livelihood to 1.8 million small scale farmers. 750,000 people are directly employed in the sector and 500,000 indirectly employed.

In Kenya, dairy farming advancement has been driven by encouragement of small-scale farming and dairy farmers' organizations into cooperatives. The school milk initiative that run between 1980 and 1998 had been revived recently and has also contributed to the advancement. Subsidies in the 70s and 80' (ending 1987) saw farmers benefit from animal health, training, extension, and breeding subsidies also had its impact. Auspicious government guidelines such as the 1965 milk quotas abolishment and the current distribution of coolants to organized cooperatives have boosted the sector's development, not to forget the investment and interest in the dairy sector by the private sector and development partners.

Milk production systems in Kenya can be categorized into size (small and large scale systems), management level, and inputs use run in semi zero and zero grazing and open grazing. In 2013, it was approximated that small-scale systems were responsible for 70% of the total milk

production (5.2 billion liters). The country's population of dairy cows is 4.5 million and is mainly Friesians, Jerseys, Sahiwal, Ayrshires, and other cross breeds. Each cow produces an average of 8 liters per day (which is low) – mostly attributed to poor feeding, genetics, and other bad animal management practices. Milk cooling is a very vital part of the dairy value chain in the country and the government has expanded its capacity by placing over 350 coolants. Cooling the milk improves raw milk's microbial quality and supports the process of producing quality milk.

The Kenya Dairy Board has granted licensing to 30 milk processing plants and 67 mini-dairies with a 3.75 million liters total production capacity per day. An estimated 46% of the capacity was put to use in 2018 where small-scale, medium, and large-scale milk processing plants admitted 636 million liters. By 2030, milk production in the country is projected to grow to 12 billion liters with the formal sector growth intake rising to 1 billion liters by 2022.

Kenya's annual milk and dairy products consumption per capita – which stands at an equivalent of 120 liters liquid milk – is forecasted to reach 220 liters in 2030, backed by a 7% growth rate in milk demand. The demand growth is motivated by urbanization, population growth, and rising incomes. The demand is also expected to grow due to increased consumer demand for safe and quality milk products, cross border trade and regional integration, consumption diversification (cheeses and yoghurt) and industrial consumers' uptake in fast foods, confectionary, and baking. To support the sustainable growth will also be technologies such as Extended Shelf Life (ESL) processing, milk packaging diversification, and milk dispensing.

Recently, KDB informed farmers to prepare for fresh regulations but the execution was put to hold in March, 2019. The organizations warned vendors against selling unprocessed milk. During the 2019 Africa Dairy Conference (AfDA), KDB's CEO Kibogi Margaret said plans were underway to reinstate the suspended 2019 regulations after massive pressure from farmers and the public. Most farmers were against the regulations because they argue that the bill would sabotage the dairy industry by creating a loophole for cheap milk product imports from neighboring nations like Uganda, thus putting livelihoods at risk. Any stakeholder who went against the regulations could be fined heavily up to Ksh. 500,000. Also, when the

regulation takes effect, farmers will be forced to take their milk to a cooling plant or pasteurize it themselves.

The Government of Kenya is gearing towards an overhaul of the sector's value chain with strategies to improve animal breeding and milk production. Via the Agriculture Ministry, the decade-long strategy is set to be revised to give it the necessary boost for the achievement of stakeholder interests. The ministry is firmly determined to implement the 2019 strategy, which is set to improve production capacity and create efficiencies including the distributions and procurement of milk coolants and establishing state-of-art bull stations. The aim is to improve milk safety and quality, animal breeding, and cut greenhouse gas emissions from farming operations (Onsare, 2020).

## **1.2 Research Problem**

With current turbulent business environment, many firms have been faced with increased unpredictability in their operations. Business environment has been characterized by entry of new dynamic competition in the marketplace as well as consumers' growing sophistication of and the more and greater efficient use of IT which may be complex to the employees. Additionally, the competitive pressures alongside increased customer awareness and demands have intensified and it is not uncommon for weaker firms to fail to meet customer demands and fail to maintain their competitive edge over time due lack of proper management of diversity. To gain or sustain competitive advantage and excellent management, most organizations have reorganized, merged with like-minded firms, evaluated, re-designed, enforced total quality control plans and adopted diversity management systems with the aim of promoting their organizational citizenship behaviors.

Several studies have been conducted to establish how work place diversity influences the organizational citizenship behaviors in many organizations globally. For example, a study done in UK by Ahmed et al. (2018) noted that organizational factors are important towards the promotion of performance of workers in the firm. The study also noted that organizational diversity and culture is vital in improving organizational productivity. Also, there is need to align organizational demands with the objectives of the corporation. This is important in achieving organizational citizenship behaviors and efficiency in company operations.

Moreover, a research performed by Cletus, Mahmood and Ibrahim (2018) on the advantages and limitations of workplace diversity in contemporary organizations noted that the culture of the organization impacts the performance and must consider uniqueness of the individuals. Zain (2013) also studies the impact of joint and communication on performance of Malaysia organizations and discovered that these organizational culture elements were vital in determining overall organizational productivity. Shakil (2012) investigated organizational culture in Pakistan to discover the relationship between organizational culture and management practices. However, these studies were done outside the country leaving a contextual gap.

Locally, Lorraine, Dorai and Zubair (2011) looked at how organizational culture influences performance management in Kenya's insurance sector and established an association between the two. However, the study affirmed that various forms of organizational cultures had different degrees of performance management acceptance. Musyoka (2015) also found a positive impact of organization culture on organizational performance. Kamau (2013) found evidence of a significant correlation between organization culture and service delivery efficiency.

In the literature reviewed, it is clear that there is a gap in literature that was not addressed since majority of the past studies were done outside the country and they focused on determination of the organizational diversity influence on performance rather than on organizational citizenship behaviors. Therefore, the current study filled the gap by determining the effects of work place diversity on organizational citizenship behaviors among dairy production firms in Kenya. The researcher made an attempt to solve to the question: What is the impact of work place diversity on organizational citizenship behaviors among dairy production firms in Kenya?

### **1.3 Research Objectives**

This research aimed to establish the effects of workplace diversity management on organizational citizenship behaviors among employees in registered dairy production firms in Kenya.

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

The research will be of importance to the various stakeholders including the top management of Dairy Production companies in Kenya as well as the policy makers and researchers and academicians. The top management of Dairy Production companies in Kenya will use the study results in understanding the major organizational traits with the most significant influence on organizational citizenship behaviors management. This will be critical in providing strategies for enhancing those traits with significant positive effects and enhancing the workforce diversity and organizational citizenship behaviors management in the firms.

Policy makers will also use the study results in determining some of the policies that can help to improve effective organizational citizenship behaviors in the country. The Government being the major shareholder will be keen that the public gets value for money from the investment in Dairy production which is part of Agenda Four-food security. This means that policy makers will use the study results to formulate effective workforce diversity and organizational citizenship behaviors management programs in the country.

The findings will also go a long way in providing the much needed empirical evidence in the field of organizational culture and workforce diversity and organizational citizenship behaviors management. Specifically, the study results will build empirical evidence to support or dispute the theories of workforce diversity and organizational citizenship behaviors management. This means that it will act as a reference point and also assist in grounding theory and providing empirical evidence for future research directions. Thus, it will benefit researchers and academicians in the country and outside Africa.



## **CHAPTER TWO: LITERATURE REVIEW**

### **2.1 Introduction**

Literature review presents current studies based on the study's objectives. Literature on the work place diversity on organizational citizenship behaviors among dairy production firms in Kenya will be presented. Empirical review and theoretical framework is also covered in this part.

### **2.2 Theoretical Foundation**

This study adopted organizational support theory.

#### **2.2.1 Organizational Support Theory (OST)**

Studies on perceived organizational support started with the alternative hypothesis that if company executives are concerned with their employees' dedication to the institution, employees end up returning the favor. For the employees, the organization usually is a vital source of socio-emotional wealth like care and respect, and tangible resources, such as medical insurance and salaries. Being highly regarded by an institution helps to satisfy employees' needs for acceptance, affiliation, and esteem. When the organization is positively values, it indicates that increased effort was recognized and compensated. Therefore, employees are interested in the high regards their employers hold them.

OST affirms that to satisfy socio-emotional needs and to evaluate the merits of high work effort, employees form an overall perception regarding the degree to which an organization values their input and caters to their well-being. This perceived organizational support (POS) would increase employees' commitment in helping the organization accomplish its objectives, their affective dedication to the firm, and their expectations that improved productivity would be acknowledged and compensated. POS behavioral outcomes would include increases in role and extra-role productivity and decreases in withdrawal behaviors and stress such as attrition and absenteeism.

In this study, the theory will help how HR managers can use organizational support systems to enable their employees to conduct themselves as good people by behaving positively (Organ

et al., 2006). This is because the citizenship characters aimed at bolstering both the psychological and social environment of any firm and they dictate organizational success. Organizational citizenship behavior can optimize the productivity and efficiency of both the employees and the organization which will eventually lead to the effective organizational functioning. The theory will help managers to understand the employees and promote the success of the organization.

### **2.3 Work Place Diversity and Organizational Citizenship Behavior**

Analysis of a number of past studies reveals that work place diversity is associated with effective organizational citizenship behaviors in many industries. According to Long (2012), work place diversity management is important to growth in the increasingly competitive corporate industry. Firms that seek relevancy in the global market must incorporate diversity in their thinking, acting and innovation. This is important in promoting commitment and employee engagement in the company. Martin (2014) also noted that diversity cannot just be about garnering numbers, but rather how organizations treat their stakeholders. In the contemporary workplace, diversity management is a time-sensitive business imperative and it is associated with positive organizational citizenship behaviors among workers in different companies (Rotich, 2020).

Moreover, a study by Roberson (2019) confirmed that workplace diversity is important to both productivity and creativity. However, this truth is often ignored by employers. Managers should ask themselves whether workplace diversity is important and how it helps establish a healthy, inclusive environment ripe with new ideas and perspectives. This is because a work place associated with high levels of diversity enjoys an environment where employees interact and learn from each other. Diversity is particularly critical in the current corporate industry, as organizations operate in different cultures. Payoffs touch all aspects of the business by potentially leading to improved creativity, new attitudes, new language skills, productivity, global understanding, new solutions, and new processes when faced with difficult problems. A diverse work force also experience positive organizational values such as more agility, stronger community and customer loyalty, innovation, better market insight, and improved employee retention and recruitment. Companies that fail to acknowledge the merits of diversity

and inclusion might be rendered unable to attract and retain the right employees for the job (Weber, Sadri & Gentry, 2018).

Kim, Lee and Kim (2015) also noted that both associates and employers both benefit from workplace diversity. Their interdependence aside, it is true that respect for individual differences can increase productivity. People who are diverse are less likely to sue each other. They would rather concentrate on expanding their opportunities, networking and improving the organization's optimal performance (Prieto, Phipps & Osiri, 2009). With work place diversity, the organizational top management is able to enjoy high levels of creativity and flexibility which are essential to a competitive edge, and overall success. Long (2012) also found out that work place diversity influences how a company runs its operations and it can provide many benefits like improved morale, greater teamwork, creative thinking, a mutual respect and understanding atmospheres and these are values that also promote organizational citizenship behaviors. This is because the work place diversity promotes cultural norms inside the organization. This enhances the company's reputation, attracting and retaining a highly talented workforce, increasing creativity and innovation among employees and increasing their motivation and efficiency. Guillaume et al. (2017) argued that diversity creates creativity and autogenous groups have been observed to yield workable solutions to problems and a higher degree of critical thinking, especially where it fosters mutual respect among employees.

#### **2.4 Empirical Review and Gap in Literature**

There are several studies that have been done to determine how work place diversity influences the organizational citizenship behaviors in many organizations globally. For example, a study done in UK by Ahmed et al. (2018) to determine the organizational factors and productivity using a resource-based and social exchange theory point of view noted that organizational factors are important towards the promotion of performance of workers in the firm. The study adopted cross-sectional research design and descriptive data analysis and it noted that organizational diversity and culture is vital in improving organizational productivity and there is need to foster a culture of teamwork, urgency, and trust. This is important in achieving organizational citizenship behaviors and efficiency in company operations. However, this study was done in the UK and its implications may not apply within the current context.

Moreover, a study conducted by Cletus, Mahmood and Ibrahim (2018) on the analysis of the benefits and challenges of workplace diversity in contemporary organizations using a critical review in USA noted that diversity and the culture of the organization impacts the performance and management must consider uniqueness of the individuals in their organizational operations. The study adopted secondary data especially desk review in analysis the effects of work place diversity in modern organizations. The authors found out that work place diversity is associated with strong performance among modern day organizations. The study concluded that top HR managers in organizations must consider work force diversity in all their operations to increase the productivity of modern-day organizations. However, this study was done in the USA and it may not apply within the current study environment.

Zain (2013) also sought to discover how collaboration and communication affect organizational productivity in Malaysia. The cross-sectional research design was relied on and the author found that organizational performance is determined by these varied forms of organizational culture. The author concluded that all organizations must adopt effective team work and diversity in their communication where dealing with employees from different socio-cultural backgrounds. However, the study only focus on organizations within the banking industry in Malaysia and its implications may not apply within the current study.

Accordingly, Shakil (2012) also researched organizational culture in Pakistan to determine the relationship between organizational culture and management practices. The study adopted case study method and data was collected from PMC Company in Pakistan. The author concluded that organization culture is important in managing diverse practices in organizations. The study recommended the need for HR managers to adopt diverse work place practices and promote diverse organization cultural procedures in all their operations. However, these studies were done outside the country in Pakistan leaving a contextual gap.

Locally, Lorraine, Dorai and Zubair (2011) investigated the impact of organizational culture on performance management in the Kenyan insurance sector and found an association between organizational culture and performance management. However, the research had mixed results, reporting that various types of organizational cultures had various degrees of performance management acceptance. The authors argued that organizational cultural practices influence effective performance in organizations. However, the study only focused

on Insurance Companies in the country and failed to consider the impact of work place diversity on organizational citizenship behavior among dairy production companies in the country leaving a conceptual gap.

Furthermore, Rotich (2020) evaluated the impact of optimism on work engagement of managers in Kenyan state corporations and noted that work place diversity and employee engagement is important in promoting organization culture and organizational performance among state corporations in the country. The author recommended the need for HR managers to adopt effective employee management to promote their performance and success. However, the author mainly focused on state corporations and all the study implications may not apply within the dairy industry in the country.

Lumbasi, Ouma and K'Aol (2015) also determined how achievement oriented style of leadership impacted on the productivity and behavior of COYA Senior Managers in Kenya. The study adopted a case study method and data was collected among COYA Senior Managers in Kenya. The study found out that adoption of diverse leadership skills is important in promoting the organizational performance. The author concluded that companies must adopt diverse work place management to improve and promote their performance. However, this study adopted a case study method and only provided implications related to the delivery of COYA Senior Managers in Kenya. The current study will fill these gaps by focusing on analysis and determination of the effects of work place diversity on organizational citizenship behaviors among dairy production firms in Kenya.

## **2.5 Conceptual Framework**

This conceptual framework provides a review of the relationship between the dependent and independent variables. Workplace diversity is the dependent variable while the independent variable is the organizational citizenship behavior. The conceptual framework indicates how organizational citizenship behavior depends on work place diversity plans and operations.

## Work place diversity management

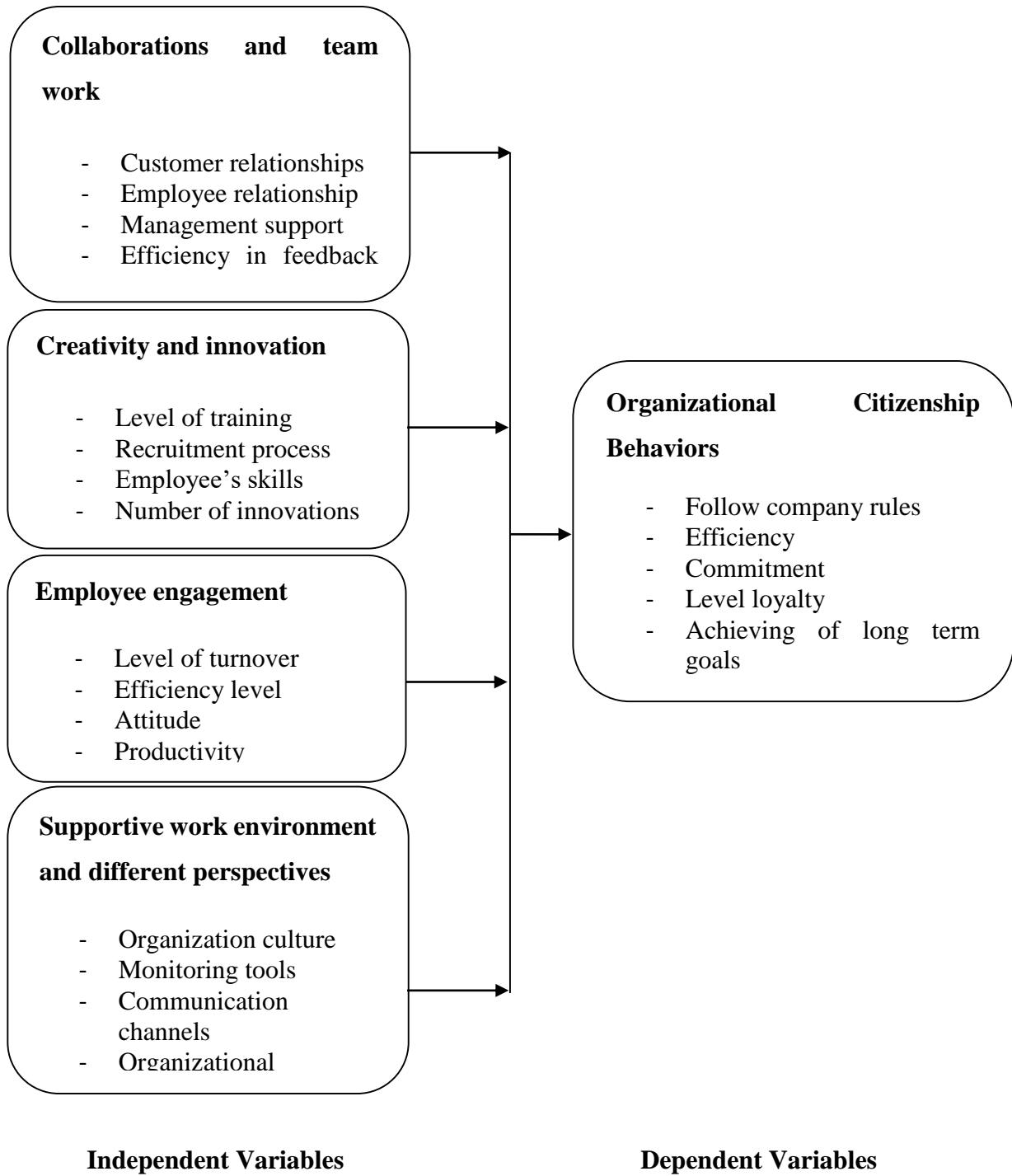


Figure 2.1 Conceptual framework

## **CHAPTER THREE: RESEARCH METHODOLOGY**

### **3.1 Introduction**

The approaches and strategies that were used for the study are discussed in this chapter. In this part, the study covers the design of the investigation, the area of inquiry, population size, sampling techniques, data collecting tool and data analysis methodologies.

### **3.2 Research Design**

A descriptive cross-sectional survey approach was utilized in this investigation. The descriptive research approach is used to characterize existing occurrences and to accumulate datasets. A cross-sectional survey allows data to be collected at a single moment in time (Kothari, 2010). The research used a descriptive cross-sectional survey to gather information on current conditions, prevalent behaviors, held beliefs and attitudes, continuing processes, and emerging trends. This approach was also adopted in the study since it allows for the collecting of vast volumes of data quickly and at a reasonable cost.

### **3.3 Target Population**

The target population were 23 firms which were registered with Kenya Dairy Board as shown in Appendix III (Kenya Dairy Board, 2021). The employees who work in this firms according to KNBS (2020) Economic Survey report are 703 who were the unit of analysis. Workers for more than a year were the target group for the research.

### **3.4 Sample Size and Sampling Procedure**

#### **3.4.1 Sample Size**

Yamane's approach for calculating sample size for descriptive research was used to calculate the sample size (Yamane, 1967). When the fraction of the population with the trait of interest is unknown, this technique is appropriate. When random sampling was employed to determine the final responders, the algorithm worked well.

$$n = \frac{N}{1 + N(e)^2}$$

Where

n = the desired sample size

N = the population under study which in this case were employees who work in this firms

e = the desired margin of error is set at 95% (0.05)

Thus, desired sample size

$$\frac{703}{1+703(0.05^2)} = 255$$

### 3.4.2 Sampling Procedure

The sample population from each site was determined using a stratified proportional sampling approach. A probability sampling approach in which respondents are chosen from units (strata) of the population is known as stratified proportional sampling (Kothari, 2010). The employees' cadre will be the units (strata). In order to participate in this study, a random sample proportionate to the participant's cadre was chosen. The technique for sampling is outlined in the table below.

**Table 3.1 Sample distribution**

<b>Clusters/Location</b>	<b>Population</b>	<b>Sample</b>	<b>Percentage</b>
Managers	28	10	4
Middle level managers	71	26	10
Support staff	604	219	86
<b>Total</b>	<b>703</b>	<b>255</b>	<b>100</b>



### **3.5 Data Collection**

An assessment of primary data was required for this investigation. Using standardized and tested questionnaires, primary data on the impact of workplace diversity on organizational citizenship behavior among employees of dairy enterprises in Kenya was obtained. Questionnaires allowed for quick data gathering and could also be used to survey a large population in a short amount of time. The questionnaire was broken down into six sections. The first section dealt with demographic data about respondents' attributes. The second part covered aspects collaborations and team work; the third part section covered creativity and innovation. The fourth part covered employee engagement. The fifth part covered aspects related to supportive work environment and different perspectives. The last part covered aspects on organizational citizenship behaviors.

After previous assurance through this first visits, the person giving the questionnaire to the respondents with the assistance of trained assistants during the specified time. Collecting data at a predetermined time helped participants feel less inconvenient while also speeding up data collection. The researcher and assistants explained the goal of the study to potential participants and obtained their agreement to collect data from them as part of the data collecting procedures. The questionnaire was then given to the participants by the researcher and helper. For unskilled participants, the researchers hired study assistants who spoke the local language would read and transcribe the contents of the questionnaire while they filled it out. Data collection proceeded until the final sample size was achieved. Completed questionnaires were then collected and filled at the end of each day of data collection.

#### **3.5.1 Pilot Study**

The pilot test accounted for 10% of the study's total sample size. The goal of the pilot research was to pre-test the questionnaire in order to discover any issues that needed to be solved before the actual data was collected (Bolarinwa, 2015). The researcher used a pilot study to determine the relevance and suitability of the questionnaire items. In Kajiado County, a pilot research was done with 26 dairy workers. A week before the real data collection, a pilot research was done. The researcher performed individual debriefings with chosen respondents after completing the questions to gain their input on the questionnaires. A researcher used debriefing

to assess a respondent's capacity to answer to questions in surveys and supply the necessary response/data for this study. The researcher used the results of the pilot study to fine-tune the items and eliminate any contradictions in the questionnaire.

### 3.5.2 Validity of the Research Instrument

Validity refers to a test's or tool's capacity to measure what is supposed to be measured (Bolarinwa, 2015). The questionnaire's content and face validity were determined after it was subjected to an expert evaluation. The questionnaire was checked by the study supervisor for face validity to see if all of the factors stated in the conceptual framework were included in the questionnaire. To assess if the questionnaire covers notions on organization citizenship behavior among workers of dairy enterprises in Kenya, an expert was engaged to examine the questionnaire for clarity and correctness.

### 3.5.3 Reliability of the Research Instruments

The ability of an instrument to give consistent data is referred to as reliability (Bolarinwa, 2015). A split-half reliability test was used to examine the internal consistency of items, and consequently the questionnaire's dependability. In a partial method, the investigator divides the items in the questionnaire into two half, using uncommon and even elements, and in a pilot study, the research divides the items in the questionnaire into two halves, administered the two distinct formulas to respondents. The goal of this test was to attain an alpha factor of 0.70 or above in Cronbach indicating the reliability of the questionnaire.

## 3.6 Operationalization of Variables

**Table 3.2 Operationalization of Variables**

Variable	Indicators	Measurement Scale	Tools of Data Analysis
Collaborations and team work (Independent Variable)	<ul style="list-style-type: none"> <li>• Customer relationships</li> <li>• Employee relationship</li> <li>• Management support</li> </ul>	Interval	Descriptive analysis

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Creativity and innovation (Independent Variable)	<ul style="list-style-type: none"> <li>• Efficiency in feedback response</li> <li>• Level of training</li> <li>• Recruitment process</li> <li>• Employee's skills</li> <li>• Number of innovations</li> </ul> Interval	Descriptive analysis  Descriptive analysis
Employee engagement (Independent Variable)	<ul style="list-style-type: none"> <li>• Level of turnover</li> <li>• Efficiency level</li> <li>• Attitude</li> <li>• Productivity</li> <li>• Organization culture</li> </ul> Interval	Descriptive
Supportive work environment and different perspectives (Independent Variable)	<ul style="list-style-type: none"> <li>• Monitoring tools</li> <li>• Communication channels</li> <li>• Organizational structures</li> <li>• Follow company rules</li> </ul> Interval	analysis  Descriptive
Organizational Citizenship Behaviors (Dependent Variable)	<ul style="list-style-type: none"> <li>• Efficiency</li> <li>• Commitment</li> <li>• Level loyalty</li> <li>• Achieving of long term goals</li> </ul> Interval	analysis  Regression

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### 3.7 Data Analysis

Data collected was coded and entered in a computer and verified with the use of a Microsoft Excel software to ensure correctness and completeness. For analysis Social Science Statistical Package, SPSS-software version 23, was used. The characteristics of the respondents and their replies to each question were described in descriptive statistics ( frequencies, mean and percentages). The data was then presented by tables, graphs and discussion of the results. The study employed inferential statistics by adopting a simple regression analysis to test the link between the variables. The regression model was as follows:

$$Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + e$$

Where:

Y = Organizational citizenship behaviors

$\beta_0$  = Constant Term

$\beta_1$  = Beta coefficients

$X_1$  = Collaborations and team work

$X_2$  = Creativity and innovation

$X_3$  = Employee engagement

$X_4$  = Supportive work environment and different perspectives

$e$  = error term (This is a residual term that includes the net effect of other factors not in the model and the measurement of errors both in the dependent and independent variables).

## CHAPTER FOUR

### DATA ANALYSIS, PRESENTATION, INTERPRETATION AND DISCUSSION

#### 4.1 Introduction

The study's general objective was the influence of work place diversity management on organization citizenship behavior among employees of registered dairy firms in Kenya. This chapter covers the research findings, analysis and presentation of the study results as guided by the study goals. The response rate of the research instruments is first recorded. The demographic information of the respondents was also discussed. The descriptive analysis of the gathered data is covered on the grounds of the objectives. The chapter ends by documenting the discussion of the study findings.

#### 4.2 Response Rate

The researcher undertook a census study in the 23 firms which are registered with Kenya Dairy Board. 255 questionnaires were distributed the firms targeting employees working in firms. 211 questionnaires were filled and returned resulting to a response rate of 82.8% which is above the minimum threshold for accurate prediction of population parameters from samples, as well as for making valid conclusions as argued by Werner (2004). Table 4.1 exhibits the respondent's who took part in the study.

**Table 4.1: Return Rate**

<b>Response Rate</b>	<b>Frequency</b>	<b>Percent</b>
Responded	211	82.8
Not Responded	44	17.2
<b>Total</b>	<b>255</b>	<b>100.0</b>

Source: Researcher (2021)

### 4.3 Background Information

The study aimed at describing the demographic information of the employees. Thus, the study gathered information on the gender, age, level of education and number of years respondents had worked in the dairy firms.

#### 4.3.1 Gender of Respondents

The purpose of the study was to determine the gender of those who took part in it. The goal was to figure out how many men and women participated in the research. The outcomes are presented in Table 4.2.

**Table 4.2: Gender of the Respondent**

	Frequency	Percent
Male	113	53.5
Female	98	46.4
<b>Total</b>	<b>211</b>	<b>100.0</b>

Source: Researcher (2021)

According to the findings, 53.6% of the respondents were male while 46.4% of the respondents were female. This shows that the study received a better response from more males than females from the employees working in the firms which are registered with Kenya Dairy Board. Besides the findings shows that there was no biasness in the study.

#### 4.3.2 Respondents Age Bracket

Table 4.3 reveals that the majority of the respondents were between the ages of 20 and 30, 42 percent were between the ages of 31 and 40, 8% were between the ages of 41 and 50, and 3% were between the ages of 51 and 60.

**Table 4.3 Respondents Age Bracket**

	<b>Frequency</b>	<b>Percent</b>
20-30 yrs	97	45.9
31-40 yrs	89	42.1
41-50 yrs	18	8.5
51 – 60 yrs	7	3.3
<b>Total</b>	<b>211</b>	<b>100.0</b>

Source: Researcher (2021)

#### **4.3.3 Respondents Highest Level of Education**

As per the response in Table 4.4 , 33% of the respondents had a certificate, 29% had a diploma, 24% had a degree, 10% had a Master’s degree 2% had a PhD. Employees at the firms registered with Kenya Dairy Board have acceptable academic credentials to participate in the study's data collection. The respondents were also able to provide reliable information regarding the issue under research due to their appropriate and excellent academic credentials.

**Table 4.4. Highest Level of Education**

<b>Level of education</b>	<b>Frequency</b>	<b>Percent</b>
Certificate	70	33.1
Diploma	62	29.3
Degree	51	24.1
Masters	23	10.9
PhD	5	2.3
<b>Total</b>	<b>211</b>	<b>100</b>

Source: Researcher (2021)

#### **4.3.4 Number of Years Worked in the Dairy Firms**

Respondents were also asked to state how long they had worked for the dairy companies. The majority of the respondents (54%) had worked in dairy businesses for 10 to 15 years, 22% had worked in dairy firms for more than 15 years, 18% had worked in dairy firms for 5 to 10 years, and 4% had worked in dairy firms for less than 5 years. This demonstrates that the employees have spent enough time in the dairy businesses to understand the subject at hand.

**Table 4.5 Number of Years Worked in the Dairy Firms**

	<b>Frequency</b>	<b>Percent</b>
Below 5 years	10	4.7
5 – 10 years	39	18.4
10 – 15 years	115	54.5
Over 15 years	47	22.2
<b>Total</b>	<b>211</b>	<b>100.0</b>

Source: Researcher (2021)

#### **4.3.5 Level of Management**

The study found that 86% of the employees were support staffs, 9% were middle management and 3% were top level management.

**Table 4.6 Level of Management**

	<b>Frequency</b>	<b>Percent</b>
Top Level	8	3.7
Middle level	20	9.4
Support Staff	183	86.7
<b>Total</b>	<b>211</b>	<b>100.0</b>

Source: Researcher (2021)

#### **4.4 Workplace Diversity**

Table 4.7 shows that the employees agreed that their firms had ensured the following in workplace diversity to a moderate extent as shown by an average score of 3.31.



**Table 4.7 Workplace Diversity Management**

<b>Statement</b>	<b>Mean</b>	<b>Std. Deviation</b>
Workforce diversity is respected in my organization	3.67	1.092
Discrimination based on gender is common in this organization	2.11	.376
Discrimination is common in my organization	2.01	.909
I often feel marginalized in this organization due to my ethnicity	3.03	1.342
Disabled people are given equal treatment in this organization	4.01	.675
This organization values employee's unique backgrounds and experience's	3.91	1.893
This organization offers equal opportunities for career growth	3.79	.321
I feel supported in my role	3.32	1.540
When I speak up, my opinion is valued	3.48	.901
If I had a concern about harassment or racism, I know where to lay my complaints	3.88	1.543
I feel like my colleagues really understand who I am	3.20	1.265
My work performance is evaluated fairly	2.91	.395
My organization helps me grow as a person	3.49	.452
I believe that discipline in this organization is fair to everyone	3.66	1.705
<b>Total</b>	<b>46.47</b>	<b>14.409</b>
<b>Average</b>	<b>3.31</b>	<b>1.029</b>

Source: Researcher (2021)

The employees agreed that disabled people were given equal treatment in the organizations to a great extent (mean=4.01), the organization valued employee's unique backgrounds and experience's organizations to a great extent (mean=3.91), If the respondents had concerns about harassment or racism, they knew where to lay their complaints to a great extent (mean=3.88), the organizations offered equal opportunities for career growth to a great extent (mean=3.79), workforce diversity was respected in the organizations growth to a great extent (mean=3.67) and respondents believed that discipline in their organizations was fair to everyone to a great extent (mean=3.66).

The employees also agreed that their organizations helped them grow as individual's to a moderate extent (mean=3.49), when respondents spoke, their opinions were valued to a moderate extent (mean=3.48), respondents felt supported in their roles to a moderate extent (mean=3.32), respondents felt like their colleagues really understood who they were to a moderate extent (mean=3.20), respondents often felt marginalized in their organizations due

to their ethnicity to a moderate extent (mean=3.03), respondents work performance was evaluated fairly to a moderate extent (mean=2.91), discrimination based on gender was common in the organizations to a moderate extent (mean=2.11) and discrimination was common in the organizations to a moderate extent as shown by a mean score of 2.01.

#### 4.5 Organizational Citizenship Behavior

According to Table 4.8, the firms had ensured the following in enhancing organizational citizenship behaviors to a moderate extent as shown by an average score of 3.48.

**Table 4.8 Organizational Citizenship Behaviour**

<b>Statement</b>	<b>Mean</b>	<b>Std. Deviation</b>
Helped co-worker learn new skills or shared job knowledge	3.61	.987
Took time to advise, coach or mentor co-worker	3.43	.456
Helped a new employee get oriented to the job	2.95	1.290
Volunteered to work extra hours?	2.88	.376
Helped colleague to complete challenging tasks	3.59	1.309
Offered suggestions to improve work environment	3.99	1.432
I always acknowledge my colleagues' contributions/ accomplishments	3.26	.543
I feel happy when I assist my organization make critical decisions	3.82	.009
The organization treats all the employees with respect and treats them fairly with the aim of promoting organizational citizenship behaviors	3.77	.197
I feel the organization has adopted creativity and innovation to promote organizational citizenship behaviors'	3.51	1.487
The organization adopted provision of supportive work environment and different perspectives to promote organizational citizenship behaviors'	3.80	1.432
The organization adopted team work and employee engagement practices promote organizational citizenship behaviors'	4.02	.665
The organization adopted equal working opportunities and hiring procedures that include diverse work pool to promote organizational citizenship behaviours	3.65	.443
The organization adopted gender diversity and cultural training to promote organizational citizenship behavior	2.61	.221
The organization adopted ethnic diversity and equal policies for women and male to promote organizational citizenship behaviours	3.33	1.321

<b>Total</b>	<b>52.22</b>	<b>12.168</b>
<b>Average</b>	<b>3.48</b>	<b>0.811</b>

The organization had adopted team work and employee engagement practices to promote organizational citizenship behaviors' to a great extent (mean=4.02), respondents had offered suggestions to improve work environment to a great extent (mean=3.99), respondents felt happy when they assisted their organizations make critical decisions to a great extent (mean=3.82), the organizations adopted provision of supportive work environment and different perspectives to promote organizational citizenship behaviors' to a great extent (mean=3.80), the organizations treated all the employees with respect and treated them fairly with the aim of promoting organizational citizenship behaviors to a great extent (mean=3.77), the organization adopted equal working opportunities and hiring procedures that included diverse work pool to promote organizational citizenship behaviours to a great extent (mean=3.65), respondents helped co-workers learn new skills or shared job knowledge to a great extent (mean=3.61), respondents helped colleagues to complete challenging tasks to a great extent (mean=3.59).

Respondents felt the organization had adopted creativity and innovation to promote organizational citizenship behaviors' to a moderate extent (mean=3.51), respondents took time to advise, coach or mentor co-workerto a moderate extent (mean=3.43), the organizations adopted ethnic diversity and equal policies for women and male to promote organizational citizenship behaviours to a moderate extent (mean=3.33), respondents always acknowledged their colleagues' contributions/accomplishments to a moderate extent (mean=3.26), respondents helped new employees get oriented to the job to a moderate extent (mean=2.95), respondents volunteered to work extra hours to a moderate extent (mean=2.88) and the organization adopted gender diversity and cultural training to promote organizational citizenship behaviour to a moderate extent (mean=2.61).

#### **4.6 Inferential Statistics**

Inferential statistics are mathematical methods for deducing (inferring) the qualities of a population from the examination of the attributes of a data sample collected from it using probability theory. The link between the research's independent factors and the dependent

variable was tested using regression analysis in this study. The results of the regression analysis are listed below.

#### 4.6.1 Model Summary

**Table 4.9 Model Summary**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.843 <sup>a</sup>	0.711	0.705	.54354

Predictors: (Constant), collaborations and team work, creativity and innovation, employee engagement and supportive work environment and different perspectives

Model	Sum of Squares	df	Mean Square	F	Sig.
Regression		151.807	4	37.9517	126.6
Residual		61.746	206	5	2
Total		213.553	210	.29974	.0000 <sup>a</sup>

a. Predictors: (Constant), collaborations and team work, creativity and innovation, employee engagement and supportive work environment and different perspectives

b. Dependent Variable: Organizational citizenship behaviors

	Unstandardized Coefficients	Standardized Coefficients	t	Sig.
	B	Beta		
(Constant)	5.033		5.459	.0000
Collaborations and team work [X <sub>1</sub> ]	0.736	.618	3.300	.0011

Creativity and innovation [X <sub>2</sub> ]	0.770	.198	.671	3.889	.0000
Employee engagement [X <sub>3</sub> ]	0.861	.182	.770	4.731	.0000
Supportive work environment and different perspectives [X <sub>3</sub> ]	0.813	.195	.719	4.169	.0000

a. Dependent Variable: Organizational citizenship behaviors

R square is the coefficient of determination, which shows us how much variation in the dependent variable is caused by changes in the independent variables, as shown in Table 4.9. R square has a value of 0.711, which suggests 71.1% variation in organizational citizenship behaviors among employees of registered dairy production firms in Kenya was due to variations in the firms' work place diversity elements including collaborations and team work, creativity and innovation, employee engagement and supportive work environment and different perspectives. Hence, 28.9% of variation in organizational citizenship behaviors among employees of registered dairy production firms in Kenya, several factors not included in the model or not examined in the current study explained the results.

Analysis of Variance (ANOVA) consists of calculations that provide information about levels of variability within a regression model and forms a basis for tests of significance. The "F" column provides a statistic for testing the hypothesis that all  $\beta \neq 0$  against the null hypothesis that  $\beta = 0$  (Weisberg, 2005). According to the findings in Table 4.9 above, the significance value is .0000 which is less than 0.05 thus the model was statistically significant in predicting how the selected work place diversity components that included collaborations and team work, creativity and innovation, employee

engagement and supportive work environment and different perspectives affected the organizational citizenship behaviors among employees of registered dairy production firms in Kenya.

Based on the regression results shown in Table 4.9, the regression model became;

$$Y = 5.033 + 0.736 X_1 + 0.770 X_2 + 0.861 X_3 + 0.813 X_4$$

From the regression equation above, taking all factors (collaborations and team work, creativity and innovation, employee engagement and supportive work environment and different perspectives) constant at zero, organizational citizenship behaviors among employees of registered dairy production firms in Kenya would be 5.033. The results further indicated that a unit increase in collaborations and team work would lead to a 0.736 improvement in organizational citizenship behaviors among employees of registered dairy production firms in Kenya; a unit increase in creativity and innovation would lead to a 0.770 improvement in organizational citizenship behaviors among employees of registered dairy production firms in Kenya; a unit increase in employee engagement would lead to a 0.861 improvement in organizational citizenship behaviors among employees of registered dairy production firms in Kenya while a unit increase in supportive work environment and different perspectives would lead to a 0.813 improvement in organizational citizenship behaviors among employees of registered dairy production firms in Kenya. At 5% significance level [or 95% level of confidence], the four independent variables were significant ( $p < 0.05$ ) with the most significant work place diversity attributes affecting organizational citizenship behaviors among employees of registered dairy production firms in Kenya being employee engagement followed by supportive work environment and different perspectives, creativity and innovation and collaborations and team work, respectively.

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

The study found that the employees agreed that their firms had ensured the following in workplace diversity to a moderate extent. The findings are in support with a study done by Roberson (2019) who confirmed that workplace diversity is important to both productivity and

creativity. However, this truth is often ignored by employers. Managers should ask themselves whether workplace diversity is important and how it helps establish a healthy, inclusive environment ripe with new ideas and perspectives. This is because a work place associated with high levels of diversity enjoys an environment where employees interact and learn from each other. Diversity is particularly critical in the current corporate industry, as organizations operate in different cultures. Payoffs touch all aspects of the business by potentially leading to improved creativity, new attitudes, new language skills, productivity, global understanding, new solutions, and new processes when faced with difficult problems. A diverse work force also experience positive organizational values such as more agility, stronger community and customer loyalty, innovation, better market insight, and improved employee retention and recruitment. Companies that fail to acknowledge the merits of diversity and inclusion might be rendered unable to attract and retain the right employees for the job (Weber, Sadri & Gentry, 2018).

The study also found that the firms had ensured the following in enhancing organizational citizenship behaviors to a moderate extent. This was in support with Supriyanto (2013) who noted that Organizational Citizenship Behaviors define the extent to which individuals are willing to go above and beyond their role-specific behaviors and duties for the benefit of the business and its people. This means that the employees are able to take voluntary actions and use their personal choice and desire to work towards the achievement of the firm goals and objectives. With organizational citizenship behaviors, the firm is able to provide employees with different behaviors and actions beyond what they are expected to take part in, especially in relationship to their job description. This means that organizations are in a position to adopt positive behaviors and actions that will improve efficiency and effectiveness in the company major operations (Sawitri, Suswati & Huda, 2016).

## **CHAPTER FIVE**

### **SUMMARY OF THE FINDINGS, DISCUSSION, CONCLUSION AND RECOMMENDATIONS**

#### **5.1 Introduction**

This chapter generates a summary of the findings. Additionally, conclusions alongside their respective implications will be discussed in the chapter. Moreover, the chapter also reflects on other scholarly work to be conducted to fill the necessary research gaps.

#### **5.2 Summary of the Findings**

The study found that the employees agreed that their firms had ensured the following in workplace diversity to a moderate extent.

The study further found that the firms had ensured the following in enhancing organizational citizenship behaviors to a moderate extent.

Further, a statistically significant positive relationship was established between the four selected workplace diversity components namely collaborations and team work, creativity and innovation, employee engagement as well as supportive work environment and different perspectives and organizational citizenship behaviors among employees of registered dairy production firms in Kenya.

#### **5.3 Conclusions**

The study concluded that the dairy firms had not enhanced organizational citizenship behaviors effectively in their firms. Citizenship behaviors are associated with altruism and this allows the employees to go the extra mile in serving different needs in the organization. As a result, the organization is able to enjoy increased performance, team work as well as increased levels of production and reduced levels of turnover. This means that the Dairy Production Companies should adopt use the workplace diversity management to influence organizational citizenship behaviors practices in order to optimize the employees' productivity, participation and job satisfaction levels. The main aim of organization is to promote performance and productivity.



This can be come through the adoption of organizational citizenship behavior practices. From Industrial and Psychological point of view, organizational citizenship behavior practices are associated with high employee participation and commitment towards the achievement of the firm goals and they may go beyond their contractual tasks or duties.

The study also concluded that the dairy firms had not ensured effective practices on workplace diversity. Work place diversity influences how a company runs its operations and it can provide many benefits like improved morale, greater teamwork, creative thinking, a mutual respect and understanding atmospheres and these are values that also promote organizational citizenship behaviors. This is because the work place diversity promotes cultural norms inside the organization. This enhances the company's reputation, attracting and retaining a highly talented workforce, increasing creativity and innovation among employees and increasing their motivation and efficiency. It also creates creativity and autogenous groups have been observed to yield workable solutions to problems and a higher degree of critical thinking, especially where it fosters mutual respect among employees. A statistically significant positive relationship was found between the workplace diversity components (collaborations and team work, creativity and innovation, employee engagement and supportive work environment and different perspectives) and organizational citizenship behaviors among employees of registered dairy production firms in Kenya.

#### **5.4 Recommendations of the Study**

With professionalism, dairy companies may encourage their staff to embrace goodwill at work, ensuring that teamwork spirit is embraced at all service delivery level aimed at enhancing organizational citizenship behaviors.

Management of dairy companies have a responsibility to ensure that their workers are well trained and given the opportunity to be innovative. This can be enhanced through offering scholarships as motivational rewards.

The importance of rules and regulations in the workplace cannot be overstated. As a result, dairy companies have a responsibility to guarantee that self-control and discipline are observed at work by adhering to the organizations' established norms and regulations. The importance

of attendance and work performance cannot be overstated. This may be controlled by ensuring that the casual workforce is diligent.

Dairy companies should encourage their casual employees to work in pleasant locations, since this will improve their productivity. To regulate the constructions of OCB for positive performance, the work environment as a total of the interrelationships of numerous aspects that exist among employees and employers must be improved.

### **5.5 Recommendations for Further Studies**

Because the study was confined to a case study in registered dairy enterprises and not any other organization, the researcher recommends that more research be done to determine the impact of workplace diversity on organizational citizenship behavior among employees in other organizations. Other elements that affected organizational citizenship behavior should be researched further.

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## APPENDICES

### Appendix I: Letter of Transmittal

Dear Respondent,

#### **Re: Request Questionnaire Responses**

I am a Master student at University of Nairobi, I am carrying out a research study on THE INFLUENCE OF WORK PLACE DIVERSITY ON ORGANIZATION CITIZENSHIP BEHAVIOR AMONG EMPLOYEES OF DAIRY FIRMS IN KENYA.

You have been identified as one of the people that could be of assistance with the research and I thus request your participation in the research. Essentially, you would be required to complete a questionnaire. You will be treated anonymously and your responses will be treated with utmost confidentiality. The information you provide will be used only for academic purposes.

The questionnaire is strictly for academic purposes and any information given shall be treated with strict confidentiality; please give the information as accurately as possible. Thank you very much.

Yours faithfully,

Joyce Cheronso Soi

D61/10066/2018

## Appendix II: Research Questionnaire

This questionnaire below is for collecting data that is purely for academic purposes. The study seeks to investigate *THE INFLUENCE OF WORK PLACE DIVERSITY ON ORGANIZATION CITIZENSHIP BEHAVIOR AMONG EMPLOYEES OF DAIRY FIRMS IN KENYA*. All information will be treated with strict confidence. Do not put any name or identification on this questionnaire.

*Answer all questions as indicated by either filling in the blank or ticking the option that applies.*

### SECTION A: Background Information

1. Name of the Dairy Production Company (Optional).....

2. Please indicate your gender:

Female  Male

3. Please Indicate your age bracket

20-30 yrs.  31-40 yrs.  41-50 yrs.  51 – 60 yrs

4. State your highest level of education

Certificate  Diploma  Degree  Masters  PhD

5. How many years have you been worked in the dairy business? (Tick as applicable)

Below 5 years  5 – 10 years

10 – 15 years  Over 15 years

6. What level of management are you?

a) Top Level  b) Middle level

c) Support Staff

### SECTION B: Workplace Diversity



18. To what extent do you agree whether your firmshas ensured the following in workplace diversity?Use a scale of 1 to 5 where; 1 =Strongly Disagree, 2 = Disagree , 3= Undecided, 4 =Agree and 5 = Strongly Agree

<b>Statement</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
Workforce diversity is respected in my organization					
Discrimination based on gender is common in this organization					
Discrimination is common in my organization					
I often feel marginalized in this organization due to my ethnicity					
Disabled people are given equal treatment in this organization					
This organization values employee’s unique backgrounds and experience’s					
This organization offers equal opportunities for career growth					
I feel supported in my role					
When I speak up, my opinion is valued					
If I had a concern about harassment or racism, I know where to lay my complaints					
I feel like my colleagues really understand who I am					
My work performance is evaluated fairly					

My organization helps me grow as a person					
I believe that discipline in this organization is fair to everyone					

**SECTION C: Organizational Citizenship Behaviors**

18. To what extent has your firm ensured the following in enhancing organizational citizenship behaviors? Use a scale of 1 to 5 where; 1 No extent, 2 Low extent, 3 Moderate, 4 Great extent and 5 Very great extent.

<b>Statement</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
<b>How often have you done the following things in your present job?</b>					
Helped co-worker learn new skills or shared job knowledge					
Took time to advise, coach or mentor co-worker					
Helped a new employee get oriented to the job					
Volunteered to work extra hours?					
Helped colleague to complete challenging tasks					
Offered suggestions to improve work environment					
I always acknowledge my colleagues' contributions/ accomplishments					
I feel happy when I assist my organization make critical decisions					

The organization treats all the employees with respect and treats them fairly with the aim of promoting organizational citizenship behaviors					
I feel the organization has adopted creativity and innovation to promote organizational citizenship behaviors'					
The organization adopted provision of supportive work environment and different perspectives to promote organizational citizenship behaviors'					
The organization adopted team work and employee engagement practices promote organizational citizenship behaviors'					
The organization adopted equal working opportunities and hiring procedures that include diverse work pool to promote organizational citizenship behaviours					
The organization adopted gender diversity and cultural training to promote organizational citizenship behaviour					
The organization adopted ethnic diversity and equal policies for women and male to promote organizational citizenship behaviours					

**THE END**

**THANK FOR YOUR COOPERATION**

### Appendix III: List of Registered Dairy Firms in Kenya

Premises Name	County
1. Afrodane Foods Industires	Nairobi West
2. Uplands Premium Dairies	Nairobi Central
3. BioFoods Ltd	Nairobi South
4. New K.C.C. - Kiganjo (Cancelled)	Nyeri
5. Happy Cow	Nakuru
6. Brookside Dairy Limited	Nairobi Central
7. Meru Dairy Union	Meru
8. Doinyo Lessos Creameries Ltd	Eldoret
9. Githunguri Dairy F.C.S.	Nairobi Central
10. Sameer Agr & Livestock Ltd	Nairobi South
11. Sameer Agr & Livestock Ltd	Nakuru
12. Bahati Agro Processors Limited	Nakuru
13. Superior Highland Dairy	Embu
14. Kiambaa D.F.C.S. Ltd	Nairobi West
15. Lucky Dairies	Olkalou
16. New K.C.C.	Olkalou
17. Aspendos Dairy Limited	Muranga
18. Mukurwe-ini Wakulima Dairy Ltd	Nyeri
19. Sunpower Products	Nairobi West
20. New K.C.C. - Kitale	Kitale
21. Kinangop Dairy Limited	Olkalou
22. Highland Creamers and Foods Limited	Kisii
23. Suka Farmers' Co-operative Society Ltd	Nakuru