Workforce Diversity on Employee Performance in the Office of the Attorney General and Department of Justice, Kenya

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ABSTRACT

Embracing and managing diversity in today’s business world is an essential part of successful business practices as it brings various voices to a team, improves morale and increases overall productivity. However, manager face difficulties in understanding the value of each person’s unique abilities or voice, there may arise some instances where certain employees still have conflicts. Ineffective communication of key objectives results in confusion, lack of teamwork, and low morale. In the office of the attorney general and department of justice now going through a massive influx of young workforce in both gender with diverse educational background and from different ethnic groups have brought a challenge of having different sets of values, expectations, and work styles in the work place and also understanding the other’s culture has been a heavy task on managing work force in the organization. It is due to this regard that this study sought to investigate the influence of workforce diversity on employee performance in the office of the Attorney General and Department of Justice in Nairobi City County, Kenya. The study specific objectives were to examine the influence of educational background diversity, ethnicity diversity, age diversity and gender diversity on employee performance. The theories guiding the study were the human capital theory, social identity theory, social exchange theory and social categorization theory. This study will use descriptive survey research design. The unit of observation was office of the Attorney General and Department of Justice in Nairobi City County, Kenya and the unit of observation was 5 Human Resource Managers and 50 Support Staff from HRM department. A census of 55 respondents was carried out. Primary data was collected using questionnaires. Quantitative data was analysed with the use of descriptive statistics such as mean and standard deviations and presented using tables, graphs, charts and figures. Content analysis was used to test data that was qualitative in nature or aspect of the data collected from the open ended questions. Multiple regression analysis was used to test the extent to which the variables relate to each other. The study examined that educational background diversity, ethnicity diversity, age diversity and gender had a positive and significant relationship on employee performance. The study concluded that employees with diverse educational background promote higher levels of consistency, creativity because of their unique perspectives. Ethnicity diversity management improve gains in worker welfare and efficiency, leads to reduced turnover costs, fewer internal disputes and grievances, prevention of marginalization and exclusion of categories of workers, improved social cohesion and so on. Age diversity in the workplace provides a larger spectrum of knowledge, values, and preferences. Having a diverse gender within the organization leads to a wider talent pool, encourages different points of view and approaches that come from different life experiences and the organization to challenge gender stereotypes. The study recommended that the organization should employ people of different backgrounds in education so as to improve creativity and innovation. The organizational management has responsibilities when it comes to promoting and monitoring ethnic diversity policy in the workplace. It is highly essential for the organization to find effective ways to meet the challenges of age diversity because both the old and the young employees can make tremendous contributions to the organization, in their own unique way. The
organization should encourage team leaders to select diverse groups for projects to ensure the genders do not naturally separate.

**Key Words:** Workforce Diversity, educational background diversity, ethnicity diversity, age diversity, gender diversity, Employee Performance

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### 1. Introduction

Workforce diversity has important implications toward management practices and policies and in order to achieve success and maintain a competitive advantage, an organization must be able to draw on the most important resource such as the skills of the workforce (Robbins, 2009). Owoyemi, Elegbede and Gbajumo-Sheriff (2011) observe that with the increasing richness of diversity in the workforce, an organization needs to expand its outlook and use creative strategies to be successful. Instead of treating every employee alike to recognizing and responding to those difference, workforce diversity is a way to ensure employee retention and greater productivity. Currently managers are responsible for both leading employees and responding to the needs of customers who are more ethnically and culturally diverse. The managers in both the public and the private sectors are focusing more attention on the issue of diversity (Raatikainen, 2012). Whether the goal is to be an employer of choice, to provide excellent customer service, or to maintain a competitive edge, Pondy (2017) argue that diversity is increasingly recognized and utilized as an important organizational resource. Managers within organizations are primarily responsible for the success of diversity policies because they must ensure that the policies are effective. Pondy (2017) further observe that diversity in the workplace is important for employees because it manifests itself in building a great reputation for the company, leading to increased profitability and opportunities for workers. According to Richard (2015) many organizations have adopted diversity management initiatives as a way to improve the ability of diverse groups to work together. Furthermore, workforce diversity is closely related with Human Resource Management (HRM) in these organizations so as to attract and recruit the most talented people from a pool of diverse workforce. Soltani (2010) observe that diversified human resources contribute to determining and realizing strategic objectives of the organization, and a systemized approach for making a linkage between organization excellence and effective people management is critical to organizational continuity.

#### 1.1 Workforce Diversity

Workforce diversity refers to organizations that are becoming more heterogeneous with the mix of people in terms of gender, age, race, and education background (Robbins, 2015). A diverse workforce for instance, includes gender, age, ethnicity, and education background. According to Childs (2015) any organization that intends to be successful must have a borderless view and an underlying commitment to ensuring that workforce diversity is part of its day-to-day business conduct. The author further observe that organizations should embrace diversity in their workforce and work towards achieving it by creating a culture where difference can thrive, rather than working simply for representatives and assimilation. According to Pitts, Hicklin, Hawes and
Melton (2010), diversifying workers from different education background creates opportunities for greater innovation and more creative solutions to problems. Consequently, the management is diversified and work on the effects of increasing diversity is the key to assuring that the organization will be able to fully benefit from bringing underrepresented groups into the organization. Hoff (2014) found that employers commonly reject hiring employees whose training, experience, or education is judged to be inadequate. This means that education background is critical to employees’ employability level.

Timmermans, Ostergaard and Kristinsson (2011) indicates that some levels of diversity in ethnicity might be positive associated with innovation, high degree of diversity in ethnicity might be negative since it can create conflict and cliques due to social categorization. Pitts et al. (2010) argue that as organizations become more diverse along ethnic lines, it makes sense to pay more attention to how different groups interact with one another at work. Having a diverse ethnic workforce enhances creativity, innovation, a larger pool of resources that is available in the organization in terms of knowledge, abilities, and social networks. Benschop (2011) observe that age heterogeneity can negatively affect productivity concerns differences in the values in and preferences of distinct age groups. The benefits of age heterogeneity are based on additional productivity effects that arise due to interaction among individuals of different ages with differing skill profiles, differing perspectives and perhaps also different personality traits. According to Inmyxai and Takahashi (2012) youngsters who are at their learning stage are more willing to learn new things and accept new ideas. Older people who have more life experiences are more mature and possess better problem solving skills. Gender diversity is associated with resources that can provide a firm with a sustained competitive advantage. These resources include market insight, creativity, innovation and improved problem solving capabilities (Nkomo & Cox, 2013). Men’s and Women’s differences may provide insights into the different needs of male and female customers. Brown (2016) argue that men and women may also have different cognitive abilities. A combination of different cognitive abilities in a gender diverse team may enhance overall team cohesion, creativity, and innovation leading to improved organizational performance.

1.2 Employee Performance

Employee performance is the set of employee behavior, results, and outcomes that come after completing the job tasks using certain competencies and that are measured through different metrics (Hameed & Waheed, 2011). The most value adding possession available to any firm, business, or organization are its workforce. The performance on part of the workforce is the driving force behind the survival of any business firm. Further, these authors are of the view that well performing employees contribute to the efficiency and success of the organization. Therefore, employee performance is crucial for the organizations and making strategies to improve organizational performance. Frederick and Stephen (2010) stated that employee’s performance is measured against the performance standards set by the organization. There are a number of measures that can be taken into consideration when measuring performance for example using of productivity, efficiency, effectiveness, quality and profitability measures. As noted by Draft (2015), it is the responsibility of the company managers to ensure that the organizations strive to and thus achieve high performance levels. This therefore implies that managers have to set the desired levels of performance for any periods in question. Armstrong (2010) indicates that performance has to be managed by taking systematic action to improve organizational, team and individual performance; where individual performance management
process is associated with financial and non-financial incentives. The performance management system defines the performance measures for employees, that is, the criteria to quantify and calculate the level of performance. Serena, Muhammad and Emran (2012) observe that organizations are obliged to meet the needs of their stakeholders, in this case employees, by rewarding their employee equitably according to their contribution.

1.3 The Office of Attorney General and Department of Justice

The Attorney General's and Justice Department's Office is set up under 2013 Executive Order No.2. Furthermore, Article 156 of Kenya's Constitution 2010 and the Attorney General's Office Act 2012 set out the Attorney General's constitutional mandate and tasks. The Attorney General is the chief legal consultant of the Government, responsible for representing the national government in court or any other legal proceedings to which the national government is a party (other than criminal trials) and for carrying out any other duties conferred on the Office by a Parliament Act or the President. Furthermore, the Attorney General promotes the rule of law and defends the public interest. In accordance with Executive Order No.2 of 2013, the Attorney General now fulfills the duties of the Secretary of the Cabinet in relation to the Department of Justice and is therefore responsible for the promotion of human rights and the execution of the Constitution, access to justice, including through the promotion of legal aid, good governance, anti-corruption policies, ethics and integrity, legal education The Attorney General also offers policy, coordination and supervision for different legal sector organizations and thus has a wider cross-cutting mandate to promote the strengthening of legal sector organizations. In short, the State Law Office and the Justice Department are responsible for promoting the rule of law and public participation; supporting government investment in socio-economic growth; promoting transparency, accountability, morality and integrity; promoting policy, legal and institutional reforms; promoting economic governance and empowerment; promoting, fulfilling and safeguarding human rights; The organization vision is to be the region's finest organization in providing government legal services and promoting a country that is fair, democratic and free from corruption and the mission is to promote the achievement of good governance and respect for the rule of law by providing government legal services, safeguarding and promoting human rights, and upholding ethics and integrity.

2. Statement of the Problem

Organizations hire employees from diverse countries, cultures, values and styles. This makes the organizations face diverse challenges in multiple forms such as demographic changes in manpower integrated with global markets and worldwide rivals that should be managed strategically (Kreitz, 2015). To manage diversity strategically and successfully organizations need human resources managers with essential skills in developing organizations, enhancing leadership skills, developing positive communication and correspondence tools, besides implementing effective assessment process. Jackson (2016) indicates that workforce diversity can bring about an increase in productivity and competitive advantages. Therefore, it can be argued that an organization that recruits and employs a diverse workforce must create a culture that promotes dignity and respect to avoid tension between employees. The most important issues of workforce diversity are to address the problems of discrimination in terms of gender, age, ethnicity and education background (Roberts, Kossek & Ozeki, 2018). Aghazadeh (2014) observe that when diversity is not managed properly, there will be a potential for higher turnover, difficult in communication and interpersonal conflicts. In the office of the attorney general and department of justice now going through a massive influx of young workforce in
both gender with diverse educational background and from different ethnic groups have brought a challenge of having different sets of values, expectations, and work styles in the work place and also understanding the other’s culture has been a heavy task on managing work force in the organization. Alghazo and Al Shaiban (2016) study investigated the effects of workforce diversity on employee performance at an Oil and Gas Company and found that age and gender has a direct relationship with employee performance. Kyalo (2015) study examined the effect of diversity in workplace on employee performance in the banking industry in Kenya and established a positive significant relationship. Mwatumwa (2016) carried out a study on the effect of workforce diversity on employee work performance: a study of the county government of Mombasa and Correlation Coefficient analysis showed a significant level of association between performance and the tested variables of diversity. All these studies were carried out on study methodologies and locations. The focus of the current study was to determine the influence of workforce diversity and employee performance in the office of the Attorney General and Department of Justice.

3. Objectives of the Study

The general objective of this study was to determine the influence of workforce diversity and employee performance in the office of the Attorney General and Department of Justice in Nairobi City County, Kenya.

This study was guided by the following specific objectives:

i. To examine the influence of educational background diversity on employee performance in the office of the Attorney General and Department of Justice in Nairobi City County, Kenya

ii. To establish the relationship between ethnicity diversity and employee performance in the office of the Attorney General and Department of Justice in Nairobi City County, Kenya

iii. To find out the extent to which age diversity influence employee performance in the office of the Attorney General and Department of Justice in Nairobi City County, Kenya

iv. To investigate the influence of gender diversity on employee performance in the office of the Attorney General and Department of Justice in Nairobi City County, Kenya

4. Theoretical Literature Review

4.1 Human Capital Theory

The theory of human capital is rooted from the field of macroeconomic development theory (Schultz, 1993). According to human capital theory the characteristics of an individual are linked to its productivity and productive individuals are an asset leading to increased firm performance. Becker (2009) emphasize that men and women have different human capital, that is, knowledge, skills and experiences, leading to a competitive advantage through diversity. This gender diversity can be found in different educational and work-related experiences as well as in management and risk-taking behaviors thus, one assumption is that team success can be enhanced when different skills, experiences and behaviors are combined. The essence of human capital theory is that investments are made in human resources so as to improve their
productivity and therefore their earnings. Organizations must invest necessary resources in developing human capital which tend to have a great impact on performance (Becker, 2009). Organizations seek to optimize their workforce through comprehensive human capital development programmes not only to achieve business goals but most important is for a long term survival and sustainability. To accomplish this undertaking, firms will need to invest resources to ensure that employees have the knowledge, skills, and competencies they need to work effectively in a rapidly changing and complex environment.

4.2 Social Identity Theory
This study was guided by Social Identity Theory (SIT) as advocated by Tajfel (1978). The author begins with the premise that individuals define their own identities with regard to social groups and that such identifications work to protect and bolster self-identity. The theory explains that part of a person’s concept of self comes from the groups to which that person belongs. An individual does not just have a personal selfhood, but multiple selves and identities associated with their affiliated groups. A person might act differently in varying social contexts according to the groups they belong to. Social identity theory posits that a portion of one’s self-concept is dependent on the importance and relevance placed on the group membership(s) to which an individual belongs (Turner & Oakes, 1986). The theory suggests that individuals’ drive for positive identity and esteem influences the social comparisons they make. In particular, group/category comparisons that accentuate group distinctiveness in favor of one’s ingroup over a relevant outgroup are privileged. According to Hogg and Terry (2000) social identity and intergroup behavior are guided by the pursuit of evaluative positive social identity; through positive intergroup distinctiveness, which in turn, is motivated by the need for positive self-esteem. In addition to being motivated by self-enhancement, social identity processes are also motivated by a need to reduce subjective uncertainty about one’s perceptions, attitudes, feelings, and behaviors and, ultimately, one’s self-concept and place within the social world. According to Al Jishi (2009), the level of performance depends on the level of motivation that stimulates someone to work and carry out the necessary tasks to achieve the goals. This theory suggests that individuals tend to classify themselves and others into certain groups on the basis of dimensions that are personally relevant for them. These dimensions often include demographic categories such as gender, age, or ethnicity.

4.3 Social Exchange Theory
The social exchange theory came into existence in the latter twentieth century. This was from the work of various sociologists who focused on a human assessment of self interest in human social relationships (Blau, 1968; Emerson, 1976; Homans, 1961; Chadwick-Jones, 1976). This theory looks at the effect of social behavior on rewards and punishment. Behavior that is rewarded will be replicated. There are three propositions to this theory (Cook, & Whitmeyer, 1992). The first proposition is that behavior that generated positive consequences is likely to be repeated. The second proposition is that behavior rewarded on in the past will be replicated while the third proposition specifies that the more valuable the result of the action is to the actor, the more likely that action is performed. The main principle is that human in institutions will maximize in engaging in behaviors that will attract returns. Human beings therefore place their self-interest above everything when engaging in any activity (Lawler, 2001). This follows that the more academic qualifications are seen and proved to be a good indicator of job performance, the more employees will seek to advance their academic qualifications. The theory proposes that social interest is the result of an exchange process.
4.4 Social Categorization Theory

Social-categorization theory, by Turner (2007) suggests that people belong to many different social groups. The theory predicts that individuals sort themselves into identity groups based upon salient characteristics and that they act in concert with their categories and favour contexts that affirm group identity (Hogg & Terry, 2010). In consequence, Knippenberg, Kleef and De-Dreu (2007) observe that dissimilar individuals are less likely to collaborate with one another compared to similar individuals. In this way, social categorization may disrupt elaboration of task-relevant information because of possible biases towards in-group members and negative biases towards out-group members. Social-categorization theory is relevant to this study because it seeks to show how the emergent, higher-order processes of group behavior can be explained in terms of a shift in self-perception from self-categorization in terms of personal identity to self-categorization in terms of social identity. Culture of employees may be viewed as a dimension of social category diversity. Thus, employees in an organization may sort themselves in social categories of particular cultural group.

5. Empirical Literature Review

5.1 Educational Background Diversity and Employee Performance

Faith (2014) study examined on perceived relationship between employee academic qualifications and job performance in Mukuru Slums Development Projects, Nairobi County. The study adopted a cross-sectional research design. Primary data was collected using semi structured questionnaire in the organization and analysed using descriptive statistics. The study established that academic qualification has a positive relationship with employee performance. A study carried out by Kasika (2015) focused on the effect of educational qualification on job performance: the case of Social Security Commission in Namibia (SSC). This study used a mixed approach of quantitative and qualitative methods mainly descriptive statistics. The findings of the study confirmed that educational qualifications have a significant bearing on job performance. The higher the education level the more are the effects of education and skill on job performance. Maingi (2015) study investigated the effect of education diversity on employee performance in Kenya: A case of Kenya School of Government. The study adopted stratified sampling method for primary data collection. The primary data was collected through the use of questionnaires and secondary data was obtained from published documents and analysed using inferential statistics. The study found that Education diversity was the most significant factor and had a positive significant relationship at 5% level of significance.

5.2 Ethnicity Diversity and Employee Performance

Loeters (2011) study examined on ethnic Diversity and Team Performance: The mediating role of work value diversity and the moderating role of team tenure. The study found no significance between diverse ethnicity and work value diversity, neither any relationship found between work value diversity and the team performance in the organizations. Ethnicity also plays an important role in influencing the working of an employee in an organization. It’s very essential for a HR manager to know do people from different ethnic group adopts a different or similar work values, for maintaining a harmonious environment in an organization. Muthoni (2017) carried out a study on ethnicity diversity management and employee performance in National Biosafety Authority, Kenya. Descriptive research design was adopted in the study. The target population was 38 employees of National Biosafety Authority who included the senior management, middle management, and general staff. The study collected primary data through the use of a
questionnaire. The study found out that ethnicity diversity affect employee performance. Akpakip (2017) study investigated effect of workforce diversity on employee performance in Nigerian Banking Industry (A Study of Firstbank Nigeria Ltd., Ota Branch). Descriptive research design was used. Simple random sampling method was used to sample the respondents. Data was collected using interview schedules and analysed thematically. The study findings showed all aspects of ethnicity diversity used in the study had a significant relationship with employee performance.

5.3 Age Diversity and Employee Performance

A study carried out by Joseph (2017) focused on age diversity and its impact on employee performance in Singapore. A self-administered questionnaire was used to collect the views of employees in both manufacturing and service industries in Singapore. The analysis reveals that there is a negative relationship between age group of employees and their performance. It is believed that organization culture, human resource practices, nature of work and business strategy of individual firms are different from each other and the differences are likely to mask the impact of variables on the employee performance in one firm with that observed in another firm. Krishnan, Gowrishankar and Kanagaraj (2017) carried out a descriptive study on the influence of age diversity of the workforce and employees’ performance. Descriptive study surveyed 120 respondents through convenience sampling technique. This study has found that age diversity of the workforce has a significant contribution to predict the employees’ performance. Further, this study has revealed that age diversity of the workforce and employee performance differs across gender, age group, work experience and position of the employees. Kunze, Boehm and Bruch (2011) carried out a cross organizational study on the relationship between age diversity, age discrimination climate and performance consequences. Information on firm level performance was collected from key informants. The proposed model was tested using Structural Equation Modeling (SEM) procedures and, overall, found support for all hypothesized relationships. The findings demonstrated that age diversity seems to be related to the emergence of an age discrimination climate in companies, which negatively impacts overall firm performance through the mediation of affective commitment.

5.4 Gender Diversity and Employee Performance

Chaudhry (2016) carried out a study on the role of gender and ethnicity diversity on the performance of employee. The respondents were taken from five IT companies. A total of 300 respondents were asked through a questionnaire there views and awareness about two dimensions of workforce diversity against gender diversity and ethnicity diversity. The study revealed that gender diversity had the greatest influence on the performance of employees in the organization. Bae and Skaggs (2017) study investigated the impact of gender diversity on performance. The study examined how gender diversity in management influences the performance of organizations using Korea Workplace Panel Survey data for 2005, 2007, and 2009. The study revealed that gender diversity in management has a U-shaped relationship with firm productivity. The study also established the curvilinear relationship between gender diversity in management and firm productivity is stronger in service-oriented industries relative to manufacturing industries, with the highest level of employee productivity within homogeneous management groups. Ali, Kulik and Metz (2009) study examined the impact of gender diversity on performance in services and manufacturing organizations. A longitudinal research design was used to test competing theories. The population of this research comprises all for-profit organizations of all sizes across industries in Australia. The results show partial
support for the positive linear and inverted U-shaped curvilinear predictions as well as for the proposed moderating effect of industry type. The findings also show that industry context can strengthen or weaken gender diversity effects.

6. Conceptual Framework

**Independent Variables**

<table>
<thead>
<tr>
<th>Educational Background Diversity</th>
<th>Dependent Variable</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Education level</td>
<td>Employee Performance</td>
</tr>
<tr>
<td>• Skills</td>
<td>• Achievement of set target</td>
</tr>
<tr>
<td>• Experience</td>
<td>• Work quality</td>
</tr>
</tbody>
</table>

| Ethnicity Diversity                       | |
|-------------------------------------------| |
| • Language                                | |
| • Tribe                                   | |
| • Customs                                 | |

| Age Diversity                             | |
|-------------------------------------------| |
| • Young employees                         | |
| • Old employees                           | |

| Gender Diversity                          | |
|-------------------------------------------| |
| • Equality                                | |
| • Treatment                               | |
| • Male and Female Ratio                   | |

Source: Researcher (2019)

**Figure 1: Conceptual Framework**

Figure 1 shows that relationship between variables. The independent variables are educational background diversity, ethnicity diversity, age diversity and gender diversity and the dependent variable if the employee performance.

7. Research Methodology

This study used descriptive survey research design. This allowed for a multifaceted approach to data collection and analysis. Therefore, the design helped in obtaining information on the status of the performance of employees. The unit of observation was office of the Attorney General and Department of Justice in Nairobi City County, Kenya and the unit of observation was 5 Human Resource Managers and 50 Support Staff from HRM department of the organization. Therefore, census of 55 respondents was carried out. Primary data was collected using questionnaires. The use of questionnaires was possible because the sampled respondents are considered to understand that study questions which minimizes interpretations of the questions thus making it cheaper and faster to collect data. The questionnaires were divided into different sections covering the
objectives of the study. Likert scale was used to allow the respondents to express their level of agreement to listed questions pertaining to each study objective. Questionnaires were administered to all the respondents.

The researcher first obtained an introductory letter from the University and a research permit from National Commission for Science, Technology and Innovation (NACOSTI) in order to introduce himself to the relevant authorities concerned. The organization management was contacted to permit the research to carry out the study within the organization. The researcher administered the questionnaires herself and gave the respondents two weeks for filling in the questionnaires. The researcher made a visit to the respondents to remind them on the importance of filling the questionnaires so as to ensure high response rate. Quantitative data was analysed with the use of descriptive statistics such as mean and standard deviations and presented using tables, graphs, charts and figures with the aid of Statistical Package for Social Sciences (SPSS). Content analysis was used to test data that is qualitative in nature or aspect of the data collected from the open ended questions. In addition, the study conducted a multiple regression analysis.

8. Data Analysis Results

Regression analysis was carried out to show which among the independent variables were related to dependent variable. The findings are presented in Table 1.

Table 1: Regression Analysis

<table>
<thead>
<tr>
<th>Model</th>
<th>R</th>
<th>R Square</th>
<th>Adjusted R Square</th>
<th>Std. Error of the Estimate</th>
<th>Change Statistics</th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>R Square Change</td>
<td>F</td>
<td>df1</td>
<td>df2</td>
<td>Sig. F Change</td>
</tr>
<tr>
<td>1</td>
<td>.618a</td>
<td>.381</td>
<td>.328</td>
<td>.502</td>
<td>.381</td>
<td>7.093</td>
<td>4</td>
<td>46</td>
<td>.000</td>
</tr>
</tbody>
</table>

Source: Research Data (2019)

Table 1 shows a model summary that provides information about the regression line’s ability to account for the total variation in the dependent variable. $R^2$ which is the coefficient of determination, is the statistical measure of how close the data are to the fitted regression line which is 0.381(38.1%). The adjusted $R^2$ which is the coefficient of multiple determinations, is the percent of the variance in the dependent explained uniquely or jointly by the independent variables 0.328(32.8%) of the changes in the employee performance could be attributed to the workforce diversity. This means that other variables not studied contribute 67.2% of the employee performance.

Table 2: Analysis of Variance

<table>
<thead>
<tr>
<th>Model</th>
<th>Sum of Squares</th>
<th>df</th>
<th>Mean Square</th>
<th>F</th>
<th>Sig.</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Regression</td>
<td>7.151</td>
<td>4</td>
<td>1.788</td>
<td>7.093</td>
</tr>
<tr>
<td></td>
<td>Residual</td>
<td>11.594</td>
<td>46</td>
<td>.252</td>
<td></td>
</tr>
</tbody>
</table>
The probability value of 0.001 indicates that the regression model was highly significant in predicting how education background diversity, ethnicity diversity, age diversity and gender diversity influenced the employee performance. The F calculated at 5% level of significance was 7.093 since F calculated is greater than the F critical (value = 1.788), this shows that the overall model was significant.

Table 3: Coefficients

<table>
<thead>
<tr>
<th>Model</th>
<th>Unstandardized Coefficients</th>
<th>Standardized Coefficients</th>
<th>t</th>
<th>Sig.</th>
</tr>
</thead>
<tbody>
<tr>
<td>1 (Constant)</td>
<td>.782</td>
<td>.702</td>
<td>5.391</td>
<td>.000</td>
</tr>
<tr>
<td>Education background diversity</td>
<td>.564</td>
<td>.066</td>
<td>1.308</td>
<td>2.497</td>
</tr>
<tr>
<td>Ethnicity diversity</td>
<td>.680</td>
<td>.122</td>
<td>2.428</td>
<td>2.468</td>
</tr>
<tr>
<td>Age diversity</td>
<td>.715</td>
<td>.159</td>
<td>4.015</td>
<td>4.092</td>
</tr>
<tr>
<td>Gender diversity</td>
<td>.758</td>
<td>.100</td>
<td>1.080</td>
<td>1.580</td>
</tr>
</tbody>
</table>

From the above regression model, holding background diversity, ethnicity diversity, age diversity and gender diversity constant, employee performance in the office of the Attorney General and Department of Justice in Nairobi City County, Kenya would be 0.782. Gender diversity was found to have a greater 0.758(75.8%) on the employee performance followed by age diversity 0.715(71.5%), ethnicity diversity 0.680(68.0%) and educational background diversity 0.564(56.4%). The established regression equation by the study was Y = 0.782 + 0.564 X_1 + 0.680 X_2 + 0.715 X_3 + 0.758X_4 Where Y = Employee Performance, X_1 = Educational background diversity, X_2 = Ethnicity diversity, X_3 = Age diversity, X_4 = Gender diversity. Further, background diversity, ethnicity diversity, age diversity and gender diversity had a positive and significant influence on the employee performance in the office of the Attorney General and Department of Justice in Nairobi City County, Kenya as indicated by beta values. The relationships (p < 0.05) are all significant with educational background diversity (β = 1.038, p < 0.05), ethnicity (β = 2.428, p < 0.05), age diversity (β = 4.015, p < 0.05) and gender diversity (β = 1.080, p < 0.05). According to Pitts, Hicklin, Hawes and Melton (2010), diversifying workers from different education background creates opportunities for greater innovation and more creative solutions to problems. Pitts et al. (2010) argue that as organizations become more diverse along ethnic lines, it makes sense to pay more attention to how different groups interact with one another at work. Benschop (2011) observe that age heterogeneity can negatively affect productivity concerns differences in the values in and preferences of distinct age groups. Brown (2016) argues that men and women may also have different cognitive abilities.
9. Conclusions

The study concludes the following as per the objective: Employees with diverse educational backgrounds promote higher levels of consistency, creativity because of their unique perspectives. Different minds are necessary to solve complex problems because multiple perspectives create the potential for more lucrative solutions. There are more cross-training opportunities available with educational background diversity in the workplace. On ethnicity diversity, the study concluded that ethnicity diversity management improve gains in worker welfare and efficiency, leads to reduced turnover costs, fewer internal disputes and grievances, Prevention of marginalization and exclusion of categories of workers, improved social cohesion and so on. On age diversity, the study concluded that age diversity in the workplace provides a larger spectrum of knowledge, values, and preferences. When the employees of the organization are largely diversified in age, a larger knowledge base and varied experience is available. This in turn affects overall employee performance granting a greater ability to deal with varying roles and tasks. On gender diversity, the study concluded that having a diverse gender within the organization leads to a wider talent pool, encourages different points of view and approaches that come from different life experiences and the organization to challenge gender stereotypes. Having women on teams can help improve team processes and boost group collaboration.

10. Recommendations

The study recommended that the organization should employ people of different backgrounds in education so as to improve creativity and innovation. Having employees with different education levels ensures that the organizational structures are well represented by the employees resulting to effective and efficient execution of tasks. On ethnicity diversity, the study recommended that the organizational management has responsibilities when it comes to promoting and monitoring ethnic diversity policy in the workplace. Both stakeholders have to work together to ensure the success of an organization’s diversity initiatives. The organization should act as facilitators of knowledge to improve relations among their diverse workforce and should also continuously work on the development of diversity policy and implementation. On age diversity, the study recommended that it is highly essential for the organization to find effective ways to meet the challenges of age diversity because both the old and the young employees can make tremendous contributions to the organization, in their own unique way. If managed smartly, age diversity can lift organizations to new levels, achieve more goals and be more successful. On gender diversity, the study recommended that the organization should encourage team leaders to select diverse groups for projects to ensure the genders do not naturally separate. Conduct interviews with both male and female interviewers to encourage both perspectives about the candidates. Educate their employees about how to work with different personalities. When discussing important decisions such as staff changes and which new projects to take on, gather a diverse group of employees. If possible, design the group with the same number of men and women, or as close as possible.

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