



**EFFECT OF WORKFORCE DIVERSITY ON ORGANIZATIONAL PERFORMANCE  
OF HUMANITARIAN NON-GOVERNMENTAL ORGANIZATIONS IN KENYA**

**KIPROTICH Anne<sup>1</sup>, Dr. OMBUI Kepha<sup>2</sup>**

**<sup>1,2</sup> Jomo Kenyatta University of Agriculture and Technology**

**Abstract**

In the recent past, humanitarian non-governmental organizations have indicated a challenge in their performance as shown by late response for instance. The current study sought to establish the effect of workforce diversity on organizational performance of humanitarian non-governmental organizations in Kenya. Specifically, demographic characteristics diversity, socio-cognitive capacities diversity, functional background diversity and cultural diversity are interrogated. The study employed descriptive research design. The target population for this study was all the 70 humanitarian non-governmental organizations in Kenya. A census approach was used, and the unit of observation was the heads of human resource management. The study used primary data gathered by use of structured questionnaires and captured through a 5-point Likert scale type. Data gathered from the questionnaires was analyzed quantitatively using statistical package for social sciences (SPSS) computer software. SPSS which generated both descriptive and inferential statistics was employed. Descriptive statistics including the mean and standard deviation was used to capture the characteristics of the variables under study. Inferential statistics; regression coefficient and bivariate correlation was used to analyze the relationship of the dependent variable and the independent variables. The study found a strong positive correlation between demographic characteristics diversity and organizational performance. Socio-cognitive capacity diversity had a statistically significant association with organizational performance. Further, a strong positive correlation between functional background diversity and organizational performance was established. Functional background diversity and organizational performance were positively related. The study recommends that the management of humanitarian Non-governmental organizations in Kenya must appreciate demographic characteristics of employees for its growing significance in modern organizations and in the society. Further, the humanitarian Non-governmental organizations should embrace socio-cognitive capacity diversity as an essential factor for achieving greater receptivity to change to enhance organizational performance. Also, in order to avoid conflict the humanitarian Non-governmental organizations needs to have their values in line with the employee cultural values.

**Keyword:** Ethnic diversity, Organizational performance, Self-efficac and Workforce diversity.

## Introduction

The demographic composition of today's workplace, occasioned by the international trend toward increased immigration and the globalization of firms, is increasingly becoming diverse (Johnson, 2002; Yaprak, 2002). The demographic trends in developed and developing countries—aging workforce, growing representation of women and minorities in the workplace, and the rising number of young people in developing countries has altered homogeneous work settings of the recent past (Mor-Barak, 2005; Gorski, 2002). Thus, given these demographic and organizational trends, business organizations are contending with the challenges of effectively managing a diverse workforce.

Workplace diversity is a complex, controversial, and political phenomena (Janssens & Steyaert, 2003). Several scholars have looked at it from a narrow perspective, while some others from a broad view. Scholars favorably disposed to a narrow definition argue that the concept of diversity should be restricted to specific cultural categories such as race and gender (Mulholland, Ozbilgin & Worman, 2005). Some opine that diversity based on race, ethnicity and gender cannot be understood in the same way as diversity based on organizational functions, abilities or cognitive orientations (Mulholland, Ozbilgin & Worman, 2005). Moreover, the key issues of diversity are those that arise because of discrimination and exclusion of cultural groups from traditional organizations (Ehimare & Ogaga-Oghene (2011).

One major challenge that is encountered during the implementation of diversity is mix-up between the various forms of diversity i.e. the functional ones and non-functional. In most occasions, functional diversity which results innovation is required in most work places (Bunderson and Sutcliffe, 2002), and is evident with phrases like 'we intend to achieve diversity' or 'our focus is diversity'. Diversity presents in various forms and can exist in organizations and not all of them are focused on improving the effectiveness of the organization; there are others that can harm the organization. These diversities have been labeled social diversity (Bunderson & Sutcliffe, 2002).

To keep up with the increased diversity within work environment, management of diversity has gained immense popularity among academicians and in practice. Also, the rate in which the programs for managing diversity have been adopted has gained popularity. The relationship has however not been carefree and several firms have indicated that they experience challenges or failed in managing the diversity (Christian, Porter and Moffitt, 2006). Research has shown that business organizations are increasingly embracing the use of workgroups as a strategy-structure mix in the pursuit of organizational goals. This new trend in organizing work is predicated on flexibility, innovation, and quick decision-making prospects inherent in a team-work setting. In a climate of increasing competitiveness, many organizations rely on workgroups to generate the innovations necessary for sustained business success (Mumford & Licuanan, 2004). In addition, the contemporary demographic changes, increasingly globalized markets, greater mobility, and laws aimed at promoting fairness in recruitment practices, doubtlessly is precipitating diversity within work- teams in today's organizations (Richard, 2000).

In Kenya, the NGOS Council membership has a membership of over Eight thousand five hundred NGOs. Some of these NGOs are network organizations and some are individual NGO (The National Council of NGOs, 2017). These NGOs are controlled by Non-Governmental Organizations Co-ordination Act, 1990. The act gives guidelines for formation of Non-Governmental Organization Coordination board which facilitates and coordinates the work of all national and international NGOs operating in Kenya. The board develops and publishes a code of conduct for the regulation of NGOs and their activities in Kenya.

According to Clarke and Ware (2015), there are different types of NGOs categorized by Orientation to form the following types; Charitable Orientation NGOs which includes NGOs with activities directed toward meeting the needs of the poor -distribution of food, clothing or medicine; provision of housing, transport, schools etc. Such NGOs may also undertake relief activities during a natural or man-made disaster. Service Orientation NGOs which includes NGOs with activities such as the provision of health, family planning or education services in which the programme is designed by the NGO and people are expected to participate in its implementation and in receiving the service.

Participatory Orientation NGOs which is characterized by self-help projects where local people are involved particularly in the implementation of a project by contributing cash, tools, land, materials, labour etc. In the classical community development project, participation begins with the need definition and continues into the planning and implementation stages (Clarke & Ware, 2015). Empowering Orientation NGOs whose main aim is to help poor people develop a clearer understanding of the social, political and economic factors affecting their lives, and to strengthen their awareness of their own potential power to control their lives.

Kenyan humanitarian provisions to affected populations whenever disasters strike include food, water, medicine, and shelter. According to Klassen, (2007), humanitarian organizations are also involved in other range of development activities involving long-term measures that mainly focus on community self-sufficiency and sustainability (Karani, Bichanga & Kamau, 2014). The development activities comprise the establishment of a permanent and consistent transportation, a suitable healthcare, housing and food to the affected community. Some of the Humanitarian organisations engage only in relief activities while others engage in developmental activities.

Tkachuk (2017) revealed that there are several UN affiliated organizations and international NGO'S in various parts of Kenya that are engaging in disaster relief, health, reconstruction and development activities. The humanitarian agencies in Kenya are either founded in Kenya or originate from foreign countries and set up autonomous offices in Kenya. These organizations provide humanitarian assistance according to their mandates and level of funding, in ways that alleviate suffering, are supportive to recovery and long-term development. Kenya has 70 humanitarian agencies according to NGO Coordination Board (2017).

## Statement of the Problem

Within humanitarian organizations, emphasis on performance is mainly laid on the achievement of results and the methods through which the results are achieved. Performance management is therefore done with little or no consideration of how employee workforce diversity for instance demographic characteristics, socio-cognitive capacities, functional background diversity and cultural diversity come into play as the organization emphasizes on being an equal opportunity employer (Karani, Bichanga & Kamau, 2014).

As a result, there is a wide gap between those who achieve the set targets and those that do not, and this justifies this proposition further. In the recent past, humanitarian NGOs have indicated a challenge in their performance as shown by late response for instance. According to the National Council of NGOs Report (2015), most NGOs in Kenya are hampered by high employee turnover as high as 26% and the employee efficiency has dropped by 6% among the NGOs. Various reasons can be attributed to these but Kossek, Lobel and Brown (2006) argues workforce diversity is the greatest factor in enhancing performance. Similar arguments are echoed by Kossek, Lobel and Brown (2006).

However, there exist mixed effects of workforce diversity on organizational performance. Diversity can increase innovation in an organization and at the same time, it can increase the likelihood that group members will be dissatisfied and fail to identify with the group'. Mulholland, Ozbilgin and Worman (2005); Jackson, Joshi and Erhardt (2003) argue that various forms of diversity are associated with greater innovation, improved strategic decision making, and organizational performance. On the other hand, Metcalfe (2003); Webber and Donahue (2001) argue that various types of organizational diversity sometimes increase conflict, reduce social cohesion, and increase employee turnover. The Inconclusively of the effect of workforce diversity on organizational performance motivated this study to focus on establishing the effect of workforce diversity on organizational performance of Non-governmental organizations in Kenya

## Objectives of the Study

The main objective of the study was to establish the effect of workforce diversity on organizational performance of Non-governmental organizations in Kenya

The study was guided by the following specific objectives

- i.To establish the effect of demographic characteristics diversity on organizational performance of humanitarian Non-governmental organizations in Kenya
- ii.To determine the effect of socio-cognitive capacities diversity on organizational performance of humanitarian Non-governmental organizations in Kenya
- iii.To assess the effect of functional background diversity on organizational performance of humanitarian Non-governmental organizations in Kenya

- iv. To find out the effect of cultural diversity on organizational performance of humanitarian Non-governmental organizations in Kenya

### **Theoretical Review**

Webster & Watson (2002) argues that theories provide a general explanation to an occurrence and that a researcher should be conversant with theories that are applicable to his area of study. The theoretical literature helps the researcher to see clearly the variables of the study, provides a general framework for data analysis and helps in selection of applicable research design (Webster & Watson (2002)). This section provides the theories that hinge to the study. The study builds on the decision-making theory, human capital theory, Self-efficacy theory and the Five-Factor Model.

### **Information/Decision-Making Theory**

The information/decision-making theory shows up at very various expectations, holding that differing gatherings ought to outflank homogeneous gatherings (De Dreu & West, 2001). The thought is that assorted gatherings are bound to have a more extensive scope of errand applicable information, aptitudes, and capacities that are unmistakable and no excess and to have various suppositions and viewpoints on the job needing to be done. This not just gives differing bunches a bigger pool of assets yet may likewise have other helpful impacts. The need to accommodate clashing perspectives may compel the gathering to all the more completely measure task significant information and may keep the gathering from picking too effectively for a strategy on which there is by all account's agreement (Copper, 1994). What's more, presentation to veering and possibly astonishing viewpoints may prompt more inventive and imaginative thoughts and arrangements (De Dreu and West, 2001). The theory is applicable to the investigation as it encourages the comprehension of the impact of functional diversity which comprises of knowledge, education and skills on the performance of organizations. The theory speculates that functional diversity has appositive effect on organizational performance. The current examination looks to test this contention.

### **Human Capital Theory**

Human capital theory was proposed by Schutz (1961) and grew broadly by Becker (1964). The theory sets that information and abilities a laborer, create a specific load of profitable capital. The current universe of work puts the significance of human capital at focus of the current association condition. Pulling in and holding scholarly capital, a framework of profoundly gifted worker with peculiar expertise is fundamental, consequently associations must move from human asset to the idea of human capital, Grobler et al. (2006). Human capital theory places that the information and ability a specialist needs to create a specific supply of gainful capital. This connects to the useful assorted variety qualities goal of the examination.

Steers and Doorman (1992) characterizes human capital as human factor in the associations regarding the joined knowledge, aptitudes and skill that gives the association its unmistakable character. The human components of the association are those that are fit for getting the hang of, changing, improving and giving the inventive push which if appropriately inspired can guarantee the long – term endurance of the association. Human capital involves scholarly capital (which are the extraordinary information and aptitudes that individuals have), social capital (which is adaptable organizations among individuals that permit the associations to connect, implant and influence its differing information controlled by association that is put away in data set and manuals). Emotional capital that is the capacity to change over the potential in scholarly capital into submitted acknowledged activity.

The theory is applicable to the examination as it illuminates two independent variables of the study namely functional diversity as well as self-efficacy factors. The theory contends that Human capital contains intellectual capital, social capital and Emotional capital which mutually influence organizational performance. The theory predicts that functional as well as self-efficacy positively affects performance of the organization and in this case, the theory is applicable to the examination.

### **Self-efficacy Theory**

The theory is one of the parts of Bandura's (1986) general social psychological theory, which recommends the conduct, condition, and intellectual factors (for example Result desires and self-efficacy) of an individual are all profoundly between related. Bandura (1978) characterized self-efficacy as a judgment of one's capacity to execute a specific standard of conduct. This definition was extended by Wood and Bandura (1989) who expressed that self-efficacy convictions structure a focal function in the administrative cycle through which an individual's inspiration and execution fulfillments are administered. They express that how much exertion individuals will spend on an errand and how long they will endure with it is dictated by the self-efficacy decisions. As per Bandura and Schunk (1981), this implies, individuals with solid self-efficacy convictions applies more noteworthy endeavors to ace a test while those with powerless self-efficacy convictions are probably going to lessen their endeavors or even quit.

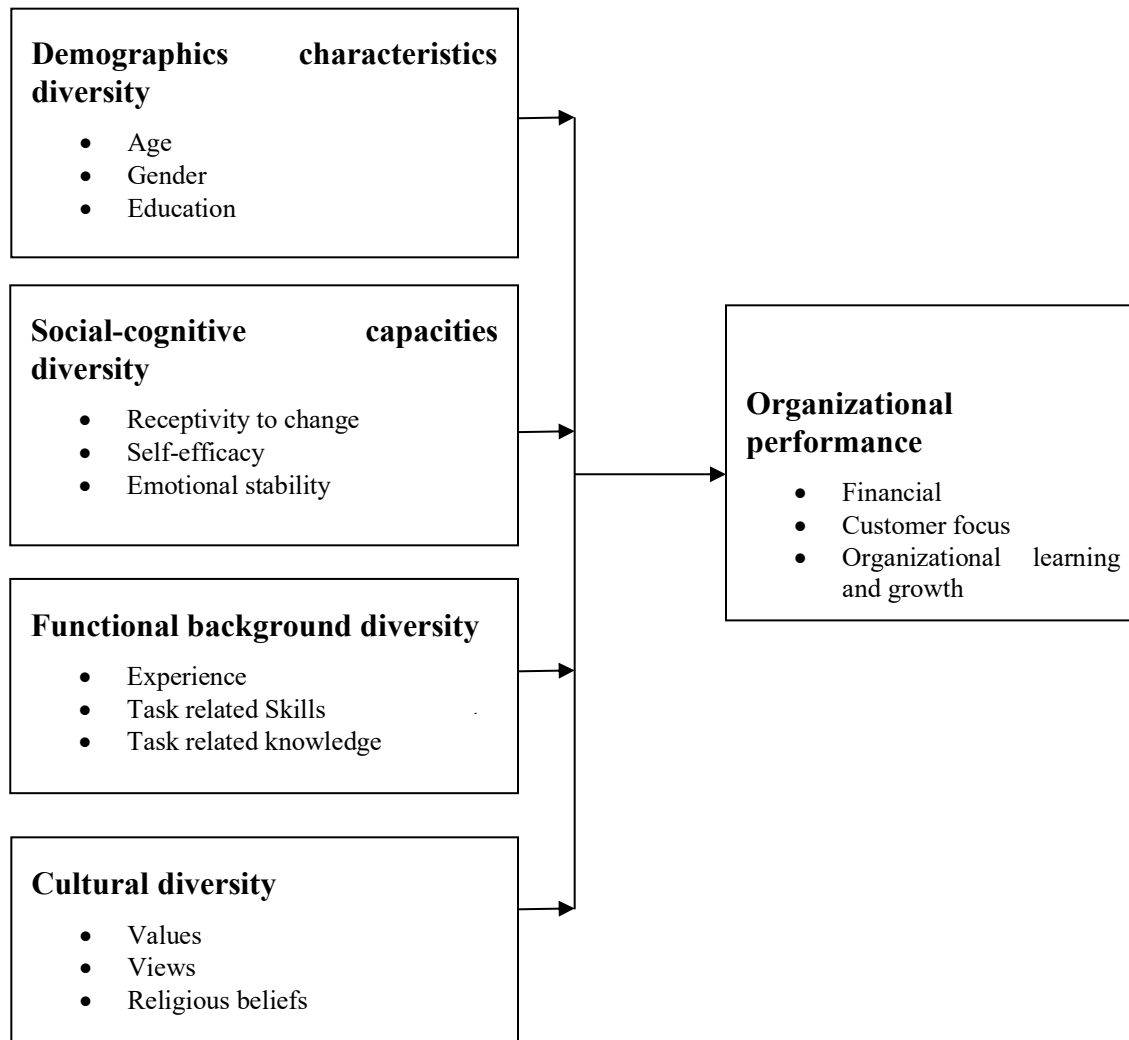
As indicated by the theory, there are four significant wellsprings of information utilized by people while framing self-efficacy decisions as clarified by Mitchell and Substance (1995) and Bandura (1988). The theory is appropriate to connecting self-efficacy factors as well as functional factors for example understanding to hierarchical performance. The theory contends that self-efficacy factors like personal mastery accomplishments, vicarious experience, Social persuasion and physiological and emotional states affects organizational performance. The current investigation looks to test this contention in the Kenyan setting.

### **The Five-Factor Model**

Colquitt et al., (2009) recognized five measurements that portray character these incorporate; uprightness, appropriateness, neuroticism, receptiveness to experience and extroversion normally alluded to as large five. Good faith is related with characteristic descriptors, for example, trustworthy, composed, dependable, aggressive, persevering while appropriateness has modifiers, for example, kind, agreeable, thoughtful, supportive, considerate, and warm (Colquitt et al, 2009). Then again, neuroticism has to do with anxious, cranky, enthusiastic, shaky, and flimsy character (Colquitt et al., 2009). Transparency has to do with inquisitive, inventive, imaginative, mind boggling, refined, advanced while extraversion is related with modifier characteristics, for example, chatty, agreeable, energetic, striking, predominant (Colquitt *et al*, 2009). Character thusly speaks to a cycle of progress and it identifies with the mental development and improvement of people. The model is applicable to the examination as it depends on the independent variable of the investigation which is self-efficacy. The model demonstrates that personality factors which include behavioral and psychological factors making up the self-efficacy factors in the current investigation influences execution.

### **Conceptual Framework**

A conceptual framework refers to the broad set of principles and ideas taken from applicable areas of enquiry and employed in structuring an ensuing presentation (Shields & Rangarajan, 2013). The study's conceptual frame work is arrived at after reviewing various variables used in a number of studies reviewed in the literature. The particular independent variables for the study are demographics characteristics, functional background diversity, socio-cognitive capacities diversity and cultural diversity. The dependent variable is organizational performance. A figurative representation of the relationship between the independent variables and the dependent variable is indicated in Figure 1.



**Independent Variables**

**Dependent variable**

**Figure 1: Conceptual Framework**

### Research Gaps

A review of literature indicated that the concepts in this study had been used in various other studies. However, knowledge gaps are evident in previous studies that have focused on the same topic. There has been a deficit in the application of all the four categories of workforce diversity as most studies have focused on demographic characteristics only. For the studies that attempted to incorporate social diversity, a few have included ethnicity and race in the analysis. This created a conceptual research gap which the study sought to explore. Furthermore, the variables seemed



to have been studied over time, but contradictions existed on some of the relationships while other relationships were yet to be tested empirically. This study was hence timely in exploring this concept.

### **Research Methodology**

This study adopted a descriptive research design for the purpose of accessing the study's general intent. The target population of this study was all the humanitarian NGOs in Kenya according to the NGOs coordinating board of Kenya (2017). These formed the unit of analysis. The study conducted a census on the total target population since the number of targeted populations was small. The size was 70 respondents. The study made use of primary forms of data. The study used self-administered questionnaires. The management of the organization was informed of the intentions and purpose of the study and an introduction letter from the University served to them. The questionnaires were pre-tested on a pilot set of 7 respondents for comprehension, logic and relevance. Data was analyzed using descriptive statistics involving percentages and mean scores to determine varying degrees of response-concentration regarding workforce diversity and organizational performance. Descriptive statistics was invaluable in describing the sample data in such away as to portray the typical respondent and to reveal the general pattern of responses. In addition, regression analysis was used to determine relationship between the study's quantifiable variables. Pearson's Correlation, Analysis of variance (ANOVA) and Multiple Regression Analysis was used to establish the relationships among the study variables. The analyzed data was presented in form of tables, charts and graphs. This enhanced easier interpretation and understanding of the research findings.

### **Results And Discussion**

Qualitative data collected was analyzed using descriptive statistics and inferential statistics. The study findings were presented as per the objectives of the study. The study targeted a sample of 70 humanitarian Non - Governmental Organization in Kenya. Selected sample were issued with questionnaires but only 67 respondents dully filled and returned their questionnaires translating to a response rate of 95.7%. According to Mugenda and Mugenda (2013) a response rate that is 50% and above is good for analysis and reporting and that of 70% and above is excellent. Based on Mugenda's assertion, our response rate was considered excellent and was used for further analysis.

### **Reliability Analysis**

Reliability indicates the extent to which a set of test items can be treated as measuring a single latent variable (Cronbach, 2007). The study used the most common internal consistency measure known as Cronbach's alpha ( $\alpha$ ). The recommended value of above 0.6 was used as a cut-off of reliabilities. Table 4.2 presents the findings on reliability of each variable. From the findings,

demographic characteristics diversity had Cronbach's alpha value of 0.833, socio-cognitive capacities diversity had alpha value of 0.886, functional background diversity had a Cronbach's alpha value for 0.791, cultural diversity had Cronbach's alpha of 0.807 and lastly, organization performance had had Cronbach's alpha of 0.810. These findings show that all the variables had Cronbach's alpha value greater than 0.60 suggesting that they were all reliable.

**Table 1: Reliability Analysis**

Scale	Cronbach's Alpha	Number of Items
Demographic characteristics diversity	0.833	6
Socio-cognitive capacities diversity	0.886	6
Functional background diversity	0.791	6
Cultural diversity	0.807	6
Organizational performance	0.810	5

## Descriptive Statistics

In this section, the study uses descriptive statistics to explain respondents' level of agreement with different statements relating with the variables being investigated.

### Demographic Characteristics Diversity

The study sought respondent's opinion on whether organization considers the following demographic characteristics when recruiting new employees.

**Table 2: Demographic characteristics when recruiting new employees**

Statement	Mean	Std Deviation
The organization considers the employees' age when recruiting	3.982	1.370
The organization considers the employees' gender when recruiting	3.889	1.381
The organization considers the employees' level of education when recruiting	3.777	1.275
The organization considers the employees' gender when recruiting	3.738	1.320
The organization considers the employees' family factors when recruiting	3.836	1.426
The organization considers the employees' marital status when recruiting	3.830	1.441

Findings, the organization considers the following to high extent when recruiting, employees' age (M=3.982, SD=1.370); employees' gender (M=3.889, SD=1.381); employees' family factors when recruiting (M=3.836, SD=1.426; employees' marital status (M=3.830, SD =1.411) and employees' level of education (M=3.777, SD=1.275). The findings concur with the findings of Kuya (2013) who indicated that demographic characteristics influence employee performance as indicated by the variations in performance achievement among different demographic categories such as age and gender.

### Socio-cognitive Capacity Diversity

The study sought respondent's opinion on whether organization considers socio-cognitive capacity factors when recruiting new employees.

**Table 3: Socio-cognitive capacity factors when recruiting new employees**

Statement	Mean	Std Deviation
The organization considers the employees' receptivity to change when recruiting	3.948	1.263
The organization considers the employees' self-efficacy when recruiting	3.863	1.326
The organization considers the employees' emotional stability when recruiting	3.698	1.331
The organization considers the employees' open mindedness when recruiting	3.988	1.475
The organization considers the employees' information-processing abilities when recruiting	3.955	1.546
The organization considers the employees' self-esteem recruiting	3.856	1.525

From the findings in Table 3, respondents indicated that their organization consider the following socio-cognitive capacity factors when recruiting new employees to high extent, employees' open mindedness (M=3.988, SD = 1.475); employees' information-processing abilities (M=3.955, SD= 1.546); employees' receptivity to change (M=3.948, SD = 1.263); employees' self-efficacy (M=3.863, SD= 1.326); employees' self-esteem (M=3.856, SD =1.525) and employees' emotional stability (M= 3.698, SD = 1.331). These findings concur with the findings of Igbeneghu & Popoola (2010) who revealed that the combination of age, marital status, length of service and job satisfaction have significant influence on organizational commitment of medical records personnel.

### Functional Background Diversity

The study sought respondent's opinion on whether organization considers functional background diversity factors when recruiting new employees.

**Table 4: Functional background diversity factors when recruiting new employees**

Statement	Mean	Std Deviation
The organization considers the employees' work experience when recruiting	3.961	1.476
The organization considers the employees' task related skills when recruiting	3.915	1.343
The organization considers the employees' task related knowledge when recruiting	3.836	1.229
The organization considers the employees' work tenure when recruiting	4.007	1.251
The organization considers the employees' specialization when recruiting	3.934	1.476
The organization considers the employees' nature of education qualification when recruiting	3.944	1.343

From the findings in Table 4, respondents indicated that their organization consider the following functional background diversity factors when recruiting new employees to high extent,

employees' work tenure (M=4.007, SD = 1.251); employees' work experience (M=3.961, SD= 1.476); employees' nature of education qualification (M=3.944, SD = 1.343); employees' specialization (M=3.934, SD= 1.476); employees' task related skills (M=3.915, SD =1.343) and employees' task related knowledge (M= 3.836, SD = 1.229). These findings concur with the findings of Bunderson and Sutcliffe (2002) who indicated that differentiation of functional diversity between dominant functional diversity and intrapersonal functional diversity had different effects on information sharing and performance.

### Cultural Diversity

The study sought respondent's opinion on whether organization considers cultural diversity factors when recruiting new employees.

**Table 5: Cultural diversity factors when recruiting new employees**

Statement	Mean	Std Deviation
The organization considers workplace values to be important	3.994	1.362
The organization considers the views of the employees when making decisions	3.955	1.349
The organization considers the religious beliefs of the employees when recruiting	3.856	1.525
The organization considers the race of the employees when recruiting	3.912	1.372
The organization considers the political affiliations of the employees when recruiting	3.961	1.483
The organization considers the tribe of the employees when recruiting	3.948	1.116

From the findings, respondents indicated that their organization consider the following Cultural diversity factors when recruiting new employees to high extent, workplace values to be important (M=3.994, SD = 1.362); political affiliations of the employees (M=3.961, SD= 1.483); views of the employees when making decisions (M=3.955, SD = 1.349); tribe of the employees (M=3.948, SD= 1.116); race of the employees (M=3.912, SD =1.372) and religious beliefs of the employees (M= 3.856, SD = 1.525). These findings concur with the findings of Gallagher (2008) who found a positive association between strong culture and performance improvement.

### Organizational Performance

The study sought respondent's opinion on employee performance.

**Table 6: Organizational performance**

Statement	Mean	Std Deviation
There has been an improvement in the timely response to disasters	3.961	1.343
The overall performance of the organization in terms of administrative costs has improved	3.836	1.426
There has been an improvement in the employee performance	3.830	1.441
There has been an improvement in growth and development	3.915	1.369
There has been an improvement in beneficiary customer service index	3.889	1.381

The findings show that respondents agreed to high extent that there has been an improvement in the timely response to disasters as shown by (M=3.961, SD = 1.343); there has been an improvement in growth and development employee remuneration (M=3.915, SD=1.369); there has been an improvement in beneficiary customer service index (M=3.889, SD=1.381); the overall performance of the organization in terms of administrative costs has improved (3.836, SD= 1.426) and there has been an improvement in the employee performance (M=3.830, SD=1.426).

### Correlational Analysis

The association between independent and dependent variables was analysed using correlation analysis. The study adopted pearson moment correlation analysis to determine the relationship between workforce diversity and organizational performance of Non-governmental organizations in Kenya.

**Table 7: Correlations Coefficients**

		Organizational performance	Demographic characteristics	Socio-cognitive capacities diversity	Functional background diversity	Cultural diversity
<b>Organizational performance</b>	Pearson Correlation	1				
	Sig. (2-tailed)					
	N	67				
<b>Demographic characteristics diversity</b>	Pearson Correlation	.792**	1			
	Sig. (2-tailed)	.001				
	N	67	67			
<b>Socio-cognitive capacities diversity</b>	Pearson Correlation	.825**	.579**	1		
	Sig. (2-tailed)	.000	.038			
	N	67	67	67		
<b>Functional background diversity</b>	Pearson Correlation	.806**	.472**	.489**	1	
	Sig. (2-tailed)	.000	.047	.039		
	N	67	67	67	67	
<b>Cultural diversity</b>	Pearson Correlation	.788**	.363**	.379**	.350**	1
	Sig. (2-tailed)	.001	.052	.050	.061	
	N	67	67	67	67	67

The results established a strong positive correlation existed between demographic characteristics diversity and organizational performance as shown by ( $r = 0.792$ , statistically significant  $p =$

0.001); the study equally documented a strong positive correlation between socio-cognitive capacities diversity and organizational performance as shown by ( $r = 0.825$ , statistically significant  $p = 0.000$ ); there was a strong positive correlation between functional background diversity and organizational performance ( $r = 0.806$ , statistically significant  $p = 0.000$ ); and a strong positive correlation between cultural diversity and organizational performance ( $r = 0.788$ , statistically significant  $p = 0.001$ ). This suggests that demographic characteristics diversity, socio-cognitive capacities diversity, functional background diversity and cultural diversity have an effect on organizational performance of humanitarian Non-governmental organizations in Kenya.

### Regression Analysis

**Table 8: Model Summary**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.890 <sup>a</sup>	.792	.789	.05271

The association between the variables under study is shown by R which is correlation coefficient. From the findings in table 8 above, results of correlation analysis indicate a strong positive relationship between the predictor variables and organizational performance ( $r = 0.890$ ). The adjusted r-square indicates that there was 78.9% variation of organizational performance attributed to: demographic characteristics diversity, socio-cognitive capacities diversity, functional background diversity and cultural diversity. The remaining 21.1% implies that there are other factors that affect organizational performance of humanitarian Non-governmental organizations which were not discussed in the study.

**Table 9: Analysis of Variance**

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	38.509	4	9.627	22.906	.000 <sup>b</sup>
	Residual	26.058	62	0.420		
	Total	64.567	66			

The findings from ANOVA analysis showed that the population parameters had a p-value of 0.000. This suggests that the data was suitable for making conclusion on the population under investigation because the p-value was less than 0.05. The F critical was less than F calculated ( $2.520 < 22.906$ ). This shows that demographic characteristics diversity, socio-cognitive capacities diversity, functional background diversity and cultural diversity significantly influence organizational performance of humanitarian Non-governmental organizations.

### Beta Coefficients

The regression equation was

$$Y = 1.107 + 0.462X_1 + 0.514X_2 + 0.419X_3 + 0.470X_4 + \varepsilon$$

The equation above revealed that holding demographic characteristics diversity, socio-cognitive capacities diversity, functional background diversity and cultural diversity variables to a constant zero, will significantly organizational performance of humanitarian Non-governmental organizations as shown by constant = 1.107 .

**Table 10: Coefficients**

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	1.107	.129		8.581	.000
Demographic characteristics diversity	.462	.104	.421	4.442	.001
Socio-cognitive capacities diversity	.514	.115	.491	4.470	.001
Functional background diversity	.419	.121	.392	3.463	.004
Cultural diversity	.470	.114	.438	4.123	.002

From the findings, demographic characteristics diversity is statistically significant to organizational performance as shown by ( $\beta = 0.462$ ,  $P = 0.001$ ). This suggests that at 95% confidence level, demographic characteristics diversity had significant positive relationship with organizational performance. This suggests that increasing demographic characteristics diversity by a single unit would lead to an increase in organizational performance.

Socio-cognitive capacities diversity is statistically significant to organizational performance as shown by ( $\beta = 0.514$ ,  $P = 0.001$ ). This suggests that at 95% confidence level, socio-cognitive capacities diversity had significant positive relationship with organizational performance. This suggests that increasing socio-cognitive capacities diversity by a single unit would lead to an increase in organizational performance.

Functional background diversity is statistically significant to organizational performance as shown by ( $\beta = 0.419$ ,  $P = 0.004$ ). This suggests that at 95% confidence level, functional background diversity had significant positive relationship with organizational performance. This suggests that increasing functional background diversity by a single unit would lead to an increase in organizational performance.

Cultural diversity is statistically significant to organizational performance as shown by ( $\beta = 0.470$ ,  $P = 0.002$ ). This suggests that at 95% confidence level, cultural diversity had significant positive relationship with organizational performance. This suggests that increasing cultural diversity by a single unit would lead to an increase in organizational performance.

**Conclusions**

The study established that a strong positive correlation between demographic characteristics diversity and organizational performance of humanitarian Non-governmental organizations in Kenya. This implies that demographic characteristics diversity affects organizational performance. The study therefore concludes that demographic characteristics diversity is positively related to organizational performance humanitarian Non-governmental organizations in Kenya.

The study found that socio-cognitive capacity diversity had a statistically significant association with organizational performance. This implies that socio-cognitive capacity diversity affects organizational performance. The study concludes that a unit increase in socio-cognitive capacity diversity will lead to an increase in organizational performance humanitarian Non-governmental organizations in Kenya.

The study found a strong positive correlation between functional background diversity and organizational performance of humanitarian Non-governmental organizations in Kenya. This implies that functional background diversity affects organizational performance. The study concludes that functional background diversity is positively related to organizational performance of humanitarian Non-governmental organizations in Kenya.

A statistically significant relationship was also established between functional background diversity and organizational performance. This implies that culture diversity positively affects organizational performance. The study concludes that a unit increase in cultural diversity will result to a unit increase in organizational performance of humanitarian Non-governmental organizations in Kenya.

**Recommendations**

The management must appreciate demographic characteristics of employees for its growing significance in modern organizations and in the society. As such, achieving demographic features balance in the organizational workforce must be considered as a sustainable strategy for not only attaining good performance, but for establishing a distinctive organizational culture and reputation, which adds to the corporate external image as well.

The study recommends that humanitarian Non-governmental organizations should embrace socio-cognitive capacity diversity as an essential factor for achieving greater receptivity to change to enhance organizational performance.

The study recommends that the management of humanitarian Non-governmental organizations should appreciate functional background diversity which include work experience, skills and knowledge. Promoting functional background for employees can be beneficial for encouraging individuals, regardless of their level of functional similarity to others in a team, to perform more effectively as team members.



The study recommends that in order to avoid conflict, the humanitarian Non-governmental organizations need to have their values in line with the employee cultural values. Training needs to be done on the different dimensions of cultural values to reduce on any conflict that arises because of differences in value system, and enhance unity and cohesion at the work place. A gap sometimes exists between a person's values and behavior. The company can use strategies, such as a reward system, to close that gap.

### Recommendations for Further Research

This study objective was to establish the effect of workforce diversity on organizational performance of Non-governmental organizations in Kenya. This study recommends that another study should be conducted to cover workforce diversity employee performance of Non-governmental organizations in Kenya. Another study should also be carried out to determine the challenges facing Non-governmental organizations in Kenya.

### References

- Ader H.J., Mellenbergh, J.G. & Hand, D.J (2008) *Advising on Research Methods: a consultant companion*, Netherlands
- Ahern, K. R. & Dittmar, A. K. (2012). The Changing of the Boards: The Impact on Firm Valuation of Mandated Female Board Representation. *The Quarterly Journal of Economics*, 127 (6), 137-197.
- Allen, R., Dawson, G., Wheatley, K. & White, C., (2008). Perceived diversity and organizational performance. *Employee Relations*, 30 (1), 20-33.
- Andoh, P.,K., Bosiakoh, A. and Afranie, s. (2011). Motivation and career aspirations of female students studying science at Achimota school in Accra, Ghana. *Educational research and reviews* vol. 7(19), 401-409.
- Bandura, A. (1988). Self-efficacy conception of anxiety. *Anxiety research*, 1(2), 77-98.
- Boote, D. N., & Beile, P. (2005). Scholars before researchers: On the centrality of the dissertation literature review in research preparation. *Educational researcher*, 34(6), 3-15.
- Bowers, C., (2000). When member homogeneity is needed in work teams. *Small Group Research*, 31 (3), 305-328.
- Burns, A. & Groove, B. (2003) :*The Practice of Nursing Research: Conduct, critique & utilization*. Fourth edition. W. B. Saunders Company
- Carmen, C. O., María de la Luz, F. A., & Salustiano, M. F. (2006). Influence of top management team vision and work team characteristics on innovation: The Spanish case. *European Journal of Innovation Management*, 9(2), 179-201.
- Carrel, M. R. (2006). Defining Workforce Diversity Programs and Practices in Organizations: A Longitudinal Study. *Labour Law Journal*, 7(6),45-56

- Christian, J., Porter, L. W., Moffitt, G. (2006). Workplace diversity and group relations: An overview. *Group Processes & Intergroup Relations*, 9(4), 459-466
- Clarke, M., & Ware, V. A. (2015). Understanding faith-based organizations: How FBOs are contrasted with NGOs in international development literature. *Progress in Development Studies*, 15(1), 37-48.
- Costa, T & McCrae, R.R. (1985), Normal personality assessment in clinical practice: The NEO Personality Inventory. *Psychological Assessment*, Pp 4, 5-13.
- Easterlin, R. A. (2007). *Population and Economic Change in Developing Countries*. Chicago: University of Chicago Press.
- Fletchl, V. (2010). *Work Life Balance - A comparative Study of Women in Senior Management Positions in Austria, Denmark and Great Britain*. Norderstedt: GRIN Verlag.
- Giacometti, M. (2005, June 1st ). Job satisfaction in teaching profession - SlideShare. Retrieved from [www.slideshare.net/buket77/literature-review-14575642](http://www.slideshare.net/buket77/literature-review-14575642)
- Grobler, P.A., Warnick S., M.R. (2006). *Human Resource Management in South Africa*. 2<sup>nd</sup> Edition. UK London: Cornwall Institute of Management
- Gyaama, D.N. (2014). *Exploring the effects of personality traits on employees at Kumasi Metropolitan Assembly (Kma)* (Doctoral dissertation).
- Hyndman, A. (2008). *Quantitative Business Research Methods*, Monash University (Clayton Campus)
- Igbeneghu, B. I., & Popoola, S. O. (2010). Influence of age, marital status, length of service and job satisfaction on organizational commitment of medical records personnel in university teaching hospitals in Nigeria. *Library Progress (International)*, 30(2), 237-268.
- Karani, F. N., Bichanga, W. O., & Kamau, C. G. (2014). Effective use of monitoring and evaluation systems in managing HIV/AIDS related projects: A case study of local NGOs in Kenya. *Science Journal of Business and Management*, 2(2), 67-76.
- Kothari, C. (2004). *Research Methodology: Methods & Techniques*, 2nd edition. New age International Publishers, New Delhi, India
- Kuya, J. (2013). *The influence of demographic characteristics on employee performance in standard chartered bank, Kenya* (Doctoral dissertation, University of Nairobi).
- Lavrakas, P. (2008). *Encyclopedia of Survey Research Methods*, Los Angeles. Sage Publications.
- Lucas, W., & Cooper, S. (2005). *Measuring entrepreneurial self - efficacy*. Paper presented at the EDGE Conference Bridging the Gap: July 11-13, 2005, Singapore.
- Machuki, V. (2011). External environment-strategy co-alignment, firm-level institutions and performance of publicly quoted companies in Kenya. (*Unpublished PhD thesis*), University of Nairobi.
- Maingi, J. W. (2015). Effect of Workforce Diversity on Employee Performance in Kenya: A Case of Kenya School of Government. *Strategic Journal of Business & Change Management*, 2(2), 78-97

- Mor Barak, M. (2005) *Managing Diversity: Towards a Globally Inclusive Workplace*, Thousand Oaks, California CA: Sage
- Mumford, M.D.; Licuan, B. (2004) Leading for Innovation: Conclusions, Issues & Directions, *Leadership Quarterly*, 15(7), 163-171
- Munjuri, M. G., & Maina, R. M. (2013). Workforce Diversity Management and Employee Performance in the banking sector in Kenya. *DBA Africa Management Review*, 3(1),89-102
- Munyoki, J., Ogotu, M., & Kibera, F. (2011). *Effect of demographic characteristics on the relationship between technology transfer and organizational performance: A study of medium and large manufacturing firms in selected industries in Kenya*. (Masters dissertation, University of Nairobi).
- Philemon, J. R., & Kessy, S. S. (2016). Top Management Characteristics and Firms' Performance in Tanzania: A Case of Selected Firms. *Business Management Review*, 18(2),67-89
- Popoola, S. O., & Oluwole, D. A. (2007). Career commitment among records management personnel in Osun State civil service in Nigeria. *Records Management Journal* 17 (2), 97-116.
- Revathi, G. (2008). Organization culture at Sarva Shiksha Abhiyaan State project set-up, Tamil Nadu.
- Silver, W. S., Mitchell, T. R., & Gist, M. E. (1995). Responses to successful and unsuccessful performance: The moderating effect of self-efficacy on the relationship between performance and attributions. *Organizational Behavior and Human Decision Processes*, 62(3), 286-299.
- Tkachuk, I. (2017). Social responsibility of Ukrainian NGOs. *American Journal of Sociology*, 2287.
- Webber, S.S.; Donahue, L.M. (2001) Impact of Highly and Less Job-related Diversity on Work Group Cohesion and Performance: A Meta-analysis, *Journal of Management*, 27(4), 141-162