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**THE EFFECT OF WORKFORCE DIVERSITY MANAGEMENT ON HUMANITARIAN
ORGANIZATION PERFORMANCE. A CASE STUDY OF KENYA RED CROSS**



OZEM MURIUKI

**A RESEARCH DISSERTATION SUBMITTED IN PARTIAL FULFILMENT OF THE
REQUIREMENTS FOR THE AWARD OF DEGREE OF MASTER OF BUSINESS
ADMINISTRATION OF STRATHMORE UNIVERSITY**

JULY 2021

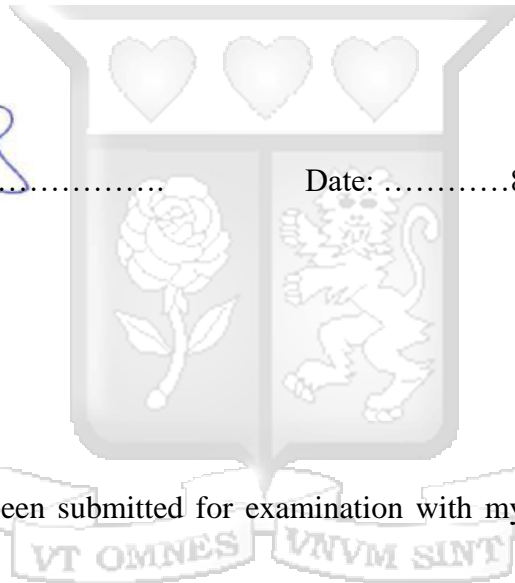
DECLARATION

I, the undersigned, declare that this project is my original work and has not been submitted for examination in any other institution.

OZEM MURIUKI

MBA/110131/2018

Sign:  Date:8th August 2021.....



Approval

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

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ABSTRACT

Workforce Diversity is a common feature in organizations all over the world. Whereas workforce diversity benefits are easier to list, the best practices in managing these diversities and their contribution to an organization's performance are less obvious. This paper aimed in examining the effect of workforce diversity management on humanitarian organization performance with a focus on the Kenya Red Cross Society. The study examined how demographic diversity, professional diversity, and cultural diversity affected the organization's performance of the Kenya Red Cross Society. The research was grounded on Social Identity Theory, Self-Categorization Theory, and, Information and Decision-Making Theory. The study adopted a descriptive survey method and correlational design to establish the relationship between workforce diversity aspects and organizational performance within the Kenya Red Cross Society. The target population was the staff of Kenya Red Cross Society, with a bias on Program Coordinators, County Coordinators and Project Officer, and beneficiaries of Kenya Red Cross program activities. The sample frame for the study was 101 personnel members working with the Kenya Red Cross Society as of April 2020. Simple random sampling criteria was employed to collect data on beneficiary satisfaction based on the convenience and availability of beneficiaries across three major programs. Descriptive statistics were computed to explore the general perception of the beneficiaries in terms of their satisfaction with program implementation by the Kenya Red Cross Society and staff on the implementation of their aforementioned diversity management practices. 80% of the staff indicated that KRCS emphasizes candidates' skills in its recruitments. 71.7% of the staff were aware that KRCS had a policy for equal opportunities regardless of gender differences. However, 34.1% of the respondents were not sure whether the organization has enhanced cultural integration through a culturally diverse recruitment policy. The reliability index coefficient was as per the Cronbach Alpha statistic was 0.824. The study utilized a network of complex structural relationships through variance-based structural equation modelling to build a relationship between dependent and independent variables. The model explained 69.6% of the variability in organizational performance. The results indicated that professional diversity, demographic diversity and, cultural diversity have a significant effect on organizational performance. Demographic diversity management had an indirect effect while professional & cultural showed a direct effect on organizational performance. The study was limited in scope and depth and

therefore recommends future studies covering a larger population in the non-governmental sector to gather more data for both academia and policy makers to inform sector-wide diversity practices.



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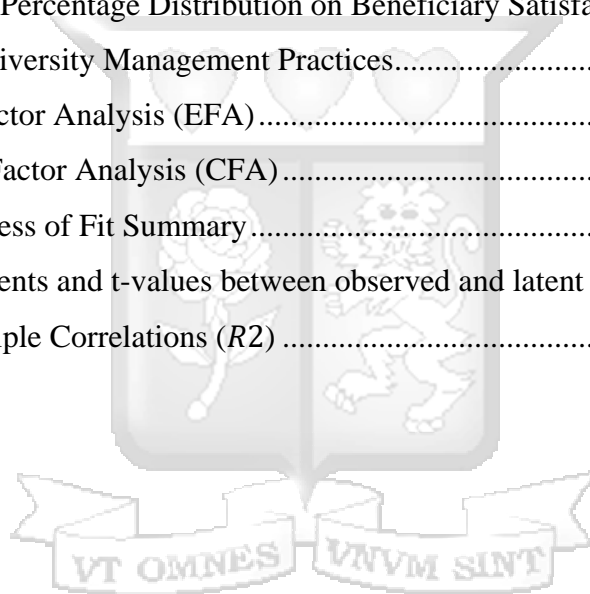
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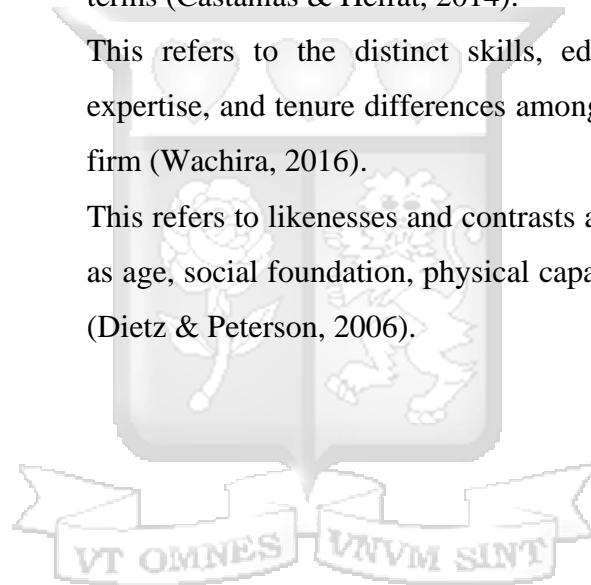
LIST OF ABBREVIATIONS

CFA	Confirmatory Factor Analysis
CSO	Community Service Organization
KRCS	Kenya Red Cross Society
NGO	Non-Governmental Organizations
SIT	Social Identity Theory
VB-SEM	Variance-based Structural Equation Modelling



OPERATIONAL DEFINITION OF TERMS

Cultural diversity	This refers to the various differences among employees based on their ethnicity, race, nationality, and beliefs (Bouncken, Brem, & Kraus, 2016).
Demographic diversity	This denotes the variances between the respondents as far as age, sexual orientation, conjugal status, and nationality (Darwin & Palanisamy, 2015).
Organization performance	This alludes to the real yield or after effects of an association and is estimated either in money related and non-budgetary terms (Castanias & Helfat, 2014).
Professional diversity	This refers to the distinct skills, education background, expertise, and tenure differences among employees within a firm (Wachira, 2016).
Workforce diversity	This refers to likenesses and contrasts among workers as far as age, social foundation, physical capacities, and inabilities (Dietz & Peterson, 2006).



CHAPTER ONE

INTRODUCTION TO THE STUDY

1.1 Introduction

The modern workplace entails interactions with people from diverse cultures, beliefs and backgrounds. Workplaces are no longer insular but part of a worldwide economy with multiplicities of agendas and stakeholders to deal with (Patel, 2016). Human resource is an important asset for any organization, and as such, having a diversified workforce is a primary concern for most organizations (Kreitz P. A., 2008). Whereas it has become necessary for organizations to employ a diversified workforce, at the same time, it has become quite challenging for organizations with increasing diversified workforce to reap the benefits of diversity while managing its potentially disruptive effects (Saxena, 2014).

1.2 Background to the Study

Various forms of “best practices” in management of Diversity have proliferated in recent past. At the global-level, initiatives like Equal Employment Opportunity Commission (EEOC - US), Presidential Glass Ceiling Commission (US) and Equality Act 2010 (UK) are efforts that have been taken to ensure representation of people considered disadvantaged in workplace environments. Black Economic Empowerment (BEEE South Africa) is one of the renowned diversity initiatives geared towards ensuring workers of African descent are considered for leadership roles within organizations.

Organizations have recognized the fact that it is through the collective effort of its diversified workforce that monetary resources are harnessed to achieve organizational goals. Diversity at workplace may increase innovations, productivity and competitive advantages, gain creativity and give positive reputation. To people with disability (PWD), diversity at the work place is a means of inclusivity.

1.2.1. Workforce Diversity

Workforce diversity refers to those significant differences and similarities that are present among employees within an organization (Griffin, 2014). Nwinami (2014) said it represents the uniqueness, which includes; an individual’s personality, age, gender, ethnicity/race, religion, marital status, income, the work experience and all those views that supposes and sustains an

organizations core values. It also means those organizations that are turning out to be more varied with respect to its workforce composition based on characteristics as age, ethnicity, expertise, etc. (Robbins & Judge, 2013).

According to Mor, Barak & Travis (2013), workforce diversity describes the differences that exist between people at work, labour statistics and other data that show what workforces have become more heterogeneous. For example, advances in human, women and civil rights over several decades have spurred greater labour force participation by members of historically underrepresented groups. Development of economic policies and technology have reduced trade barriers and increased interconnectedness of global markets. This has resulted in free flow of goods and services thereby enhancing the need for organizations to understand and contend with added complexities due to varying norms, values and ways of communicating.

Workplace diversity refers to the variety of differences between people in an organization. It entails the differences that people bring to their job based on gender, race, ethnicity, age and other backgrounds, including disability. Despite one's appearance, look or physical ability, respects and considerations should be given to someone's capability and potential in performing the job.

The workforce is characterized as the all-out number of individuals' occupied with or accessible for work, either in a nation or region or in a specific organization or industry (Roberson, Kulik, & Pepper, 2003). The workforce is, in this way, the work pool in business. As of late, workforce, the assorted variety, has come to assume a focal job in authoritative life because of expanded globalization, developing innovation, and the expanding multifaceted nature of occupations (Gacheri, 2012). Piore & Safford (2005) characterizes work environment assorted variety as a people issue concentrated on the distinctions and likenesses that individuals bring to an association. It is typically characterized extensively to incorporate measurements past those predefined lawfully in equivalent chance and governmental policy regarding minorities in society non-segregation resolutions (Kossek, Markel, & McHugh, 2003).

Workforce Decent variety alludes to the conjunction of individuals from unmistakable social foundations in the organization. It is characterized as comparable qualities and differentiation among delegates similar to age, social establishment, physical limits and incapacities, race, religion, sex, and sexual direction (Dietz and Peterson, 2006).

1.2.2. Categories of Workforce Diversity

Workforce Diversity refers to any compositional differences among people within a work unit. These differences may result in people perceiving others as similar to or different from themselves. As a result, several forms of workforce diversity have emerged (Roberson et al. 2017b). One form views workforce diversity from the personal attributes of individuals, which form identity distinctions within a group. This approach leads to further categorization that classifies the personal attributes based on how observable or non-observable they are. More observable characteristics, such as gender, race, and age, are included in one category, while less observable differences, such as education, organizational tenure, and functional background, are subsumed in another. In effect, the former category is assumed to be primarily comprised of inborn or natural characteristics, whereas the latter consists of acquired or developed attributes.

Another classification distinguishes between attributes based on their job-relatedness or degree to which they capture informational resources relevant to task performance. Aspects that embody varied cognitive resources and experiences relevant to work tasks, such as education or functional background, are considered to be job-related and therefore influential to group performance, while demographic attributes are seen as less relevant to the elaboration of knowledge and perspectives in groups and more relevant to the categorization processes that impact intergroup relations and attitudes.

Based on the above approaches, there emerges two distinct forms of workplace diversity, that is, surface-level diversity—innate differences among people that are reflected in their physical features and/or easily assessed, and; deep-level diversity—acquired attributes that are task-relevant and not simply measured.

The current study seeks to examine workforce diversity management in three main perspectives; demographic, cultural, and professional diversity, which have been largely adopted in the previous empirical studies.

Demographic diversity management within an organization focuses on the age, gender, income, and education differences among the employees (Darwin & Palanisamy, 2015). Mkoji & Sikalieh (2012) found a positive link between personal characteristics and organization performance. Cultural diversity management seeks to examine how multiple dimensions of employee's cultural

identities, racial, ethnical background and beliefs help in their categorization (Bouncken, Brem, & Kraus, 2016). Abur, Kâ, and Omamo (2015) indicate that lack of cultural-fit affects the work productivity of expatriates within local non-governmental organizations. Professional diversity management refers to the various differences among the personnel based on their expertise, position within the organization, tenure, and authority within the firm (Wachira, 2016).

1.2.3. Workplace Diversity Management

Workforce diversity management involves the development and implementation of employer policies and practices that not only create a diverse workplace, but foster a supportive culture to enable individuals from different backgrounds to be able to work together productively to achieve organizational goals.

Podsiadlowski, Gröschke, Kogler, Springer, and Van Der Zee (2013) posit that diversity management can be adopted through being colour-blind, fairness, access, integration, and a learning environment. Munjuri and Maina (2013) indicate that workforce diversity management, age, gender, education level and culture influence employee performance. Munyeka (2014) found out that organizational diversity management in the demographic makeup of personnel, ethnicity and professional capacity fosters job satisfaction. Akpan and Amran (2014) indicate that top management diversity positively influences organizational performance.

The scale and nature of the social issues humanitarians seek to address is ever changing, making the ability to innovate a necessary core competence. Developing new ideas, including new ways of engaging with and relating to the people they aim to help, is critical to humanitarians' ability to adapt and respond. A more-diverse workforce brings with it more diversity of thought that benefit from different experiences and perspectives. Organizations need to consider what it means to harness diverse talent, and how to create an organizational environment that truly welcomes and embraces workforce diversity. This means examining not only primary dimensions of diversity such as gender or race, but also beliefs, education, socioeconomic background, and other dimensions that shape and form people's frames of reference. It means building a working environment that encourages people to bring their entire selves to the workplace.

1.2.4. Organization Performance in the Humanitarian Sector

Performance is used to gauge how effectively a firm has met its goals, whether financial or non-financial. Theodosiou, Kehagias, and Katsikea, (2012) contend that a firm execution can be acknowledged through legitimate coordination of assignments that expand the productivity and adequacy of firm. Firms are being required to exhibit not just the productivity of their businesses but to customize their products to meet the individual and heterogeneous demands of their suppliers, stakeholders, and customers. The interactivity between firms and their customers and other non-investment stakeholders has been heightened by the technological advancement of the global economy (Yadav & Varadarajan, 2005; Ramani & Kumar, 2008).

Performance measurement systems in Non-profit Organizations are more complex than in for-profit organizations. Non-profit Organizations have an orientation toward social mission and values, and they consider not only organizational efficiency and viability, but also the social impact of the organization. Defining performance for non-profit organizations is quite a task due to the vast diversity of organizational missions and objectives and the fact that these organizations have multiple stakeholders whose priorities differ significantly (Castanias & Helfat, 2014). Choy, Ye, and Lin (2009) define performance from a humanitarian perspective as a cumulative discharge of multiple systems of local, national and internationally based organizations which focus on alleviating suffering, saving lives, and maintaining human dignity, in cases of natural disasters or when there is a man-made crisis. The performance of humanitarian organizations is evaluated on their ability to raise funds to fulfil their organizational goals and objectives, and the impact their programs have on targeted beneficiaries.

1.2.5. Kenya Red Cross Society

Kenya Red Cross Society (KRCS) is a philanthropic help association enacted through an Act of Parliament, Cap 256 of the Laws of Kenya, on 21st December 1965. Beforehand, the Society existed as a part of the British Red Cross between 1939 and 1965. As an intentional association, the Society works through a system of 8 locales and 63 branches countrywide. Along these lines, the Society's presence is felt across the country (Mutindi, 2013). According to the KRCS Cooperation Agreement Strategy (CAS), KRCS play an important role as partners in development by working to engage in various thematic areas, for example; food security, crises and struggle

reaction, water and sanitation, wellbeing and sustenance, infections avoidance and control of scourges inside Kenya (Abok, 2013).

Tumwebaze (2018) noted that the management has put in place measures to ensure there is efficient utilization of financial resources, use of organizational policies and procedures to protect against misuse of resources as well as ensure adequate service delivery to the beneficiaries of the organization. The Kenya Red Cross (2018) annual report indicates that the organization has been able to make the following achievements on their strategic plan (2016-2020) 85% has been attained of their stakeholder and beneficiaries' goals, 55% on the financial and resource stewardship, 41% of their internal processes and 58% on their learning and growth metrics. With regard to the satisfaction with their humanitarian operations, 84% of the communities agreed the organization performed positively, 64% of the volunteers and 78% of the staff were satisfied with their humanitarian mandate.

KRCS have extended their tasks to incorporate For-profit ventures that entail the Emergencies Medical Services ambulances and the BOMA Hotel and lodgings. Like all associations, the Kenya Red Cross Society exists to meet the targets of different accomplices with various interests in the environment it operates in. The role KRCS plays is critical as they provide vital services not met by the government and other NGOs, and therefore, they are engaging in the strategic management process to remain competitive and more efficient (Ochieng, 2013).

Kenya Red Cross Society operates within an expansive network locally and in collaboration with numerous international organizations in the delivery of its mandate (Abok, 2013). In order to successfully meet its objectives, there is a need for the organization to rely on a vast employee workforce (Mwaniki, 2015). Based on its vast network of operations the firm need to tap into a diverse workforce in order to be able to offer its service to beneficiaries from diverse cultures, race, orientations and literacy level. To this effect, it is vital to examine how the various workforce diversity practices adopted within the organization can be leveraged towards improving organization performance.

1.3 Statement of the Problem

The changes in the business environment have exposed the numerous challenges that organizations face such as workforce diversity (Cho, Kim, & Mor Barak, 2017). Notably, failure within the organization to effectively implement workforce diversity can lead to lack of cohesiveness and poor performance (Gomez & Bernet, 2019). Researchers have opined that workforce diversity is a key predictor of organization performance since a diverse team will have a large pool of knowledge, skills and experiences that an organization can leverage to improve their performance (Pandey, 2020; Busolo, 2017). Crisp & Turner (2011) in their study on cognitive adaptation to the experience of social and cultural diversity found that the process of adapting to greater diversity stretches (cognitive flexibilities), makes everyone on the team more creative and improve collective and individual judgement. Further research (Akpakip, 2017) has shown that a diverse workforce is also a source of competitive advantage within the firm and a force of mitigating environmental volatilities.

Despite the impact that workforce diversity can have, over the performance as demonstrated in the above studies of organizations that are largely For-Profits, very little examination has been done on characteristics of workforce diversity on humanitarian organizations (Abaker, Al-Titi, & Al-Nasr, 2019). Further, whereas there has been research on diversity issues, there exists little study on the efficacy of diversity management practices on organization performance particularly within Kenya Red Cross Society. This creates a knowledge gap, which is the basis of the current research study. Mwaniki (2015) notes that the Kenya Red Cross Society works in a turbulent environment that requires comprehensive strategic responses. The organization has adopted the Management By Objective model to help the management understand the environment they operate within and sustain their operations, competitiveness, and overall performance.

The study will examine the influence of workforce diversity management on the organization's performance of the Kenya Red Cross Society. It will dwell on workforce diversity management in three main perspectives; demographic, cultural, and professional diversity and attempt to bring out which of these perspectives derive greater benefits for organizations.

1.4 Research Objective

The main objective of the research was to examine the effect of workforce diversity management on humanitarian organization performance with a focus on the Kenya Red Cross Society.

1.4.1 Specific Objectives

- i. To establish the effect of professional diversity management on the organization performance of the Kenya Red Cross Society.
- ii. To examine the effect of demographic diversity management on the organization performance of the Kenya Red Cross Society.
- iii. To establish the effect of cultural diversity management on the organization performance of the Kenya Red Cross Society.

1.5 Research Questions

- i. What is the effect of professional diversity management on the organization's performance of Kenya Red Cross Society?
- ii. What is the effect of demographic diversity management on the organization's performance of Kenya Red Cross Society?
- iii. What is the effect of cultural diversity management on the organization's performance of Kenya Red Cross Society?

1.6 Scope of the Study

The geographical scope of the study focused on the Kenya Red Cross Society by focusing on staff of Kenya Red Cross Society. To determine the performance of Community Service Organizations (CSO), of which the Kenya Red Cross Society is one, there was need to collect data from multiple sources. In this study, the beneficiaries who receive support from the Kenya Red Cross Society's programs were used as respondents to determine performance. This is in line with how CSOs measure performance. To enable this to happen, a cross-sectional study was adopted where beneficiaries were used to enable correlations to be made between workplace diversity management and performance, given that performance of humanitarians is determined by the extent to which they experience positive impact from the organization's activities. The logical extent of the examination focused on how social decent variety, demographic assorted variety, and expert decent variety affects the performance of the Kenya Red Cross Society. The theoretical extent of the investigation was constrained to the social identity theory, self-categorization theory and the management by objectives approach. The test extent of the investigation focused on work force inside the Kenya Red Cross Society and their beneficiaries.

1.7 Significance of the Study

This research is anticipated to be of great importance to a number of stakeholders and contribute to scholarly knowledge. With the increasing role that the Kenya Red Cross Society plays in disaster management and humanitarian assistance in the country, the research is anticipated to inform better human resource practices specifically in acknowledging and implementing workforce diversity management practices.

Further, the research will also help the management of the Kenya Red Cross Society in making decisions regarding the organization performance and how better workforce diversity management can support this. Specifically, the study will help management to align their recruitment decisions to consider demographic diversity, which is important in community service organizations.

Other humanitarian organizations will find this study instrumental in designing their own diverse perspectives with a view of strengthening their demographic, cultural and professional diversity management practices. To the government, the findings can be adopted by the NGO regulatory body in coming up with bylaws and policies that can be utilized by other humanitarian organizations, both local and foreign, in implementing workplace diversity guidelines. The findings of the research will also be key to enhancing the available empirical knowledge and act as reference material for future research work on workforce diversity management.

1.8 Limitations of the Study

The beneficiary sample reached was based on convenience and availability and most of the areas that KRCS implements its projects are rural areas. The livelihoods of the beneficiaries are nomadic and most were not available during the time of the study. The programs studied were implemented within a similar period simultaneously and hence the data obtained could be influenced by management practices at the time of the study.

CHAPTER TWO

LITERATURE REVIEW

2.1. Introduction

The chapter presented a review of relevant literature pertaining to the research study. It specifically reviewed the theoretical background, review of empirical studies, the summary of the literature and research gaps as well as the conceptual framework identifying the link between the study objectives.

2.2. Theoretical Review

Workforce Diversity is a very broad field and diversity theorists have recently turned to the well-established field of social psychology for insights into how diversity affects individuals and groups in organizations. Social psychologists have examined the processes involved with social identity and intergroup relations. This research adopted Social Identity Theory, Self-Categorization and Information and Decision-Making Theory that help in appreciating the chosen dimensions of diversity in this work, i.e., Demographic, Cultural and Professional diversity, relate to organization performance.

2.2.1. Social Identity Theory

This theory predicts that people tend to coalesce themselves into specific groups based on certain areas which are of personal importance to them such as demographic characteristics like ethnicity, gender among others. The result of this is that they tend to favour colleagues of their in-group at the expense of the out-groups. Tajfel (1986) proposed it, and it holds that social identity among people is a reflection of their social categories, grouping, and networks that an individual conforms or may belong. Social Identity Theory (SIT) declares that bunch participation makes in-gathering/self-arrangement and improvement in manners that favour the in-bunch to the detriment of the out-gathering. The principal point of view of the hypothesis is that gathering of individuals with a comparable personality will bring about expanded confidence as the standards are progressed in a way that they help the in-gathering (Cinnirella, 1996).

Ashforth and Mael (2004) contend that social identity evolves when an individual demonstrates common behaviour with other individuals of the in-group. That is, humans will always have a tendency to improve their self-regard and hence they would like to develop positive social

identities (Trepte, 2006). Social character hypothesis can be named as a hypothesis of individuals having a place with a specific enrolment and depicting comparative conduct (Hogg, 2001). As per the social character hypothesis, individual personality creates among individuals as per the gathering to which they fit in (Hogg, Terry, and White, 1995). Being an individual from a specific gathering happens when people generalize themselves by ascribing to their practices, perspectives, and different qualities.

Further, Tajfel, Brown and Turner (1979) suggested that the core tenet in social identity theory are three main concepts, these are, categorization, identification, and comparison. The categorization of individuals is defined as the means adopted to understand themselves and others through a comparative grouping. The identification process expands on the categorization to state what the individuals and groups perceive themselves to be of similar identity to. Through the process of categorization and identification, individuals can be able to conduct group comparison based on their similarities.

The theory is specifically adopted in this study context to depict how employees within the organization relate, interact, and form groups that are viable based on their cultural diversity. Cultural diversity requires an individual to consider how culture can affect how another person perceives and understands the world around them. In the workplace, this involves embracing different perspectives and ideas as well as inclusion of different types of people from different races and cultures. Hence, the Social Identity Theory helps to explain cultural diversity because of its focus on how different individuals interact and relates.

The application of Social Identity Theory in explaining the relationship between cultural diversity and the performance in humanitarian organizations is paramount because it helps in explaining how basic employees' social identity differences or similarities can either enhance or dampen the quality of services provided. Social Identity Theory also explains the efficiency and effectiveness of the employees in organizations that embrace cultural diversity.

2.2.2. Self-Categorization Theory

This theory is used in explaining overt, explicit or easy identifiable dissimilarity (e.g. age and gender) existing between individuals and reveals association of a particular social category. It builds on the assumptions already made in the social identity theory. Categorization involves the

arrangement of persons into groups based on such characteristics as gender, age, race/ ethnicity, religion, status or tenure. These classifications become social when a great number of individuals begin to draw similar judgments of individuals based on similar characteristics. The theory predicts that in a work group with outstanding characteristics as age and gender, diversity will work to hinder group practices than add to group positive performance.

Turner and Reynolds (2011) advanced the self-categorization and postulated that the central assumption of the theory is that individuals will always strive to identify with a particular group. According to the self-categorization theory (SCT), individuals perceive themselves as unique and as members of the group, and these two categories are equally valid expressions of the self (Hogg, Turner, & Davidson, 1990). While the theory acknowledges the possibility of more than just personal and social identities, the cornerstone of SCT focuses on the study of social cognition and its effect on the development of social identity (Turner, 2010). Turner, Hogg, Oakes, Reicher and Wetherell (1987) indicate that through the lens of the SCT, an individual identity varies, thus one can have multiple identities. Hogg and Terry (2000) note that by an individual categorizing himself or herself and others as part of the group or not, a person accentuates the perceived similarity of a subject to the group or not. The result of this process are the development of cognitive groups comprising of the collective and others.

Hogg and Terry (2000) opined that for cohesiveness to be achieved in a group, the members have to have some affinity to the group and the objectives that the group stands for. Thus, the extent of appeal that members have for a particular group is an indication of the extent to which they perceive themselves to be part of the group. Hogg and Abrams (2006) note that the social categorization theory is important in identifying the processes through which groups achieve cohesiveness and predicting behaviour. They further note that self-categorization also indicates that various attitudes, behaviour and opinions adopted by an individual are chosen based on the uniform way adopted by the in-group. Thus, to identify with the group will inherently lead to the individual holding views that are similar to the group (Rattan & Ambady, 2013).

In this research, the theory supports the arguments advanced in that employees will be attracted to diverse teams and goals which they identify with as a group. Workforces are made up of individuals with varying characteristics and employees will eventually identify themselves as belonging into a particular group or not. Thus, in order to enhance cohesiveness within the

organization, the management need to undertake diversity practices that majority of employees can perceive to be part of or belongs to. This theory thus, informs how various demographic diversity can be effective within the organization given that it promotes cohesiveness that is vital to better firm performance.

2.2.3. Information and Decision-Making Theory

This theory is anchored on the Behavioural Model of the Firm as postulated by Cyert and March. They view the organization as a coalition of groups and each group has its own set of goals and demands. Information and Decision-Making theory explain that diverse groups own an extensive range of task related knowledge, expertise, abilities as well as members with various perspectives and opinions. According to this theory, professional diversity is very important to group performance in that it brings to a group greater potential access to information networks unavailable to a homogenous workgroup (Blackman, O'Flynn and Ugyel 2013). It reveals the different foundations of knowledge and perceptions that employees bring with them into the organization and their work group. This diversity is because of the different education, experience and expertise that employees acquire and they all provide the foundation for the ways they think, their perspectives about things and their knowledge. For this reason, the differences in their education, experience and expertise will most likely produce various ranges of perceptions and opinions when the employees are brought together. Hence, it will produce differences during deliberations and when it comes to making decisions, organizations regularly have access to diverse information sets because of the different educational background, experience and expertise that the workforce have.

Diversity approach from the perspective of information and decision-making theory, it is assumed that heterogeneous groups carry an exceptional potential when it comes to information. With this theory, it is expected that each individual should have and contribute various ideas, opinions, skills, abilities and knowledge (Stegmann, Roberge, & Van Dick, 2012). By so doing, such groups or teams can make use of the wide pool of information resources available and this can aid in effective decision making. Professional diversity brings in new skills, knowledge, information, and unique perceptions to the organization and enhances effective problem solving and decision-making processes. This boosts the employee's performance by reason of the information exchanged among themselves, the various alternative solutions they reflect on, and different perspective they analyze,

which at the end leads to higher, better and more effective decision making, creativity and innovation (O'Flynn, et al. 2001).

Information and decision-making theory propose that workforce diversity can positively affect employee performance by increasing the information and knowledge, skills and abilities of the employees by drawing from the large pool of resources brought into the organization by diverse employees. As such, when group members share their exceptional information in the course of discussion and interaction with co-workers, they help to increase the information pool and the group can make collective decision using the gathered information than the individual could have made. This leads to achievement of professional diversity through cross-pollination of ideas hence achieving great performance.

From the above theories, the Social Identity Theory limits itself to demographic diversity aspects where people tend to have preferences to those whom they perceive as belonging to their demographic (Tajfel 1986). The Self Categorization Theory builds on the assumptions of Social Identity which are more covert to overt aspects like gender and asserts that individuals will always strive to identify with a particular group that demonstrates his/her own peculiarities (Turner, 2011). Information and Decision Making Theory brings out the acquired expertise and demonstrates how this brings to a group greater potential access to information networks unavailable to a homogenous workgroup (O'Flynn et al. 2001). These theories converge at the level where they all aim to explain the various outcomes that may be realized when individuals from various backgrounds come together.

2.3. Empirical Review

The empirical review focuses on an examination of the previous research work in line with the study variables. This helped in identifying the various gaps in the literature that the current study focused on solving.

2.3.1. Professional Diversity Management and Organization Performance

Nielsen and Nielsen (2013) conducted a study on Top Management Team (TMT) nationality diversity and firm performance. They combined upper echelons theory with insights from institutional theory. They found that nationality diversity was positively related to performance; and this effect was stronger in longer tenured teams, highly internationalized firms, and generous

environments. The research further demonstrated that the consequences of TMT diversity depend on the specific attributes of diversity being considered, the firm and industry conditions under which strategic decisions take place.

Velte, Eurich and van Uum (2014) examined the impact of management board diversity on corporate performance, focusing on the German two-tier system. The study undertook a literature analysis of 149 publicly listed firms in Germany between the years 2009-2011. They conceptualized management board diversity in terms of nationality, gender, age, and functionality. They found out that that the board member's nationality was negatively related to corporate performance, while functionality positively influenced the decision-making process, which was key to improved performance.

Akpan and Amran (2014) studied board characteristics and company performance in quoted Nigerian firms. The research sampled 90 firms with board characteristics examined between the years 2010-2012. The findings showed that board education was positively and significantly related to company performance.

Mutuku, K'Obonyo, and Awino (2013) examined the relationship between top management team diversity, quality of decisions, and performance of commercial banks in Kenya. The results of the research indicated that academic qualifications, tenure at the bank, professional, and functional background diversity were key predictors of the firm performance.

Shume (2013) research focused on the diversity management practices adopted by international non-governmental Organizations in Kenya. The research utilized a cross-sectional survey with the sample population being drawn from the 1,500 international NGOs operating in Kenya. The results of the research revealed that where organizations have equal opportunity for training and development, there is an inclusive work environment, flexible benefits, and zero tolerance for harassment and discrimination at the workplace. The study, however did not link the diversity management practices to the organization's performance of the NGOs.

2.3.2. Demographic Diversity Management and Organization Performance

Lu, Chen, Huang, and Chien (2015) examined the effect of diversity on human resource management and organizational performance. The findings indicated that age diversity, tenure diversity, gender diversity and expertise positively affected organization performance.

Ohunakin, Adeniji, Ogunnaike, Igbadume, and Akintayo (2019) studied the effects of diversity management and inclusion on organizational outcomes. The study investigated the effects of diversity management and inclusion on organisational outcomes (job satisfaction and job performance) and found that age and education levels were key predictors to worker's productivity. It implies that diversity management and inclusion have the potentials of assisting organisation in creating a climate in which employee will like to work harder with readiness to continue to work with the organisation.

Zhuwao, Ngirande, Ndlovu, and Setati (2019) investigated the effects of gender and ethnic diversity on the performance of employees and found that gender and ethnic diversity positively and significantly related to employee performance. The study found that the gender and age of the organization leaders can be leveraged towards improving organization growth.

Omor, Aduda, and Okiro (2015) conducted a study on the demographic diversity in the top management team and financial reporting quality in commercial state corporations in Kenya. The findings were that there is positive evidence that top management demographic diversity positively enhanced accounting information, timely reporting and disclosure quality. The study indicated that gender, age, education, and tenure of the top management team are important in fostering financial reporting quality.

Wachira (2016) sought to establish the effect of employee diversity on the organization performance. The study found that employee diversity influenced customer satisfaction, market share, employee satisfaction, and labour costs.

Ouma and Webi (2017) studied the effect of age diversity of board members on the performance of Non-Governmental Organizations. The findings of the research indicated that age diversity in boards positively influenced social performance, overall knowledge of the organization, and enhanced the debate within the organization. The regression result showed that age diversity influences the donations, project management and supervision, varied activities, and employee workforce in NGO's. The study, however, fails to take into consideration professional and cultural diversity management within the organizations.

2.3.3. Cultural Diversity Management and Organization Performance

Otiende (2014) examined the workforce diversity and its effects on employee performance in Homabay County in Kenya. They examined the impact of Age, Gender, Ethnicity and Education Diversity on employee performance. Findings indicated that workforce diversity influences change in employee performance. The study revealed ethnical diversity and education background diversity have the strongest effect on performance. Additionally, lack of cultural fit and racial integration limited pro-activeness in the institutions.

Abur, Kâ, and Omamo (2015) explored how non-Kenyan citizen employees adapted to the work environment that has a different culture from their own. The study was anchored on person-environment fit theory and the culture shock theory of adaptation to explain the strategies employed by expatriate employees to cope with challenges in their work environment. They found that employees in NGOs have faced cultural-fit problems in their work environment, which have limited their adjustment. Further, improving their communication skills and adopting team works had improved their ability to work on their assignments.

(Bouncken, Brem, & S., 2016) explored multi-cultural teams as sources for creativity and innovation. The research further sought to determine the role of cultural diversity on team performance. The findings indicate that cross-cultural teams have a higher potential for creativity. However, problems with working and communication limit their impact on firm performance. George and de Akaighe (2017) examined cultural diversity and work engagement in the Nigerian civil service. The study was motivated by issues of redundancy, nepotism, and poor engagement that plagued the civil service. The research found out that enhancing cultural diversity by fostering ethnical representation and understanding of the various cultures positively influences work engagement within the organizations.

(Johnson, Tomi, & Makoji, 2019) studied the effects of socio-cultural diversity on the performance of private health care organizations. They examined the effect of age difference, gender, ethnicity, religion, physical abilities and cultural beliefs on the patients' satisfaction, financial performance and technological innovativeness. Findings showed that age difference, physical ability, and religious differences had a significantly positive effect on patients' satisfaction. It further revealed that ethnicity, cultural, and gender differences have positive effects on financial performance. The

study focuses on financial performance while the current study is organization performance within a humanitarian organization.

2.4. Summary of Literature and Research Gaps

Various studies have been undertaken in an effort to understand how various diversity management practices within the workplace affect the performance of an institution. (Eulerich, Velte, & van Uum, 2014) sought to examine how the management diversity affects corporate performance and indicates that diversity within the top management teams positively influenced the firm functionality and decision making, which ultimately fosters organization performance. (Mutuku, K'Obonyo, & Awino, 2013) explore how the diversity of the management impacts the decision making and performance of the commercial bank and note that academic qualifications, tenure, and professional experience are key determinants of the performance of commercial banks. The above studies are divergent from the current study context since they have been undertaken in non-humanitarian organizations. Further, the above empirical studies fail to take into consideration how cultural and demographic diversity factors influence organizational performance.

In a study focusing on non-governmental organizations, Shume sought to determine the effect of diversity management practices and indicates that equal opportunities for training and development and an inclusive environment were key to fostering organization performance. (Ouma & Webi, 2017) found out that age diversity and professional diversity are key predictors of organization performance within NGO's in Kenya. Abu, Ka and Omamo (2012) conclude that cultural fit and inclusive work environment enhance the employee performance within NGOs' in Kenya. The above studies were, however, not specifically limited to the Kenya Red Cross Society; hence, there is a need to expand the available knowledge on how the various workplace diversity practices affect organization performance within humanitarian organizations.

Table 2.1 Summary of Research Gaps

Author	Title	Findings	Research Gap
Zhuwao, Ngirande, Ndlovu, and Setati (2019)	Gender diversity, ethnic diversity and employee performance in a South African higher education institution	The results show that gender diversity and ethnic diversity are positively and significantly related to employee performance	The study is, however, limited to institutions of higher learning, while the current study context is a humanitarian organization.
Shume (2013)	Diversity management practices adopted by international nongovernmental Organizations in Kenya	The results reveal that the organizations have equal opportunity for training and development and zero tolerance for harassment and discrimination at the workplace	The study, however, failed to link the diversity management practices to the organization's performance of the NGO's.
Ohunakin, Adeniji, Ogunnaike, Igbadume, and Akintayo (2019)	Effects of diversity management and inclusion on organizational outcomes of a Nigerian multinational corporation	The study indicates that age and education level were key predictors to workers productivity	The study, however, did not focus on a humanitarian organization, which is the scope of the current research.
Nielsen and Nielsen (2013)	Top management team nationality diversity and firm performance	The findings of the study indicate that top management diversity positively influenced firm performance.	The study, however, is not conducted within the Kenyan humanitarian sector; hence, findings may not be replicative in current research.

Johnson, Tomi, and Makoji (2019)	Effects of socio-cultural diversity on the performance of private health care organizations	The study shows that ethnicity, cultural and gender differences have positive effects on the financial performance	The study focuses on financial performance while the current study is organization performance within a humanitarian organization
Abur, Kâ, and Omamo (2015)	Expatriate employees' perception of challenges in their work environment in the NGO sector	The study indicates that improving their communication skills and adopting team works has improved their ability to work on their assignments.	The study, however, does not examine the link between the cultural diversity and performance of the organizations in Kenya.

Source: Researcher (2021)

2.5. Conceptual Framework

A calculated structure is a key piece of examination plan and contains the arrangement of ideas, suspicions, desires, convictions, and hypotheses that advise the investigation (Miles, Huberman, & Saldana, 2014). It likewise alludes to a visual or composed connection between different factors regularly got from at least one hypothesis and follows the information procedure yield worldview of the investigation (Saunders L. &, 2016).

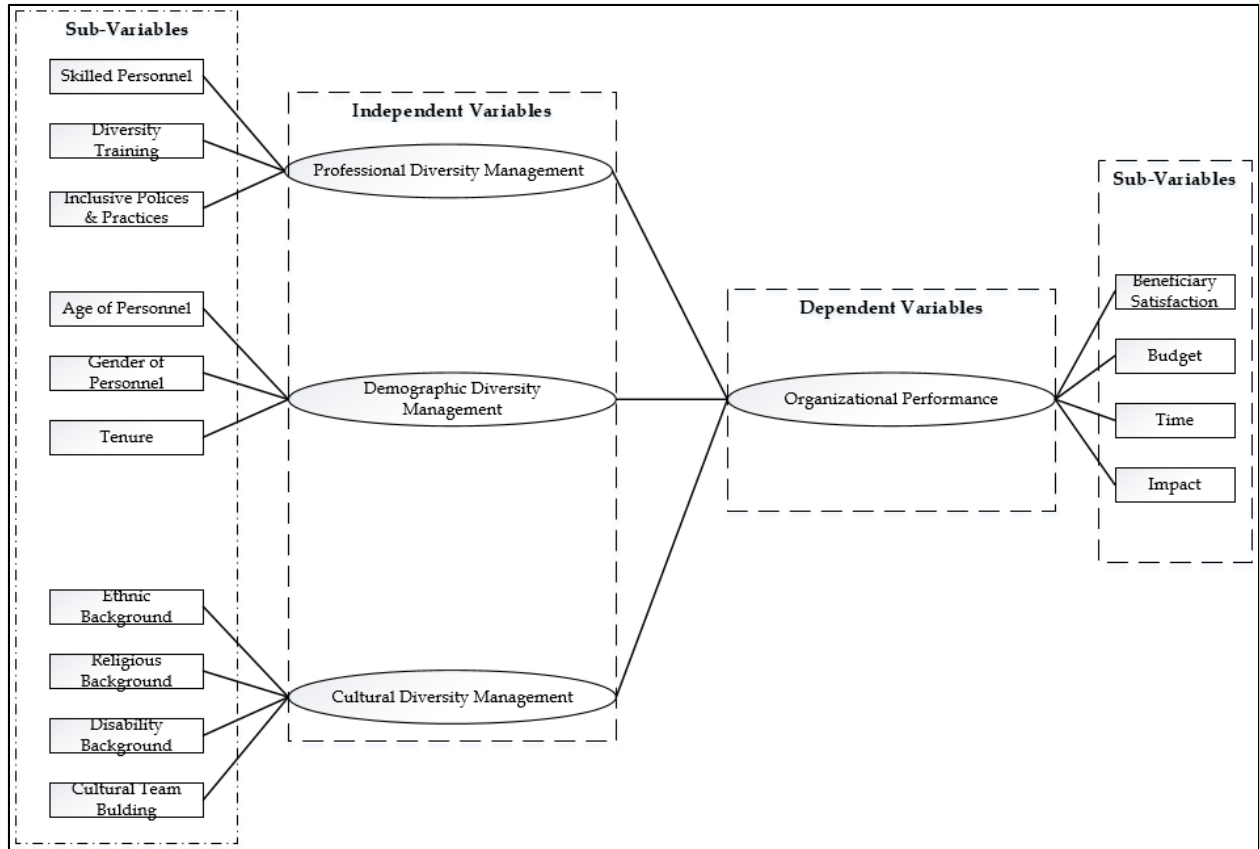


Figure 2.1 Conceptual Framework

Source: Researcher (2021)

The above conceptual framework identifies the conceptualized interaction between workplace diversity management and organization performance. Workforce diversity management was measured using professional diversity, demographic diversity, and cultural diversity. Organization performance was assessed using qualitative metrics.

Table 2.2 Operationalization of Variables

Variable	Constructs	Measure	Data Analysis	Supporting Literature
Professional diversity management	<ul style="list-style-type: none"> • Skilled personnel • Diversity Training • Inclusive policies and practices 	Structured questionnaire	Descriptive statistics Correlation tests Variance-Based Structure Equation Modelling (VB-SEM)	Akpan and Amran (2014) Mutuku, K'Obonyo, and Awino (2013) Shume (2013)
Demographic diversity management	<ul style="list-style-type: none"> • Age of personnel • Gender of personnel • Tenure 	Structured questionnaire	Descriptive statistics Correlation tests Variance-Based Structure Equation Modelling (VB-SEM)	Zhuwao, Ngirande, Ndlovu, and Setati (2019) Omoro, Aduda, and Okiro (2015) Wachira (2016)
Cultural diversity management	<ul style="list-style-type: none"> • Ethnic background • Religious background • Disability diversity • Cultural team building 	Structured questionnaire	Descriptive statistics Correlation Tests Variance-Based Structure Equation	Bouncken, Brem, and Kraus (2016) Johnson, Tomi, and Makoji (2019) Otiende (2014)

			Modelling (VB-SEM)	
Organization performance	<ul style="list-style-type: none"> • Project Performance (Time, Budget & Reach) • Beneficiary Satisfaction 	Structured questionnaire	Descriptive statistics Correlation tests Variance-Based Structure Equation Modelling (VB-SEM)	(Castanias & Helfat, 2014). Choy, Ye, and Lin (2009)

Source: Researcher (2021)

2.6. Chapter Summary

The second chapter of the research work examined the relevant literature that was central to the examination of the research problem. The review of the literature was presented chronologically in line with the research variables. The study was anchored on the Social Identity Theory, Self-Categorization Theory, and Information and Decision Making Theory. The self-categorization hypothesis takes note of that bunch participation makes in-gathering/self-order and improvement in manners that favour the in-bunch to the detriment of the out-gathering; hence, it is imperative for the organization to put in place workplace diversity measures geared towards the improvement of the organization performance. The review of the previous empirical evidence gave credence to the various contextual and knowledge gaps that have laid emphasis on conducting the current research work.

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction

The chapter discusses the various aspects of the research methodology that was applied in solving the research problem. The chapter outlined the research design, the target population, the sampling technique, and sample size, the data collection instruments and procedures, as well as the data analysis and presentation techniques.

3.2 Research Philosophy

A research philosophy is a belief about the way in which data about a phenomenon should be collected, analyzed and utilized. The term epistemology (what is known as true) as opposed to doxology (what is believed to be true) incorporates the various philosophies of the research method (Kumar, 2011). Ideologies of positivism comprise a recognizable social reality to be studied and a recognizable phenomenon for producing reliable data (Cooper & Schindler, 2014). This study was anchored on a positivist research philosophy. The positivist philosophy was adopted since it adheres to the tenets of the natural sciences and views behaviour as directly measurable and explainable. This was applied in this study through hypothesis testing of the relationship between the variables through variance-based structured equation modelling (SEM).

3.3 Research Design

As per (Cooper & Schindley, 2014), the examination configuration is the complete arrangement, structure, or methodology of gathering information with the point of acquiring answers to different exploration questions. It involves what the examination is about, the explanations behind completing the investigation, the area of the examination, the sort of information required, the potential wellsprings of information, the timeframes of investigation, the example plan, information assortment strategies, information examination techniques and the style of presenting the last report (Creswell, 2013). The study adopted descriptive survey method and correlational design to establish the relationship. This study utilized a network of complex structural relationship between workforce diversity aspects and organizational performance within Kenya Red Cross Society. The descriptive survey method was adopted as part of quantitative to describe the characteristics of workforce diversity management and organization performance. Correlational

design was used to investigate a network of complex relationship between workforce diversity and organizational performance.

As per (Kumar R., 2011), a graphic connection study intends to find or set up the presence of connections or freedom between at least two parts of circumstances through structural equation modelling. Furthermore, a clear connection relationship was fitted for this study as it builds up a relationship between dependent and independent variables (Leedy & Ormond, 2015).

3.4 Target Population

The target population is the full arrangement of cases from which the example is taken and which the scientist needs to sum up results (Saunders, Lewis, & Thornhill, 2014). Another definition views the target population as all components or individuals that a specialist might want to contemplate (Zikmund, Babin, Carr, & Griffin, 2013). As it were, the target population contains all people, occasions, or articles that have regular qualities and from which the scientist needs to sum up results (Cooper & Schindler, 2014).

The target population of the current research were the staff and beneficiaries Kenya Red Cross Society. The unit of observation was personnel in the following areas; County Coordinators, Program Coordinators and Project Officers drawn from the organization. The personnel were selected since, as part of the program implementation teams, they are expected to have adequate information that can be relied upon in solving the research problem. Furthermore, the selected personnel came from all the regions in which Kenya Red Cross Society is implementing projects, hence, the data collected offered varying perceptions on diversity management and performance within the various working environments.

In addition, the study targeted beneficiaries from the Global Community Engagement and Resilience Fund (GCERF), Climate Smart Agriculture and the Conflict Prevention, Peace and Economic Opportunities for Youth in Kenya (CPEYK), to establish the beneficiary satisfaction as a measure of organizational performance of Kenya Red Cross Society.

3.5 Sampling Design and Sample Size

Sampling design is the strategy used to discover an example from a particular populace, and in that capacity, the method an analyst utilizes while choosing things for the examination's example (Cooper & Schindler, 2014). Saunders, Lewis, and Thornhill (2016) characterize examining

outline as the total rundown of people or elements in the populace, from which a likelihood test is attracted and to which study discoveries are to be summed up. All the county, program coordinators and project officers were involved in the study across various projects implemented by KRCS.

The sample frame for the study was 101 personnel members working for the Kenya Red Cross Society as at April 2020. Simple random sampling criteria was employed to collect data on beneficiary satisfaction based on the convenience and availability of beneficiary across the three projects (i.e., Global Community Engagement and Resilience Fund (GCERF), Climate Smart Agriculture and the Conflict Prevention, Peace and Economic Opportunities for Youth in Kenya (CPEYK), implemented by KRCS during the study period.

TABLE 3 – KRCS SAMPLING FRAME

KRCS Population Sub-Category	Targeted	Collected	Return Rate
KRCS Staff	101	85	85%
KRCS beneficiary	101	85	85%
Total Respondents	202	170	84.2%

3.6 Data Collection Instruments

The investigation utilized two sets of questionnaires to gather information from the staff working inside the Kenya Red Cross Society and from beneficiaries of Kenya Red Cross activities. The questionnaire was adapted from the theories that the research was anchored on, that is, Social Identity Theory, Self-Categorization Theory & Information and Decision Making Theory. The research instrument was developed in line with the research objectives and adopted a 5-point Likert Scale. The study also relied on secondary sources of data to establish previous information collected during project planning and implementation. The data collection instrument was divided into four sections namely; Demographic profile for KRC staffs and beneficiary, professional diversity management, demographic diversity management, cultural diversity management and beneficiary satisfaction. The section of beneficiary satisfaction collected data parameters on their satisfaction on the implementation of KRCS projects in terms of service delivery, time, budget and impact. Budget, time and impact was additionally supported with secondary data from the three-

project based on planned and the actual figures under each parameter. An expert review was done of the tool for the purpose of re-wording and wording to ensure the suitability of the tool prior to data collection.

3.7 Data Collection Procedures

Primary data was obtained using a comprehensive questionnaire that was completed by staff working within the Kenya Red Cross Society implementing various projects in various regions and beneficiaries who receive services from the Kenya Red Cross. The questionnaire was constructed in line with statement of the problem. The structured questions were presented on 5-Likert scale since it helps in determining attitude, values, behaviours and perceptions (Upagade & Shende, 2012). All Program Coordinators, County Coordinators and Project Officers within KRCS as at April 2020 were given equal opportunity of participation in the exercise. Convenience sampling criteria was employed to collect data on beneficiary satisfaction based on the convenience and availability of beneficiary across the three projects implemented by KRCS. Questionnaire targeting KRCS staff was designed through online google form and the link was shared with consent form question for their participation. Physical delivery method was employed to collect data from beneficiaries. Members of KRCS staff conducted the physical method. The method helped in clarifying question to beneficiary for purpose of improving the quality of the data collected. The physical method was employed to ensure that optimum participation was achieved in the study.

3.8 Research Quality

To guarantee that the survey was substantial and dependable, a pilot test was conducted among the targeted population of the study. Wording and rewording of the questionnaire on some parameters was done to the final tool for the study.

3.8.1 Reliability Test of Research Instrument

Reliability indicates the extent to which the researcher will get the same outcomes even with recurring measures (Mugenda & Mugenda, 2006). The most common measure of the reliability of a research instrument is the Cronbach Alpha, and it was used for this study. The Cronbach's Alpha tests the internal uniformity among the study items. The pilot test ensured that the application of the instrument in a larger sample set would not affect the interpretability of the variables (Nunnally, 1978). The study interpreted the Cronbach statistics based on the following criterion, with only

values above 0.7 being considered in this study. Kumar (2011) provides the following criterion for interpreting the alpha scores >0.9 – Excellent, >0.8 – Good, >0.7 – Acceptable, >0.6 – Questionable, >0.5 – Poor and <0.5 – Unacceptable.

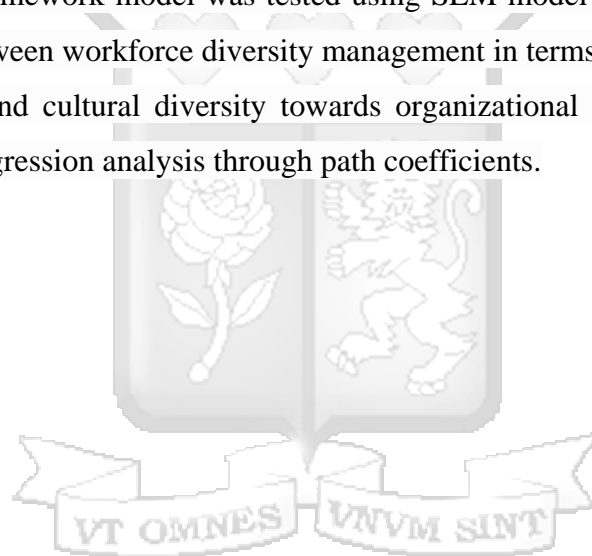
3.8.2 Validity Test of Research Instrument

The validity test was carried out to assess the length, appropriateness, and structure of the questions that were used, and the necessary modifications are made before the questionnaire is administered to the respondents (Sekaran, 2003). Content validity examined whether the items in the questionnaire signify the construct, which is being measured in addition to the scoring, formatting, and wording of the instrument. Content validity was undertaken through a review of the research instrument to ensure that all the variables under consideration are included in the instrument. The study further conducted construct validity by examining the questionnaire to ascertain that study constructs were reflected in the instrument and reviewing the same with an expert within a humanitarian organization to ensure they can accurately measure the variables. Additional Validity checks were done to the data elements through Confirmatory Factor Analysis (CFA). This is statistical technique used to verify the factor structure of a set of observed variables. CFA allowed the researcher to test the hypothesis that a relationship between observed variables and their underlying latent constructs existed.

3.9 Data Analysis and Presentation

The quantitative information was broken down utilizing distinct investigation and inferential examination methods, with the assistance of Statistical Packages for Social Sciences (SPSS Version 25). Descriptive statistics were computed for each selected variable under univariate analysis. The results were presented in terms of tables, figures, graphs and percentages. Under multi-variate analysis, different processes such as EFA and CFA were computed before generating the SEM Model. Exploratory Factor Analysis was employed as a process to identify the smallest number of hypothetical constructs. Confirmatory factor analysis was employed to establish and verify the factor structure of the set variables. Structured Equation Modeling was adopted to model a complex network of relationships between workforce diversity management and organizational performance. Structured equation modelling is considered to belong to the family of multivariate statistical analysis method utilized to model a network of complex structural relationship between one or more observed variables and latent constructs. The technique embraced a combination of

factor analysis and multiple regression analysis to analyze the structural relationship between workforce diversity management and organizational performance. The unit of analysis was KRCS Staff implementing three selected projects being done by Kenya Red Cross in Kenya and beneficiaries of those projects. The model was constructed on the basis of the following assumptions; multi-variate normal distribution, linear relationship between endogenous and exogenous variables, free data outliers, sequence, non-spurious relationships, model identification and uncorrelated error terms. The researcher examined the structural model validity by use of goodness of fit indices such as Normed Chi-square (c^2/df), Root Mean Square Error of Approximation (RMSEA), Adjusted Goodness of Fit Index (AGFI), Non-Normed Fit Index/Tucker Lewis index (NNFI/TLI), Comparative Fit Index (CFI) and Incremental Fit Index (IFI). The conceptual framework model was tested using SEM model to establish the proposed network relationship between workforce diversity management in terms of professional diversity, demographic diversity and cultural diversity towards organizational performance. The results indicated the multiple regression analysis through path coefficients.



CHAPTER FOUR

PRESENTATION OF RESEARCH FINDINGS

4.1 Introduction

This chapter displays results and analysis of the study findings drawn from the collected research data at Kenya Red Cross Society. It is organized as follows: descriptive analysis and inferential analysis.

4.2 Descriptive Analysis

The study conducted a descriptive analysis to present a tabulation of the responses obtained from KRCS staff and beneficiaries on their demographic profile, KRCS staff of workforce diversity (Professional, Demographic and Cultural Diversity Management) and from KRCS Beneficiaries looking at the organization performance in terms of beneficiary satisfaction.

The key for the results interpretation on workforce diversity and organization performance (beneficiary satisfaction) is; SA – **Strongly Agree**, A – **Agree**, NA/D – **Neither Agree/Disagree**, DA- **Disagree**, SDA- **Strongly Disagree**.

4.2.1 Demographic Profile of KRCS Staff and Beneficiaries

The study was conducted among staff members at KRCS whose population was 101 as at April 2020, however only 85 staff members responded hence yielding a response rate of 84%. Out of the 85 respondents, 40%(n=34) were females while majority were male 60%(n=51). On the beneficiaries profile majority of the respondents were female beneficiaries 63.5%(n=54) out of total population of 85 thus indicating how KRCS has mainstreamed gender inclusiveness in the people they reach.

In terms of Age of KRCS Staff, majority of the respondents were 36 years and above 51.8% (N=44) while those of ages below 25 years were the least with a percentage of 4.7% (n=4). On the beneficiaries age profile, 67.1%(n=57) of respondents were between the ages of 26-35 years while those of ages 36 years and above were the least with a percentage of 7.1%(n=6). The study findings also indicated that 54.1% (n=46) of KRCS had attained graduate-level education with 30.6% (n=26) having attained a postgraduate level degree. On the beneficiaries side, half of the

respondents sampled 50.6%(n=43) had attained graduate level of education with 48.2%(n=41) having attained diploma level.

According to the study findings, majority of the Staff were program coordinators 50.6 %(n=43) followed by County Coordinators 43.5%(n=37) and Project Officers 5.9%(n=5). Concerning the length of service, the results indicate that majority of the participants 55.3% (n=47) had worked for between 10-15 years, while 25.9% (n=22) had only worked for 6-9 years within the organization. The results further indicate that more than half of the beneficiaries 62.4%(n=53) had been beneficiaries of KRCS for at least 3-5 years.

Table 4.1 Demographic Profile of KRCS Staff and Beneficiaries

Variable	Category	Number of Cases	Proportion
KRCS Staff			
Gender	Male	51	60%
	Female	34	40%
Age	Below 25 years	4	4.70%
	26-35 years	37	43.50%
	36 years and above	44	51.80%
Education Level	Diploma	13	15.30%
	Graduate level	46	54.10%
	Postgraduate level	26	30.60%
Position	Project Officer	5	5.90%
	County coordinator	37	43.50%
	Programme Coordinator	43	50.60%
Length of service	Less than five years	8	9.40%
	6-9 years	22	25.90%
	10-15 years	47	55.30%
	Over 16 years	8	9.40%
KRCS Beneficiaries			
Gender of respondents	Male	31	36.5%
	Female	54	63.5%
Age of the respondent	Below 25 years	22	25.9%
	26-35 years	57	67.1%
	36 years and above	6	7.1%
Education level	Diploma	41	48.2%
	Graduate level	43	50.6%
	Postgraduate level	1	1.2%
Beneficiary Period	Less than two years	18	21.2%
	3 - 5 years	53	62.4%
	6 - 9 years	12	14.1%
	Over 10 years	1	2.4%

4.2.2 Professional Diversity Management

A high percentage of the respondents 80% agreed that KRCS emphasizes candidates' skills in its recruitments and this is in line with the findings that 54.1% and 30.6% of the respondents had attained graduate and postgraduate level of education respectively. On average, 15.3% disagreed that the organization emphasizes diversity and inclusivity among project teams while 67.0% agreed that KRCS has policies to retain skilled personnel within the firm. Although majority agreed that the organization conducts periodic diversity awareness sessions for employees, 18.8% disagreed that the organization offers professional development opportunities across the firm without bias.

Table 4.2 Professional Diversity Management

STATEMENT	SDA	DA	NA/D	A	SA
The organization emphasizes candidates' skills in its recruitments	3(3.5%)	-	14(16.5%)	34(40.0%)	34(40.0%)
The organization has policies to retain skilled personnel within the firm	-	5(5.9%)	23(27.1%)	37(43.5%)	20(23.5%)
The organization conducts periodic diversity awareness sessions for employees	-	6(7.1%)	23(27.1%)	39(45.9%)	17(20.0%)
The organization emphasizes diversity and inclusivity among project teams	5(5.9%)	8(9.4%)	17(20.0%)	36(42.4%)	19(22.4%)
The organization offers professional development opportunities across the organization without bias	3(3.5%)	13(15.3%)	21(24.7%)	26(30.6%)	22(25.9%)

4.2.3 Demographic Diversity Management

Majority of the study participants (71.7%) felt that KRCS has a policy for equal opportunities regardless of the gender differences. However, 20.0% disagreed that KRCS offers equal opportunities to potential employees regardless of their age. 24.7% of the respondents were not

sure on whether the organization ensures fair treatment to personnel regardless of their tenure in the organization while 63.5% agreed that the personnel within the organization are treated equally regardless of their income level. Further to this, 61.1% agreed that KRCS has implemented policies to ensure equality among personnel regardless of their sexual orientation.

Table 4.3 Demographic Diversity Management

STATEMENT	SDA	DA	NA/D	A	SA
The organization offers equal opportunities to potential employees regardless of their age	18(21.1%)	15(17.6%)	18(21.2%)	25(29.4%)	9(10.6%)
The organization has a policy for equal opportunities regardless of the gender differences	1(1.2%)	6(7.1%)	17(20.0%)	41(48.2%)	20(23.5%)
The organization ensures fair treatment to personnel regardless of their tenure in the organization	2(2.4%)	6(7.1%)	21(24.7%)	43(50.6%)	13(15.3%)
The organization has implemented policies to ensure equality among personnel regardless of their sexual orientation	6(7.1%)	8(9.4%)	19(22.4%)	37(43.5%)	15(17.6%)
The personnel within the organization are treated equally regardless of their income level	1(1.2%)	14(16.5%)	16(18.8%)	32(37.6%)	22(25.9%)

4.2.4 Cultural Diversity Management

From the results, 34.1% of the respondents were not sure on whether or not the organization has enhanced cultural integration through a culturally diverse recruitment policy with 64.7% agreeing that there are policies in place to ensure there is no racial discrimination of the personnel. Disability inclusion in every organization is crucial and as such, 55.3% agreed that KRCS has implemented guidelines for fair treatment of personnel with physical disabilities with 29.4% of the study participants not being sure about the same. 62.4% of the respondents agreed to the fact that the organization regularly conducts cultural team building sessions to enhance tolerance among the personnel.

Table 4.4 Cultural Diversity Management

STATEMENT	SDA	DA	NA/D	A	SA
The organization has put in places measures to ensure fair treatment of personnel regardless of their religious affiliation	3(3.5%)	9(10.6%)	24(28.2%)	32(37.6%)	17(20.0%)
The organization has implemented guidelines for fair treatment of personnel with physical disabilities	5(5.9%)	8(9.4%)	25(29.4%)	36(42.4%)	11(12.9%)
The organization regularly conducts cultural team building sessions to enhance tolerance among the personnel	1(1.2%)	10(11.8%)	21(24.7%)	39(45.9%)	14(16.5%)
The organization has enhanced cultural integration through a culturally diverse recruitment policy	5(5.9%)	10(11.8%)	29(34.1%)	27(31.8%)	14(16.5%)
The organization has policies in place to ensure there is no racial discrimination of the personnel	1(1.2%)	7(8.2%)	22(25.9%)	32(37.6%)	23(27.1%)

4.2.5 Organization Performance

The study looked at organization performance from two levels; project performance and beneficiary satisfaction. Project performance data was measured in two levels; the secondary data extracted from the M&E work plan was analyzed along the descriptive survey data.

TABLE 5 SUMMARY OF KRCS PERFORMANCE DATA

	BUDGET		TIME		IMPACT (Beneficiaries Reached)	
	Planned	Actual	Planned	Actual	Planned	Actual
CPEYK	5,920,000	5,920,000	48 Months	60 Months	4,500	4,650
GCERF	196,961,780	151,827,074	30 Months	31 Months	1,700	1,700
Climate Smart Agriculture	21,709,709	7,299,071	18 Months	22 Months	1171	627

Table 4.6 Frequency and Percentage Distribution on Beneficiary Satisfaction

STATEMENT	SDA	DA	NA/D	A	SA
Projects being implemented by KRCS have been targeted to our needs	4(4.7%)	12(14.1%)	21(24.7%)	33(38.8%)	15(17.6%)
Projects implemented within the community have been done promptly	5(5.9%)	12(14.1%)	22(25.9%)	28(32.9%)	18(21.2%)
I have witnessed efficient completion of the projects within the community	3(3.5%)	11(12.9%)	22(25.9%)	28(32.9%)	21(24.7%)
The number of beneficiaries being impacted by projects by Red Cross Society has increased	3(3.5%)	8(9.4%)	16(18.8%)	38(44.7%)	20(23.5%)

The projects being undertaken by the Red Cross Society have been able to solve the community needs	6(7.1%)	6(7.1%)	21(24.7%)	35(41.2%)	17(20.0%)
Projects undertaken by the Red Cross Society within our community have been socially sustainable after donor exit	5(5.9%)	13(15.3%)	20(23.5%)	28(32.9%)	19(22.4%)

The time for implementation that was within the period of 60, 31, and 22 months had an impact to the beneficiaries where 4,650, 1,700 and 627 were reached by project CPEYK, GCERF and Climate Smart Agriculture respectively. The above secondary data was supported by the descriptive statistic survey where 56.4% agreed that projects being implemented by KRCS have been targeted to their needs. Proper budget allocation and proper timing for the projects have resulted to the impact of reaching the targeted beneficiaries. Proper planning on Time for implementation has affected positively on the beneficiary satisfaction where 49% agreed that projects have been implemented efficiently. Proper budget planning has resulted to increased beneficiary satisfaction where 47% agreed that projects undertaken have been sustainable.

4.3 Variability of Diversity Management Practices

Co-efficient of variation is a statistical measure of dispersion of data elements around the mean. The statistic was applied to compare the degree of variation for diversity management practices.

TABLE 7 VARIABILITY OF DIVERSITY MANAGEMENT PRACTICES

Variable	Mean	Standard Deviation	Co-efficient of Variation (SD/Mean)
Professional Diversity	3.36	0.63	18.7%
Demographic Diversity	3.12	0.70	22.5%
Cultural Diversity	3.08	0.65	21.1%

Source: Researcher 2021

Table 9 shows that demographic diversity management practice recorded the highest variability of 22.2% followed by Cultural diversity with 21.1% and Professional diversity 18.7%. All the variability index were less than 50% indicating all the three diversity management practices did not differ significantly.

4.4 Testing the Structural Equation Model.

In this study, the researcher employed structural equation modelling (SEM) and Exploratory Factor Analysis (EFA) was used to discover the factor structure and measure the internal reliability. Additionally, Confirmatory factor analysis (CFA) was used for generating the data analysis and exploring the relationship between the variables. IBM SPSS statistical software was used to generate CFA and AMOS package was used to generate the structured equation modelling. Structured equation modelling is considered to belong to the family of multivariate statistical analysis method utilized to model a network of complex structural relationship between one or more observed variable and latent construct. The proposed equation model helps in explaining the influence of workforce diversity management on the organization performance of Kenya Red Cross constructed using three latent variables namely; professional diversity management, demographic diversity management and cultural diversity management. Under the professional diversity management there were there were three constructs namely; skilled personnel (PDM1), diversity training (PDM2) and inclusive policies and practices (PDM3). The independent variable demographic diversity management was composed of three constructs; age of personnel (DDM1), gender of personnel (DDM2) and tenure (DDM3). The final independent variable was cultural diversity management made of composed of four constructs; ethnic background (CDM1), religious background (CDM2), disability diversity (CDM3) and cultural team building (CDM4). The dependent variable was composed of 2 constructs namely; Project performance in terms of time, budget and impact and beneficiary satisfaction (BS). The variance analysis resulted into five factors in the total variance experienced and that was the exact numbers of factors needed to show the explained proportion of variability in our model. The Cumulative variance was 69.6%, which indicates that our model explained more than 50% of the variability in the organizational performance.

4.4.1 Exploratory Factor Analysis

Exploratory Factor Analysis (EFA) was used to discover the factor structure and examine the internal reliability. The composite reliability index was used to measure the internal consistency in the Likert scale data.

Table 4.8 Exploratory Factor Analysis (EFA)

Variable	Factors (f)	F ²	Extracted Variance (EV)	Cronbach's alpha	Average variance extracted	Composite Reliability	N
PDM1_Skilled Personnel	0.791	0.626	0.278	0.945	0.741	0.921	5
PDM2_Inclusive Policies and Practices	0.911	0.830	0.170				
PDM3_Diversity training	0.877	0.769	0.231				
PDM4_Inclusive policies and practices	0.791	0.626	0.249				
PDM5_Inclusive policies and practices	0.931	0.867	0.238				
DDM1_Age of Personnel	0.741	0.549	0.211	0.831	0.723	0.846	5
DDM2_Gender	0.739	0.546	0.369				
DDM3_Tenure	0.733	0.537	0.181				
DDM4_Gender	0.721	0.520	0.451				
DDM5_Income Level	0.901	0.812	0.469				
CDM1_Religious Background	0.845	0.714	0.231	0.917	0.748	0.811	4
CDM2_Disability	0.743	0.552	0.240				
CDM3_Cultural Team Building	0.814	0.663	0.170				
CDM4_Cultural Team Building	0.794	0.630	0.237				
OP1_Beneficiary Satisfaction	0.749	0.561	0.321	0.934	0.734	0.895	6
OP2_Time	0.742	0.551	0.316				
OP3_Time	0.833	0.694	0.215				
OP4_Impact	0.867	0.752	0.249				
OP5_Beneficiary Satisfaction	0.798	0.637	0.369				
OP6_Budget	0.734	0.539	0.69				

Source: Researcher 2021

The reliability results indicated a Cronbach alpha score as follows; professional diversity management (alpha = 0.945), demographic diversity management (alpha = 0.831), cultural

diversity management ($\alpha = 0.917$) and organization performance ($\alpha = 0.934$). This indicated that the data gathered from the research was reliable for statistical analysis.

4.4.2 Confirmatory Factor Analysis (CFA)

Confirmatory Factor Analysis is a statistical technique that was used to verify the factor structure of the observed variable. CFA was used to test the hypothesis that a relationship between the observed variable and their underlying latent construct exists. It also showed the cumulative variance explained in the model. Five factors were extracted from the CFA with a cumulative variance of 69.6% from the model.

Table 4.9 Confirmatory Factor Analysis (CFA)

Initial Eigenvalues	Cumulative %	Extraction Sums of Squared Loadings			Rotation Sums of Squared Loadings ^a
		Total	% of Variance	Cumulative %	Total
39.7	39.7	8.337	39.7	39.7	6.191
11.005	50.706	2.311	11.005	50.706	4.784
9.017	59.722	1.894	9.017	59.722	5.418
5.058	64.78	1.062	5.058	64.78	2.475
4.814	69.595	1.011	4.814	69.595	1.591
3.846	73.44				
3.322	76.763				
2.827	79.59				
2.732	82.322				
2.54	84.862				
2.268	87.13				
2.108	89.238				
1.894	91.132				
1.488	92.62				
1.402	94.022				
1.342	95.364				
1.285	96.649				
1.063	97.712				
0.953	98.665				
0.804	99.469				
0.531	100				

Source: Researcher 2021

4.5 Model of Fit Summary Statistics

Several statistics were computed to test the overall significance of the variance-based structure equation model. The Goodness of Fit Index (GFI), χ^2/df (chi-square /degree of freedom), Root Mean Square Error of Approximation (RMSEA), Adjusted Goodness of Fit Index (AGFI), Non-Normed Fit Index/Tucker Lewis index (NNFI/TLI), Comparative Fit Index (CFI) and Incremental Fit Index (IFI) were computed to examine the goodness of fit for the fitted model.

Table 4.10 Model Goodness of Fit Summary

Index	Perfect fit	Accepted values	Model results
χ^2/df	$\chi^2/df < 3$	$3 < \chi^2/df < 5$	2.77
AGFI	$0.90 < AGFI < 1$	$0.85 < AGFI < 0.90$	0.90
RMSEA	$0 < RMSEA < 0.05$	$0.05 < RMSEA < 0.08$	0.065
CFI	$0.97 < CFI < 1$	$0.95 < CFI < 0.97$	0.97
IFI	$0.95 < IFI < 1$	$0.090 < IFI < 0.95$	0.97
TLI	$0.90 < AGFI < 1$	$0.90 < AGFI < 0.95$	0.96
GFI	$0.95 < GFI < 1$	$0.90 < GFI < 0.95$	0.93

Source: Researcher 2021

As shown in the Table 4.8 all the indices exceeded the minimum threshold cut point, demonstrating that the measurement model exhibited a good fit with the whole model. The above diagnostic test gave the researcher an opportunity to utilize the variance-based structured equation modelling to establish the relationship as a parametric approach of analysis.

4.6 Model Coefficient Interpretation

The study was interested in establishing whether Organizational performance had a significant relationship with the three construct variables. The statistical threshold was set using the following criteria ($p < .005$ or $t > 1.96$). The key variables were Professional, Cultural and Demographic Diversity Management. The results obtained for demographic diversity management had indirect effect towards organizational performance as indicated by negative coefficient ($\beta = -0.12$). Cultural diversity management and professional diversity management had a direct effect on organizational performance as indicated by the positive model coefficient respectively ($\beta = 0.83$, $\beta = 0.17$). When cultural diversity management goes up by 1 standard deviation, organization performance goes up by 0.83 standard deviations. Additionally, when professional diversity management goes up by 1 standard deviation, organization performance goes up by 0.17 standard deviations. However, when

demographic diversity management goes up by 1 standard deviation, organization performance goes down by 0.12 standard deviations. The research findings support the three hypothesis that Professional, Cultural and Diversity Management have an impact on Organizational Performance.

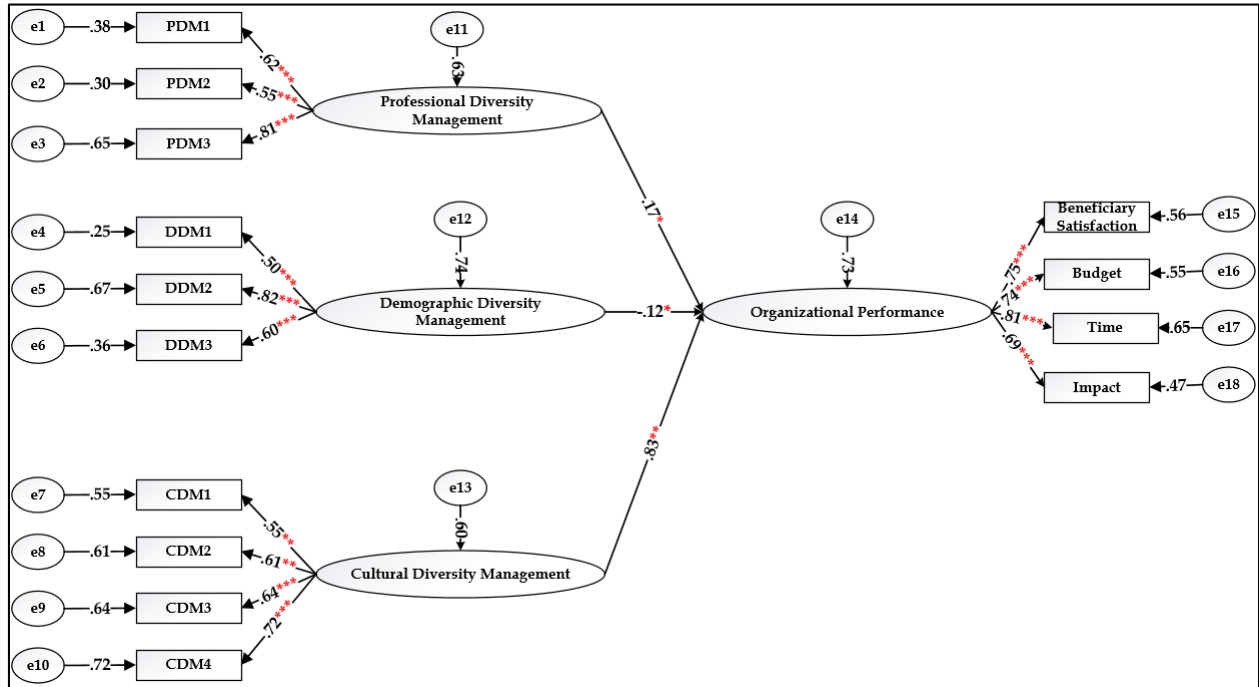


Figure 4.1 The result of proposed research model (standardized estimates)

Coding of Observed Variable			
Professional Diversity Management	PDM	Demographic Diversity Management	
Demographic Diversity Management	DDM	Age of Personnel	DDM1
Cultural Diversity Management	CDM	Gender of Personnel	DDM2
Cultural Diversity Management		Tenure	DDM3
Ethnic Background	CDM1	Professional Diversity Management	
Religious Background	CDM2	Skilled Personnel	PDM1
Disabiity	CDM3	Diversity Training	PDM2
Cultural Team Building	CDM4	Inclusive Policies & Practices	PDM3

Figure 4.2 Coding of Observed Variables

Table 4.011 Path coefficients and t-values between observed and latent variables

Latent Variable	Observed Variable	Path Coefficient	T-value
Organization Performance	Professional Management Diversity	0.17*	2.828
	Demographic Management Diversity	-0.12*	3.981
	Cultural Management Diversity	0.83**	4.324
Professional Management Diversity	Skilled personnel	0.62***	8.287
	Diversity Training	0.55***	7.173
	Inclusive policies and practices	0.81***	5.337
Demographic Management Diversity	Age of personnel	0.52***	5.622
	Gender of personnel	0.82***	4.382
	Tenure	0.60***	9.721
Cultural Management Diversity	Ethnic background	0.55**	3.999
	Religious background	0.61**	3.763
	Disability diversity	0.64***	4.484
	Cultural team building	0.72***	4.845
Organization Performance (NB: Individual Components)	Beneficiary Satisfaction	0.75***	9.143
	Budget	0.74***	5.964
	Time	0.81***	6.377
	Impact	0.69***	6.024

*Sig. $p < 0.05$, **Sig. $p < 0.001$, ***Sig. $p < 0.0001$

While checking the effect between beneficiary satisfaction, budget, time and impact there were significant, positive effect noted ($p < .05$ or $t > 1.96$). The results obtained for the four variables showed an appreciably positive effect on organizational performance ($\beta = 0.75$, $\beta = 0.74$, $\beta = 0.81$, $\beta = 0.69$) for beneficiary satisfaction, budget, time and impact respectively. The model coefficient for diversity training, skilled personnel and inclusive policies and practices supports the sub-hypothesis under professional diversity management. The results for coefficient between professional diversity management and its observed variables also showed good significance ($p < .05$ or $t > 1.96$). The overall data showed that that the three observed variables namely; skilled personnel, diversity training, inclusive policies and practices have also appreciably positive effect on organizational performance. ($\beta = 0.62$, $\beta = 0.55$, $\beta = 0.81$) respectively. Checking the

coefficient demographic diversity and its observed variables, significant relationship was observed ($p < .005$ or $t > 1.96$). The statistical results obtained for the three constructs namely; age of personnel, gender of personnel and tenure was as ($\beta = 0.52$, $\beta = 0.82$, $\beta = 0.60$) respectively.

In addition, the researcher tried to analyze the effect of cultural diversity management and its four observed variables namely; ethnic background, religious background, disability diversity, cultural team building. Positive significant effect was noted as indicated by the standardized path coefficient and the t-value ($p < .005$ or $t > 1.96$). The results also showed appreciably positive effect on cultural diversity management ($\beta = 0.55$, $\beta = 0.61$, $\beta = 0.64$, $\beta = 0.72$) respectively.

The Cronbach's alpha was carried out for reliability of the constructs used to measure Organizational Performance for the whole model. A Cronbach statistic of above 0.7 is considered the minimum threshold in social research (Mugenda, 2006). The reliability index coefficient was found to be 0.824, which was above the set threshold. That gave the statistical power to rely to utilize the construct for variance-based structural equation modelling. The results for Cronbach's alpha reliability statistic and confirmatory factor analysis are shown in the above table.

4.7 Multiple Correlations

Correlation is a measure of strength between two or more linear variables. A correlation statistic lies between -1 and 1 . A value less than 0.5 show a fair relationship while above 0.5 shows a strong relationship, which can either be positive or negative. The table below shows the strength of the linear relationship for the constructs. The construct co-efficient supports the underlying stated research hypothesis.

Table 4.12 Squared Multiple Correlations (R^2)

Observed Variable	Estimate
Professional Diversity Management	0.16*
Demographic Diversity Management	0.60***
Cultural Diversity Management	0.79***
Professional Diversity	
Skilled personnel	0.54**
Diversity Training	0.75***
Inclusive policies and practices	0.65***
Demographic Diversity	
Age of personnel	0.80***
Gender of personnel	0.56**
Tenure	0.64**
Cultural Diversity	
Ethnic background	0.71**
Religious background	0.59**
Disability diversity	0.63***
Cultural team building	0.75***
Organizational Performance	
Beneficiary Satisfaction	0.69***
Budget	0.62***
Time	0.77***
Impact	0.84***

* $Sig.p < 0.05$, ** $Sig.p < 0.001$, *** $Sig.p < 0.0001$

From the tabulation we see the professional diversity, cultural diversity and demographic diversity has a positive linear relationship as supported by the correlation coefficients ($r=0.16$, $r=0.79$ and $r=0.60$) respectively. The correlation coefficients for each covariates supports the underlined sub hypothesis.

4.8 Results Conclusions

The research findings were centered within the three independent variables, which are professional diversity, demographic diversity and cultural diversity.

4.8.1 Professional Diversity Management

In terms of professional diversity, participants highly identified in terms of the organization emphasis on skills in its recruitments while under the same attribute, they least identified professional diversity in terms of organization not offering professional development opportunities fairly. A unit increase in professional diversity management results in increase in organization performance by 0.17. The model coefficient indicated a positive relationship with organizational performance. The findings shows that professional diversity management has a significant impact on organizational performance.

4.8.2 Demographic Diversity Management

Under demographic diversity management, 61% of participants affirmed that the organization gives equal opportunities regardless of the gender differences. However, there was a negative effect under age attribute where 59.9% felt that organization does not offer equal opportunities to potential employees based of their age. The model coefficient of negative 0.12 shows a negative effect of demographic diversity management on organizational performance. The findings implies that a unit change in demographic diversity management will result to a unit decrease change by 0.12 on organizational performance.

4.8.3 Cultural Diversity Management

In terms of cultural diversity management, participants were undecided on awareness of any initiatives that the organization has taken. Cultural diversity management had a positive significant relationship with organizational performance. A unit increase in cultural diversity management result to a significant increase in organizational performance by 0.83.

All the three workforce diversity management practices showed a significant relationship with organizational performance. The results indicates that implementation of one strategy has an impact to the other thus fostering organizational performance.

CHAPTER FIVE: SUMMARY, CONCLUSION AND RECOMMENDATIONS

5.1 Introduction

The study aimed in establishing the effect of workforce diversity management on humanitarian organization performance under the focus of Kenya Red Cross Society. This section outlines the key findings and how they are supported by the literature.

5.2 Summary

Kenya Red Cross Society has been central to humanitarian assistance and offering social-welfare across the country. To maintain such a massive operation in the country, the organization relies on a vast team of employees and volunteers who are central to the attainment of the organization's objectives. In its' strategic planning ending in the year 2018, it was indicated that the organization had failed to achieve all its short-term objectives. There was a considerable effort being undertaken by the management to stimulate the performance of the organization. This study aimed to establish the effect of workforce diversity management practices in terms of professional, cultural and demographic diversity on the organizational performance.

The study sought to establish how professional diversity, demographic diversity, and cultural diversity influence the performance of the organization projects. The research was grounded on three theories, that is, Social Identity Theory, Self-Categorization theory and Information and Decision-Making Theory. A variance-based structured equation model (VB-SEM) was used to model the complex relationship among the constructs. The study utilized both Primary and Secondary data to draw conclusions on the effect of workforce diversity on the organizational performance.

5.3 Discussion

5.3.1 Professional Diversity Management and Organization Performance

The results from descriptive statistics demonstrated agreement among participants that the organization has emphasized candidates' skills in its recruitments. The results are echoed by Akpan and Amran (2014) who observed that that board education was positively and significantly related to company performance. Additionally, the results showed that diversity of the management team in terms of their educational skills is integral to enhancing organizational

performance. The findings from this study showed that respondents agreed that the organization had policies to retain skilled personnel and conducted periodic diversity awareness sessions for employees. The findings from this research are supported by Eurich, Velte, and van Uum (2014) who contended that skilled employees and functional teams within the organization support improved decision-making and firm performance.

Under inferential analysis through SEM Model, the findings shows that professional diversity management has a significant impact on organizational performance. These findings are supported by work done by Shume (2013) who found that training and development, zero-tolerance environment as well as an inclusive work environment are vital to supporting better organization performance. Effective diversity management practices in regard to professional diversity management results to a positive effect on the performance of the Kenya Red Cross Society.

5.3.2 Demographic Diversity Management and Organization Performance

Descriptive statistics showed that respondents agreed that the organization offers equal opportunities to potential employees regardless of their age. The finding is supported by by Lu, Chen, Huang, and Chien (2015) who observed that age, tenure, and gender diversity were integral and highly encouraged within organizations. The findings also revealed that the organization has a policy for equal opportunities regardless of the gender differences and ensures fair treatment to personnel regardless of their tenure in the organization. This is aligned with the findings of Ohunakin, Adeniji, Ogunnaïke, Igbadume, and Akintayo (2019) who investigated the effects of diversity management and inclusion on organizational outcomes and found that age and education levels were key predictors to worker's productivity.

Under inferential analysis, the findings showed that demographic diversity management had a negative impact on organizational performance. A unit change in demographic diversity management will result to a unit decrease change on organizational performance. The finding is consistent with Kunze, Boehm and Bruch (2013) who investigated Organizational Performance Consequences of Age Diversity and found that age diversity negatively influenced organizational performance. Age-based subgrouping processes favours a negative age-discrimination climate. Perceived negative age-discrimination climate in turn negatively relates to organizational performance.

5.3.3 Cultural Diversity Management and Organization Performance

The results from descriptive statistic under cultural diversity revealed that respondents agreed that the organization had put in place measures to ensure fair treatment of personnel regardless of their religious affiliation. The results were in agreement with Johnson, Tomi, and Makoji (2019), who found that fostering religious diversity in the workplace enhances the performance of health institutions.

The respondents were also in agreement that the organization regularly conducts cultural team building sessions to enhance tolerance among the personnel. The research was supported by George and de Akaighe (2017) who found out that ethnical representation and cultural diversity are integral to improving work engagement within organizations.

In terms of polices, the research revealed that the organization had policies in place to ensure there is no racial discrimination of the personnel. This is supported by previous work done by Abur, Kâ, and Omamo (2015) who noted that fostering cultural-fit and race integration was key to better working conditions with Non-Governmental organizations.

Under multivariate level of analysis, cultural diversity management practices had a positive significant effect on organizational performance. A unit change in cultural diversity management practices results in a unit increase in organizational performance. The findings are similar to Bouncken, Brem, and Kraus (2016), who observed that having cross-cultural teams is associated with improved productivity and problem solving within organizations. Inclusion of employees from different background in terms of ethnicity, religious and disability fosters organizational performance.

5.4 Conclusions

The research concludes that workforce diversity management has a positive and significant relationship with the organization's performance of the Kenya Red Cross. The research concluded that professional diversity significantly improved organizational performance. The findings revealed that improving on the employee skills, retaining skilled personnel, improving inclusivity, and professional development has a significant and positive effect on the organization performance at Kenya Red Cross Society.

The study further concluded that cultural diversity management had a significant positive influence on organizational performance. The study findings note that ensuring fair treatment of employees, enhancing guidelines for inclusivity, conducting cultural team-building exercises, and eradicating racial discrimination has a significant and positive effect on the organization performance at Kenya Red Cross Society.

The study concludes that demographic diversity; age, gender and tenure play a significant effect on the organization performance. Additionally, the negative effect was attributed by the age of the personnel, where majority of the respondents felt that KRCS did not offer equal opportunity regardless of their age. In general, the study concludes that professional diversity management, demographic diversity management, cultural diversity management are significant predictor of organizational performance at Kenya Red Cross.

Generally, practices geared to improve professional diversity management, demographic diversity and cultural diversity will directly or indirectly affect organizational performance.

5.5 Recommendations

Policy-wise, the study recommends that the organization should realign the diversity policies and programs within the organization, which can help in supporting better workforce management. The organization can review the diversity programs in line with the best practices globally, which can be critical to decision making and operational effectiveness. The study further recommends that the organization should incorporate diversity management in its strategic plans as this will support better diversity integration in the organization's workforce and activities.

The research recommends that the executive management should foster diversity management within the organization as it can be vital to fostering problem-solving and decision making when the right balance in professional diversity is attained. The study further recommends that gender balance should be encouraged within KRCS, as this will help create a competitive environment and instill a better organizational culture that improves the image of the organization. The study further recommends that the organization should embrace ethnic and cultural diversity, which will help the organization achieve harmony and contribute to better social inclusion.

The executives should keep on advancing equivalent business and open door for professional development for all sexual orientation. To support sexual orientation, administrators should make

adaptable working strategies that can help ensure there is gender-equality within the workforce. The organizations should further support cultural diversity within the organization by creating cultural awareness, racial integration, and avoid ethnic bias. This can make the work environment more welcoming for the employees and can help minimize misunderstandings and enhance performance.

5.6 Areas for Further Research

The study results have shown that professional diversity management, demographic diversity management, cultural diversity management is key to organizational performance. The study was, however, focused only on Kenya Red Cross Society, hence the findings cannot be generalized for entire sector. Therefore, this study suggests that further research work should be conducted incorporating all NGOs in Kenya with a larger sample size using the proposed model. This will offer more comprehensive results on the influence of workforce diversity management on NGO performance in Kenya.

The current study has focussed on surface-level diversity, i.e., differences among team members in immediately observable biological characteristics, such as age, gender, and ethnicity. Further research work is needed on deep-level diversities, i.e., differences among members' attitudes, beliefs, and values that were not readily detectable but over time learned through member interactions which would reveal if they have any impacts to organization performance.

In the current study, the analyzed phenomena was only limited to programs which were being implemented within a specific period in time simultaneously. It is recommended that a longitudinal study incorporating programs running across different periods would offer a richer data and inform better diversity management approaches.

The current study limited itself only on three diversity management attributes, that is, professional, demographic and cultural diversity. However, diversity management can be measured by more than three attributes. Therefore, the researcher recommends a more in-depth analysis to be conducted to explore the impact of the other diversity management attributes on organizational performance in the same settings.

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APPENDICES

Appendix I: Ethical Review Permit



27th February 2020

Mr Muriuki, Ozem
ozem.muriuki@strathmore.edu

Dear Mr Muriuki,

RE: Influence of Workforce Diversity Management on the Organizational Performance of Kenya Red Cross Society


This is to inform you that SU-IERC has reviewed and **approved** your above research proposal. Your application approval number is **SU-IERC0652/20**. The approval period is **27th February, 2020 to 26th February, 2021**.

This approval is subject to compliance with the following requirements:

- i. Only approved documents including (informed consents, study instruments, MTA) will be used
- ii. All changes including (amendments, deviations, and violations) are submitted for review and approval by SU-IERC.
- iii. Death and life threatening problems and serious adverse events or unexpected adverse events whether related or unrelated to the study must be reported to SU-IERC within 72 hours of notification
- iv. Any changes, anticipated or otherwise that may increase the risks or affected safety or welfare of study participants and others or affect the integrity of the research must be reported to SU-IERC within 72 hours
- v. Clearance for export of biological specimens must be obtained from relevant institutions.
- vi. Submission of a request for renewal of approval at least 60 days prior to expiry of the approval period. Attach a comprehensive progress report to support the renewal.
- vii. Submission of an executive summary report within 90 days upon completion of the study to SU-IERC.

Prior to commencing your study, you will be expected to obtain a research license from National Commission for Science, Technology and Innovation (NACOSTI) <https://oris.nacosti.go.ke> and also obtain other clearances needed.

Yours sincerely,

for: 
Dr Virginia Gichuru,
Secretary; SU-IERC

Cc: Prof Fred Were,
Chairperson; SU-IERC



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Appendix II: Introduction

To the Secretary-General

Kenya Red Cross Society,

Nairobi, Kenya

Ref: Request for Permission to Collect Research Data

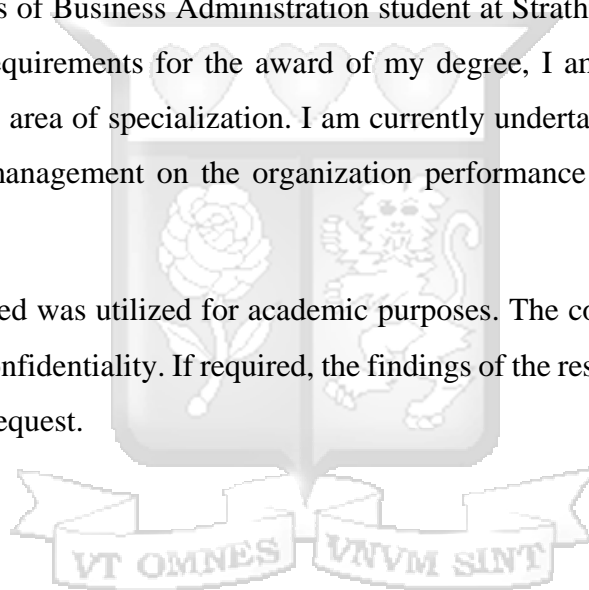
Greetings. I am a Masters of Business Administration student at Strathmore University Business School. As one of the requirements for the award of my degree, I am required to undertake a research study within my area of specialization. I am currently undertaking a study on the effect of workforce diversity management on the organization performance of the Kenya Red Cross Society.

The research data collected was utilized for academic purposes. The collected research data was treated with the utmost confidentiality. If required, the findings of the research data may be availed to your institution upon request.

Regards,

Researcher

Ozem Muriuki



Appendix III: Questionnaire

SURVEY ON EFFECT OF WORKFORCE DIVERSITY MANAGEMENT ON THE HUMANITARIAN ORGANIZATION PERFORMANCE. A CASE OF KENYA RED CROSS SOCIETY

Purpose of the Survey

The purpose of this questionnaire is to assist in assessing the influence of workforce diversity management on the organization performance of the Kenya Red Cross Society. The duration to complete was 15 minutes. Your participation in this survey is purely voluntary and you are free to terminate should you feel uncomfortable to proceed, and there were no implications. The information provided was treated with the utmost confidentiality and was used solely for the research. The findings were reported on aggregate, not on an individual basis.

Should you have any questions, kindly contact Ozem on 0721962985.

PART A: GENERAL INFORMATION

1) Age Bracket

Below 25 years

26 – 35 years

36 years and above

2) Gender

Male

Female

3) Education Level

O- Level

Diploma

Graduate

Post graduate []

Others (Specify).....

4) Your position in the organization

County Coordinators []

Program Coordinators []

Project Officers []

5) Number of years in this department/position

Less than 5 years [] 6-9 years []

10-15 years [] Over 16 years []

PART B: WORKFORCE DIVERSITY MANAGEMENT

This section looks at the various forms of workforce diversity

Please tick the level of agreement of the following statements, where:

5= Strongly Agree 4= Agree 3= Neither Agree nor Disagree 2= Disagree 1= Strongly Disagree

No	Professional Diversity Management	1	2	3	4	5
1)	The organization gives emphasis to candidates' skills in its recruitments					
2)	The organization has policies to retain skilled personnel within the firm					
3)	The organization conducts periodic diversity awareness sessions for employees					
4)	The organization emphasizes diversity and inclusivity among project teams					
5)	The organization offers professional development opportunities across the firm without bias					

No	Demographic Diversity Management	1	2	3	4	5
1)	The organization offers equal opportunities to potential employees regardless of their age					
2)	The organization has a policy for equal opportunities regardless of the gender differences					
3)	The organization ensures fair treatment to personnel regardless of their tenure in the organization					
4)	The organization has implemented policies to ensure equality among personnel regardless of their sexual orientation					
5)	The personnel within the organization are treated equally regardless of their income level					

No	Cultural Diversity Management	1	2	3	4	5
1)	The organization has put in places measures to ensure fair treatment of personnel regardless of their religious affiliation					
2)	The organization has implemented guidelines for fair treatment of personnel with physical disabilities					
3)	The organization regularly conducts cultural team building sessions to enhance tolerance among the personnel					
4)	The organization has enhanced cultural integration through a culturally diverse recruitment policy					
5)	The organization has policies in place to ensure there is no racial discrimination of the personnel					

6) Are you aware of the existence of any other diversity management policies at Kenya Red Cross Society? Please explain

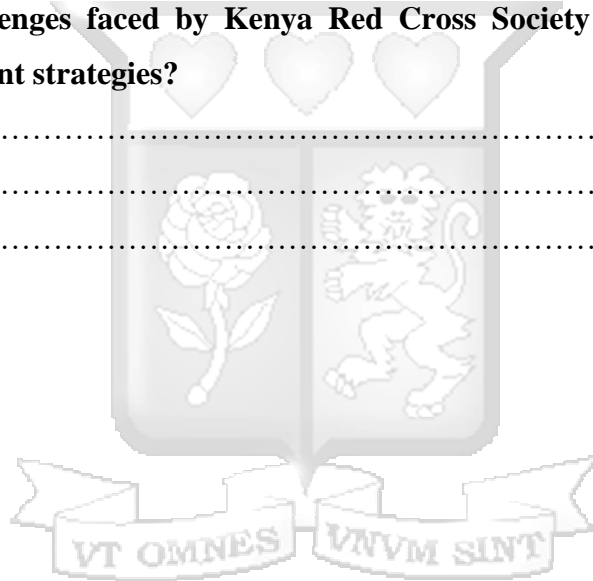
.....
.....
.....

7) In your own view, has this workforce diversity been of any benefit to the Kenya Red Cross Society?

.....
.....
.....

8) What are the challenges faced by Kenya Red Cross Society in applying workforce diversity management strategies?

.....
.....
.....



Appendix IV: Questionnaire for Project Beneficiaries

The purpose of this questionnaire is to assist in assessing the influence of workforce diversity management on the organization performance of Kenya Red Cross Society. The duration to complete was 5 minutes. Your participation in this survey is purely voluntary and you are free to terminate should you feel uncomfortable to proceed, and there were no implications. The information provided was treated with utmost confidentiality and was used solely for the research. The findings were reported on aggregate, not on an individual basis.

Should you have any questions, kindly contact Ozem on 0721962985.

1) Age Bracket

- Below 25 years []
- 26 – 35 years []
- 36 and above []

2) Gender

- Male []
- Female []

3) Education Level

- O- Level []
- Diploma []
- Graduate []
- Post graduate []

Others (Specify).....

4) How long have you been a beneficiary of Kenya Red Cross Society Projects?

- Less than 2 years [] 3-5 years [] 6-9 years [] Over 10 years []



PART A: ORGANIZATION PERFORMANCE

This section looks at the organization performance of the Kenya Red Cross Society.




Please tick the level of agreement of the following statements, where:

5= *Strongly Agree* 4= *Agree* 3= *Neither Agree nor Disagree* 2= *Disagree* 1= *Strongly Disagree*

No	Organization performance	1	2	3	4	5
1)	Projects being implemented by KRCS have been targeted to our needs					
2)	Projects implemented within the community have been done in a timely manner					
3)	I have witnessed efficient completion of the projects within the community					
4)	The number of beneficiaries being impacted by projects by Red Cross Society has increased					
5)	The projects being undertaken by Red Cross Society have been able to solve the community needs					
6)	Projects undertaken by Red Cross Society within our community have been socially sustainable after donor exit					

Thank you for your time and cooperation.

Appendix V: NACOSTI Research Permit

 <p>REPUBLIC OF KENYA</p>	 <p>NATIONAL COMMISSION FOR SCIENCE, TECHNOLOGY & INNOVATION.</p>
<p>Ref No: 508574</p>	<p>Date of Issue: 28/March/2020</p>
<p>RESEARCH LICENSE</p>	
	
<p>This is to Certify that Mr. Ozem Moriuki of Strathmore University, has been licensed to conduct research in Baringo, Bomret, Bungoma, Busia, Garissa, Homabay, Isiolo, Kajiado, Kakamega, Kilifi, Kwale, Lamu, Machakos, Mandera, Migori, Mombasa, Nairobi, Nakuru, Nandi, Samburu, Siaya, Taita-Taveta, Tanariver, Turkana, Wajir on the topic: Influence of Workforce Diversity Management on the Organizational Performance of Kenya Red Cross for the period ending : 28/March/2021.</p>	
<p>License No: NACOSTI/P/20/4268</p>	
<p>508574</p>	
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