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**EFFECT OF WORKFORCE DIVERSITY PRACTICES ON THE PERFORMANCE OF  
BUNGOMA COUNTY GOVERNMENT**

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**(MPPM 90635)**

**A DISSERTATION SUBMITTED IN PARTIAL FULFILLMENT FOR THE DEGREE  
OF MASTER OF PUBLIC POLICY AND MANAGEMENT OF STRATHMORE  
UNIVERSITY**




**AUGUST, 2021**

## DECLARATION

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## DEDICATION

This research dissertation is dedicated to my family and friends whose words and patience have been my source of encouragement. They have endured my absence and unreserved commitment to learning about public policy and diversity.



## ACKNOWLEDGEMENTS

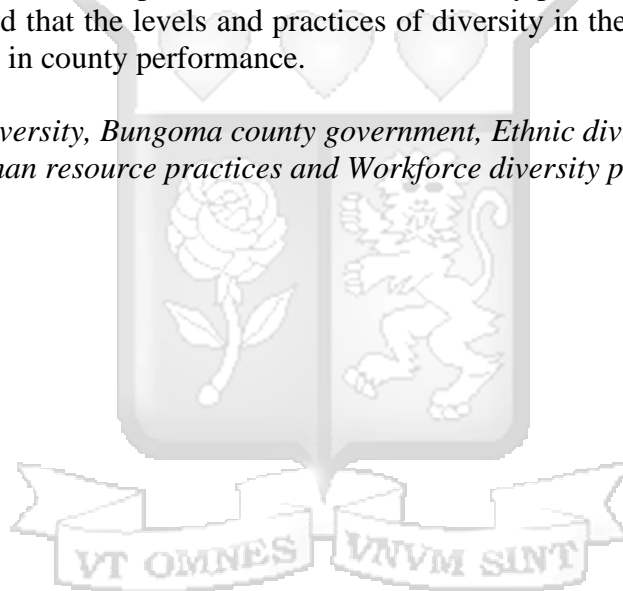
Special thanks to the Almighty God for providing the grace I needed to complete this dissertation. I am also grateful to my supervisor Dr. Everlyne Makhanu whose guidance and support encouraged me in the entirety of this research study.



## ABSTRACT

Diversity is the variety or multiplicity of demographic features that characterize a company's workforce, particularly in terms of age, gender, culture, national origin, handicap, and religion. In some countries, it has come about as government legislation to ensure equity in sharing of available employment opportunities due to high levels of unemployment. Diversity of the workforce has a significant effect on the performance of the organization. The general objective of the study was to determine the influence of workforce diversity practices on the county government performance of Bungoma. Bungoma county government has 6248 employees that formed the population under study. The sample involved 54 employees from the directorate of the human resource, and they were classified into 3 strata of management. The study employed a descriptive research design in data collection and data analysis was done using SPSS version 19. The findings showed that there was a significant relationship between workforce diversity practices with county government performance. The county had more than half of its workforce being youthful (58%). The workforce had an intellectual diversified pool that was well educated and finally, there was awareness of the two-thirds gender rule – a legislative provision in Kenya's governance system. The model that was used in estimating the relationship between workforce diversity practices and county government performance confirmed that the levels and practices of diversity in the workforce would explain 33.9% of the variation in county performance.

**Key Terms:** *Age diversity, Bungoma county government, Ethnic diversity, Gender diversity, Human resource practices and Workforce diversity practices.*



## TABLE OF CONTENTS

<b>DECLARATION.....</b>	<b>ii</b>
<b>DEDICATION.....</b>	<b>iii</b>
<b>ACKNOWLEDGEMENTS .....</b>	<b>iv</b>
<b>ABSTRACT.....</b>	<b>v</b>
<b>LIST OF ACRONYMS .....</b>	<b>ix</b>
<b>List of Figures.....</b>	<b>x</b>
<b>List of Tables .....</b>	<b>xi</b>
<b>DEFINITIONS OF KEY TERMS.....</b>	<b>xii</b>
<b>CHAPTER ONE .....</b>	<b>1</b>
<b>INTRODUCTION TO THE STUDY.....</b>	<b>1</b>
1.1    Background to the Study .....	1
1.1.1    Workforce Diversity .....	3
1.1.2    Organizational Performance .....	5
1.1.3    Bungoma County .....	9
1.2    Statement of the Problem .....	10
1.3    Objectives of the Study .....	12
1.3.1    General Objectives.....	12
1.3.2    Specific Objectives .....	12
1.4    Research Questions .....	12
1.5    Significance of the Study .....	12
1.6    Scope of the Study.....	13
1.7    Chapter Summary.....	13
<b>CHAPTER TWO .....</b>	<b>15</b>
<b>LITERATURE REVIEW .....</b>	<b>15</b>
2.1    Introduction .....	15
2.2    Theoretical Review .....	15
2.2.1    The Equity Theory .....	15
2.2.2    Social Identity Theory.....	17
2.3    Empirical Review .....	20
2.3.1    Demographic Segmentation Practices and County Government Performance .....	20
2.3.2    Human Resource Recruitment Practices and County Government Performance...	22

2.3.3	County Regulation Practices and County Government Performance.....	24
2.4	Research Gaps Identified .....	27
2.5	Conceptual Framework .....	29
2.6	Operationalization of Variables .....	31
2.7	Chapter Summary.....	31
<b>CHAPTER THREE.....</b>		<b>32</b>
<b>RESEARCH METHODOLOGY .....</b>		<b>32</b>
3.1	Introduction .....	32
3.2	Research Philosophy .....	32
3.3	Research Design.....	32
3.4	Targeted Population .....	33
3.5	Sampling Procedures and Sample Frame.....	34
3.6	Data Collection.....	35
3.7	Data Analysis .....	36
3.8	Research Quality .....	37
3.8.1	Research Validity.....	37
3.8.2	Reliability Test.....	38
3.9	Ethical Consideration.....	39
3.10	Chapter Summary.....	39
<b>CHAPTER FOUR.....</b>		<b>41</b>
<b>DATA ANALYSIS AND PRESENTATION OF FINDINGS.....</b>		<b>41</b>
4.1	Introduction .....	41
4.2	Response Rate .....	41
4.3	Background Information of the Respondents.....	42
4.4	Respondents Positions at the Bungoma County Government.....	43
4.5	Ethnic Characteristics at the Bungoma County Government.....	44
4.6	County Government Performance in Bungoma County .....	45
4.7	What is the Influence of Demographic Segmentation Practices on the Performance of the County Government of Bungoma? .....	45
4.7.1	Descriptive Analysis of the Demographic Segmentation Practices.....	46
4.7.2	Relationship between Demographic Segmentation and County Performance .....	46
4.8	How do Human Resource Practices Influence the Performance of the County Government of Bungoma? .....	52
4.8.1	Descriptive Statistics on the Human Resource Recruitment Practices.....	52

4.9	How do County Regulation Practices Influence the Performance of Bungoma County Government? .....	54
4.9.1	Descriptive Statistics on County Workplace Regulation Practices .....	55
4.10	Overall Regression Model of the Effect of Workforce Diversity .....	57
4.11	Chapter Summary.....	57
<b>CHAPTER FIVE .....</b>		<b>58</b>
<b>DISCUSSIONS, CONCLUSIONS, AND RECOMMENDATIONS .....</b>		<b>58</b>
5.1	Introduction .....	58
5.2	Summary of findings.....	58
5.3	Discussion of findings.....	59
5.3.1	Influence of Demographic Segmentation Practices on Performance of the County Government of Bungoma .....	59
5.3.2	The Influence of Human Resource Recruitment Practices on County Government Performance in Bungoma County .....	66
5.3.3	The Influence of County Regulation Practices on County Government Performance in Bungoma County.....	69
2.1	Conclusion.....	71
5.4	Significance of Study .....	72
5.5	Limitations of the Study.....	73
<b>REFERENCES.....</b>		<b>74</b>
<b>APPENDICES .....</b>		<b>82</b>
<b>APPENDIX I: Introduction Letter.....</b>		<b>82</b>
<b>APPENDIX II: Research License.....</b>		<b>83</b>
<b>APPENDIX III: Questionnaire for Middle-Level Management &amp; Operation Management .....</b>		<b>84</b>

## LIST OF ACRONYMS

<b>OECD -</b>	Organization for Economic Co-operation and Development
<b>HRM -</b>	Human Resource Management
<b>PLWD -</b>	People Living with Disability



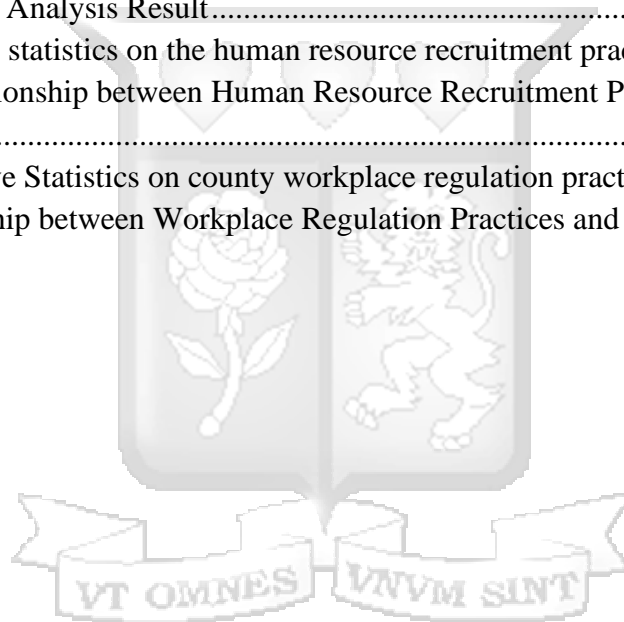
## List of Figures

Figure 2.1: Conceptual Framework ( <i>Source: Researcher (2020)</i> ).....	30
Figure 4.1: Response Rates ( <i>Source: Researcher, 2020</i> ) .....	41
Figure 4.2: What is Your Position at the County Government? .....	43
Figure 4.3: Do You Speak the Native Language? .....	44



## List of Tables

Table 2.1: Summary of the Literatures Reviewed, Findings & Research Gaps .....	28
Table 2.2: Operationalization and Measurement of Research Variables.....	31
Table 3.1: Target Population.....	34
Table 3.2: Sample Frame .....	35
Table 3.3: Reliability Test.....	38
Table 4.1: Gender and Age Distribution of the Respondents .....	42
Table 4.2: Education Level and Years of Experience of the Respondents .....	43
Table 4.3: Showing Descriptive Statistics for Bungoma County Government Performance.....	45
Table 4.4: The Model Summary .....	47
Table 4.5: Showing the correlation between gender and Bungoma County performance .....	47
Table 4.6: Showing Correlation between Age and County Performance .....	50
Table 4.7: Model Regression Coefficients.....	50
Table 4.8: Correlation Analysis Result.....	51
Table 4.9: Descriptive statistics on the human resource recruitment practices .....	53
Table 4.10: The Relationship between Human Resource Recruitment Practices and County Performance .....	54
Table 4.11: Descriptive Statistics on county workplace regulation practices .....	55
Table 4.12: Relationship between Workplace Regulation Practices and County Performance ...	56



## DEFINITIONS OF KEY TERMS

- Bungoma County:** This is one of the 47 counties that form part of the larger Kenyan region. It has been coded county number 39 and according to the population, the census had a population of 1.671 million people.
- Recruitment Practices:** These are important operations in human resource management that are designed to make the best use of. Of employee's strength to meet the strategic goals and objectives of the employers and the organization as a whole.
- Workforce Diversity:** Refers to the ability of the workforce to ensure that it leverages the skills that are available to the pool of talent that is available to it at any given time.
- Work Performance:** The evaluation of the level of accomplishment of a given task measured against established standards of accuracy, completeness, cost, and speed.
- Workplace Regulation:** These are the standards that define conduct at the workplace and the need to meet for controlling for specific hazards and risks, such as noise, machinery, and manual handling. They also set out the licenses that employees need for specific activities, the records to be kept, and the reports employees need to make.

## CHAPTER ONE

### INTRODUCTION TO THE STUDY

#### 1.1 Background to the Study

As the world grows into a village, globalization has made all parts of the world accessible to everyone. Public organizations are finding themselves at crossroads in the new millennium as they grapple with human resource challenges that are stemming from workforce diversity (Pitts & Wise, 2009). It might be said that in the wake of technological advancement in the 21st century, countries and organizations have found themselves demanding skill sets that will help them keep pace with the advancement which in turn make workforce diversity a key success pillar.

Global shifts in workforce structure have been influenced by migration and immigration patterns (Bazzi, Gaduh, Rothenberg, & Wong, 2017). These migration patterns influence the composition of the workforce. Countries like the United States of America can provide an indication of diversity in their workforce and the continued need to ensure that the workforce is diverse (Allen, Joshua-Gojer, & Huang, 2019). Programs like the Green Cards are a means to improve workforce diversity by checking on skills and level of education before being allowed to join their country. Canada's immigration program is very receptive to immigrants who meet their migration criteria. Amongst the item they consider is an individual's skill set and how diverse they are. That the Visa lottery program is designed in such a way that the more diverse an applicant's background is, the more points one has and equally the better chance one stands in migrating to Canada.

Regionally it has taken some time for Africa, as a continent, to grow to its current potential. Amongst the elements that have spearheaded this growth is the diversification of the workforce that happened when Africa allowed experts with skills that were scarce and - in some cases - unavailable to come into the continent to help in revolutionizing the continent (Mlambo & Adetiba, 2020). The effects of workforce diversity include improved perspectives, increased productivity, reduced fear, and improved performance. Companies operating within the African continent just like across the world, are working towards achieving diversity in their workforce

so that they can enjoy synergy brought about by the competent pool presented to them by the diverse workforce (Cho, Kim, & Barak, 2017).

A number of research studies show that after the promulgation of the Kenyan constitution in 2010, there was an aura of oneness that was sweeping throughout the country. Kenya redefined its internal boundaries and divided the country into 47 regions that were referred to as counties. With devolution rolled out following immediately thereafter, the new administrative units called counties took the role of ensuring that there is workforce diversity among other social cohesion roles. Kenya continuously works on unity and a forged vision that will allow it to move forward as one, political truces like “The Handshake” that was experienced in March 2018 were a means to put an end to divisive politics. Further campaigns calling for diversity include the push for inclusivity of minor tribes into the Kenyan political landscape. The current political push also revolves around means of successfully implementing the two-third-gender rule effectively across the country (Williams & O'Reilly III, 1998). In some counties, it has come about as government legislation to ensure equity in sharing of available employment opportunities due to high levels of unemployment. Diversity can improve organizational effectiveness since organizations that have developed experience and a reputation for managing diversity will likely attract the best personnel (Carrell, Sippola, Smale, & Mann, 2000).

Inclusive growth is at the center of ensuring a fairer society as well as a stronger economy that has its citizen economy pulling together (OECD, 2015). The report states that widening income gap between the rich and the poor undermines economic growth in a country and causes strain between the government and its citizenry. Towards an effort to reduce the income gap, Kenya has been receptive to workforce diversity as it allows the redistribution of income to a wider segment of the country (Pitts & Wise, 2009). Like large organizations, county governments have been open to the recruitment of individuals from diverse backgrounds to allow for the richness of their workforce and therefore this study sought to find out the effect of workforce diversity on the performance of the county government of Bungoma.

### **1.1.1 Workforce Diversity**

According to Kundu & Mor (2017), workforce diversity refers to the similarities and differences found among the people employed by an organization. Workforce diversity thus encompasses the experiences and characteristics of employees such as age, gender, race, education, religion, sexual orientation, physical abilities, and cultural background. Kundu and Mor opine that workforce diversity is no longer viewed as a legal or obligation of the government but a strategic priority for organizations yearning to attain sustainable competitive advantage. Several political, economic, and social factors play a critical role in the contribution to the diversity of today's workforce especially in an era where organizations are continuously restructuring their operations to get the most out of their operations (Bhadury, Mighty, & Damar, 2000). Notably, diversity management initiatives are critical in the attainment of the strategic goals of the organization. To operationalize diversity, organizations should identify, recruit, and retain talents that exhibit diverse characteristics such as education, cultural background, and experience.

Moreover, companies should identify strategic roles and fill them with diverse talents to ensure that they reap from the competitive advantage presented by diverse workforces such as creativity, innovativeness, efficiency, and diverse skill sets. Good workforce diversity practices in human resource management are expected to improve and augment employee performance as well as organizational performance (Ellison & Mullin, 2014). As organizational performance is affected by the performance of an individual employee, so would the positive consequences of workforce diversity at the employee level also go about as inherent and variables in developing employee cooperation.

In terms of demographic segmentation practices, diversity according to Kim (2012) is the variety or multiplicity of demographic features that characterize a company's workforce, particularly in terms of race, sex, culture, national origin, handicap, age, and religion. Liang and Langbein (2015) further expound on diversity as the differences among people in ethnicity, age, race, gender, religion, sexual orientation, socioeconomic background, and capabilities/disabilities. The workforce is defined as the totality of the people working in an organization (Hornby 2015).

Rushton (2008) states that good workforce diversity traditions in the human resources field are understood to boost the performance of employees and organizations. There is a high positive relationship between workplace diversity practices and the effectiveness and /or profitability of the firms based on recent studies (Kampf, 2011). Diversity contributes to improved inventiveness, broad viewpoints, better problem description, and problem-solving. Furthermore, employee diversity allows increased creativity, a wider range of perspectives, better problem definition, more alternatives, and better solutions (Krajcsák & Gyökér, 2013). Hur and Strickland (2015) define workforce diversity management as “the systematic and planned commitment on the part of the organization to recruit and retain employees from diverse demographic backgrounds”.

There is a high positive relationship between good diversity practices and profitability of the firms as studied by Bedi et al. (2014). Diversity contributes to improved inventiveness, broad viewpoints, better problem description, and problem-solving; there are more alternatives and better solutions to the problems (Duxbury & Higgins, 2018). It is additionally discussed that, with lessening consistency in the level of diversity in the workforce, associations need varied approaches to different administration arrangements that allow them to keep their focused position in the business sector (Daft, 2008).

Another significant aspect of diversity is inclusion, which deals with the level of acceptance of people of divergent orientations. Employees need to feel accepted and involved in workplace productivity without any form of prejudice. It is vital to highlight that many organizations exercise diversity in their casual form of turnover while practically they still lack it (Gilbert & Ivancevich, 2010). Notably, diversity does not stop at having a diverse turnover. However, it should entail the extent to which the diverse employees feel that their voices matter, are accepted, and are involved in decisions that affect their wellbeing in and out of the workplace. Therefore, diversity and inclusion go hand-in-hand when assessing the true nature of diversity. This implies that all employees regardless of their minority background should be treated and viewed equally.

This study looked at workforce diversity as a fundamental component of organizational performance. It then established if the selected county government practices workforce diversity. With the Kenyan constitution making it mandatory for public entities to ensure that diversity exists within the workforce, Bungoma County Government is expected to ensure that it recruits and puts in place a diverse workforce per the Kenyan constitution. While there are numerous aspects of diversity, this study focused on gender, age, and education as the primary aspects of diversity to investigate.

### **1.1.2 Organizational Performance**

Ellison & Mullin (2014) defines organizational performance as the actual output of an organization measured against its goals and objectives. Further, they denoted that organizational performance is determined by numerous factors, among them workforce diversity. The motivation of employees and management of human resources has a direct influence on the improvement of the individual performance of any employee. Improving the satisfaction of an employee is the foundation of commitment, which has been described as “the source of any organization's power and competitiveness” that amounts to improved performance (Krajcsák & Gyökér, 2013). Management of diversity incorporates utilizing the cultural contrasts as part of aptitudes of individuals, thoughts, and inventiveness to add to a typical goal and undertaking it in a manner that gives the organization a competitive edge over other organizations (Morrison, 2012). It is also argued that with decreasing homogeneity in the workforce, it has become crucial for organizations to develop equal opportunities and diversity management policies to maintain the skills of employees with diverse backgrounds to protect their competitive position in the marketplace (Gilbert & Ivancevich, 2010).

Organizational performance is the measure of how well organizations do their jobs. It is the measure of how efficient and effective an organization is and how well it achieves its objectives (Stoner, Freeman & Gilbert, 2013). Performance is a measure of how well the organization can achieve its own goals and objectives that may be financial or non-financial which is measured against the intended outputs.

Performance in organizations is a concept that is grounded on the notion that companies utilize physical and human resources for a shared purpose.

According to Mbithi (2014), the indicators of organizational performance include exceptional achievement, high profitability, and superior customer satisfaction. Organizational performance has been conceptualized from two perspectives-financial perspectives and non-financial perspectives. The traditional means of measuring the organizational performance was through the financial measurements only (Gitau, 2014). New performance measurement frameworks that accommodate both the financial and non-financial measurements have been introduced (Morrison, 2012). This includes the changes in the level of awareness and diversity that can be used to measure performance. Some scholars have advocated for a mixture of the financial and non-financial performance measures as indicators of government performance (Mwandebe, 2009).

The performance of the County is measured using several indicators. Graesty (2016) in his study used the following to measure the performance of an organization; the amount of time it takes to recruit a vacant position, the average number of days taken for unscheduled absence per officer, the number of vacant positions, the percentage of officers trained during a given time, the attrition rate, the level of productivity, the number of layoffs and staff morale. In this study, the researcher measured county performance using the time it takes to recruit a vacant position, unscheduled absence per officer, changes in the number of layoffs, and productivity.

According to Diableu et al. (2017), human resource recruitment practices are at the center of organizational performance. Human resource recruitment practices refer to the processes that are used during recruitment, training, period performance review, and compensation of the employees (Rousseau & Greller, 1994). Human resources recruitment practices are at the center of employees' belief in their employer. The human resource practitioners are the ones responsible for the management of the psychological contract between the employer and employee (Diableu, Shagamiz, Tredeua, dubline, & Mckenzie, 2017) According to Leung (2004), defined human resource recruitment practices as to how entrepreneurial firms can attract and retain the needed human resources to allow for their business continuity.

The performance of an organization or firm is determined by the kind of workforce that they have in the organization (Gubin & Mohammed, 2018). As part of their main interest, the human resource is a magnet for attraction and nurturing competent talent. Studies have shown that recruitment practices, training and development, competitive compensation, and performance appraisal have played a significant role for high sales growth performing firms as compared to their counterparts that fail to give much weight to recruitment practices (Carlson, Upton, & Seaman, 2006). The county governments have employees that are employed under the directorate of the human resource office to perform county functions thus are referred to as county employees. As employees of the county government, the performance of the county government of Bungoma is dependent on the input of the employees as one of the critical stakeholders in the county government programs.

Moreover, the performance of an organization or any entity is influenced by the diversity of skills and experiences of the employees. Employees from diverse backgrounds come with a variety of experiences and skills that are vital in propelling an organization to success. It is in the best interest of every organization to optimize productivity and profitability. Whereas county governments are not profitable entities, they are engaged in providing crucial services to the people. Therefore, they are expected to provide the best services to the people. Therefore, they not only need competent employees but also need diverse experiences and skills. One significance of diversity is that it comes with different experiences for different people (Carlson, Upton, & Seaman, 2006). Life experiences impact individuals in different magnitudes. Such experiences can be tapped to become assets at the workplace. Having employees from the same ethnic group denies the people an opportunity to benefit from experiences in other regions. Sharing of experiences at the workplace helps in proper policymaking, which ultimately affects the lives within the respective jurisdiction.

The human resource office ensures that the counties can get their hands on the most talented individuals and retain them. The rate of internal job hires as well as the number of job candidates who meet the job criteria is an indicator of human resource recruitment practices. The function of the human resource recruitment practices in this study was measured using the qualification index, productivity levels of employees, and the presence of opportunity for growth.

The duty to identify and recruit the best employees for the county government rests with the human resources office. The office has to outline its recruitment policy and then identify the right individuals to further the set policies. The problem the county governments face is that political offices have instability, which often has adverse impacts on recruits and retention of employees. Building a formidable workforce should be sustained. Therefore, employees should be able to work without undue influence. However, the human resource office in Bungoma County cannot operate without political influence. This being the case, the human resource office must stick to the goals of recruitment and only bring employees with the needed level of competence (Bal et al., 2015). As aforementioned, diversity does not automatically come with competence, especially in offices with rampant political influence. There is a tendency of political leaders to bring relatives thus disregarding the internal hiring criteria. Therefore, such offices can bring a diverse workforce but still fail to hire the most competent staff. It is paramount that the human resource office is guided by ethical standards and little political influence so that the diverse workforce can live to the expected standards.

The county government is tasked with day to day running of the county activities for the betterment of the locals living in its jurisdiction. The regulations in the Kenyan county governments are based on deliberations made both at the national assembly and the county assembly to determine the regulations that are enacted within the counties. The county governments were established to help with fiscal decentralization in Kenya and the process, they were tasked with the responsibility of not only generating their revenues at the county level, but also it was an opportunity for them to exercise autonomy of duties (Githinji, 2020). The county governments provided autonomy from the national government allowing them exclusivity in some of the activities that they are undertaking. The counties perform other functions that they get assigned by the national government. The regulations at the county level are meant to provide direction on the activities that are being carried out in the county.

Regulations at the county level were meant to allow counties to prioritize the activities that they felt would be beneficial to people in the local community. County regulations allow the county to take the lead in ensuring that they have the right team to implement their agendas and that they are working for the benefit of their constituents. Through county regulations, decisions are made so that the County can

pass regulations that ensure they are within legal means to run the affairs of the County.

Moreover, the county regulations ensure that there are policies in place that protect its workforce as well as provide a conducive environment that allows for efficiency. The regulations that are passed and agreed with at the county level are the yardstick that defines the parameter within which county officials use to measure their performance in the delivery of public service.

### **1.1.3 Bungoma County**

Bungoma County is a county in the former western province of Kenya. Its “capital” is Bungoma or Bungoma Town. It has a population of 1,809,310 consisting of 883,475 males and 925,835 females. It covers an area of 3032.4 km<sup>2</sup> (The County Government of Bungoma, 2018). In 2010, the neighboring Mount Elgon District was eliminated, and its lands were merged with Bungoma district to form Bungoma County. Farming is the main economic activity in the County. Bungoma county government has a workforce of 6, 248 employees distributed as 563 permanent and 5,816 contract staff who contribute to the performance of the County. Considering that diversity in the human resource has an impact on the performance of an organization (in this case the County is considered the organization) then it has opened its doors to diversity as well as influence on its performance.

Bungoma County is at the center of a patriarchal society where men have taken the lead in the decision-making society (Awino, 2017). With the advent of education and the relegation of conservation norms that had defined culture in this region for more than a century, women and girls were starting to enjoy the exposure that education bought. With the level of acceptance of the girl child’s contribution to the economic activity of the country, the county also opened its door to women in their labor force.

Bungoma county management should acknowledge Harold and Kumar’s (2012) point of view that in organizational performance index, workforce diversity needs to encapsulate practices gears toward appreciating and understanding the interdependence of humanity, natural environment, and culture; embracing the practice of mutual respect for experiences and qualities that are different from our

own; recognition of the fact that cultural, personal and institutionalized discrimination is a way of creating and sustaining privileges for some while being a disadvantage for others; as well as establishing alliances across differences among people to work together toward eradicating all forms of discrimination.

## **1.2 Statement of the Problem**

Workforce diversity is a complex phenomenon to manage in an organization. The management of workforce diversity as a tool to increase organizational effectiveness cannot be underscored, especially with current changes sweeping across the globe. In recent years, most organizations have embraced workforce diversity intending to increase profits and productivity (Cumming, Leung, & Rui, 2015). Diversity has seen organizations benefit in a myriad of ways amongst them having management that manages workforce diversity and its ethics such as battling discrimination, fostering inclusiveness, acknowledging the value of diversity, and finally dealing with the losses that are due to prejudice or legal actions brought against the organization (Devoe, 2019).

According to Önday (2016), the world has experienced a notable process of change to attain the acceptance of individual differences and the significance of such differences to the organization. Önday denotes that between the 1960s and 2000s, the global workforce has attained significant progress towards enhancing diversity at the workplace. The 1960s marked the beginning of affirmative action, which was followed by valuing differences in the 1980s. In the 1990s, the focus switched to managing diversity because its values were already evident among organizations that embraced it. In the 2000s, the focus is on living diversity as it has become pivotal in enhancing organizational success (Önday, 2016).

Africa is still lagging in implementing workforce diversity due to the marginalization of some communities and groups. In some countries, women are still ignored in government positions due to cultural propositions. While this attitude is increasingly changing towards a positive end, there are still glaring disparities in workforce diversity, especially gender diversity. Some of the reasons why most organizations are still struggling to find suitable women to fill in respective positions are due to perceptions about women's abilities (Önday, 2016). The author opines that women are still perceived to be unable to work under certain conditions or environments,

which he believes is an excuse to maintain the status quo. As a result, there is still a lot to be done to ensure that diversity is fully accepted and implemented in the African workforce.

Locally, the public service commission (PSC) is a Kenyan government agency that is mandated with the promotion and evaluation of the extent to which values in article 10 and 232 of the constitution of Kenya complies with the public service (PSC, 2018). Their charter stipulates that in accordance with article 232 of the Kenyan constitution that demands that the public service must be a representative of the diverse communities in Kenya and that adequate and equal opportunities in compensation, training, and promotion. In compliance with this National directive that advocates for the increase in diversity, the county government of Bungoma has been working on means to enable it to get the most from its workforce. The county government of Bungoma is expected to offer employment opportunities not just to people who are from within its borders but also from the neighboring regions. This study intends to find out the effect of workforce diversity (age, gender, tribe, and level of education) practices on the performance of the county government of Bungoma.

Kenya's population is on a growth trajectory and is expected to reach up to 85 million people by 2050 according to a demographic transition and growth report by World Bank (2019). The increase of the population will increase the talent that will be accessible as hires to employers across the country. With the government being the largest employer in Kenya, the diverse pool from this population serve as their employees. The burst in the population would be experienced in the County as well as increasing diversity on the options that will be available as a talent pool. It is in this regard that the study sought to determine the effect of workforce diversity on the performance of the Bungoma county government.

Kenya adopted a new constitution in 2010, which brought to existence the county governments. Moreover, the constitution also made it mandatory for public offices to ensure that there is a diverse workforce hired to perform duties. This is largely in practice. However, it is not yet clear whether the workforce diversity is having positive or negative impacts on the performances of the county governments, thus making this study necessary. The study will thus examine the impact of workforce

diversity on the performance of Bungoma County Government, which is regarded as one of the diverse counties in Kenya, owing to its geographical and strategic location.

### **1.3 Objectives of the Study**

#### **1.3.1 General Objectives**

The general objective of this study is to determine the effect of workforce diversity practices on the performance of the Bungoma county government.

#### **1.3.2 Specific Objectives**

- i. To establish the influence of demographic segmentation practices on the performance of the Bungoma county government.
- ii. To determine the influence of human resource practices on Bungoma county government performance.
- iii. To examine the influence of county regulation practices on Bungoma county government performance.

### **1.4 Research Questions**

- i. What is the influence of demographic segmentation practices on the performance of the Bungoma county government?
- ii. How do human resource practices influence the performance of the Bungoma county government?
- iii. How do county regulation practices influence the performance of the Bungoma county government?

### **1.5 Significance of the Study**

The findings and recommendations of the study would benefit the following groups:

**Government and Policy Makers:** The study will be significant to the administration of the Bungoma county government and help create awareness on where it stands when it comes to workforce diversity practices and the effect it has had on its performance. It will help key decision-makers when it comes to workforce diversity practices. The study will be significant to the council of governors who could borrow suggestions and learn from the findings of this study. Bungoma county government findings can be used for comparative analysis to other counties' findings. The study

would contribute towards the development of policies at the county government level as well as the national level.

**Academia:** The study will be beneficial to other scholars who have an interest in furthering their research on the workforce diversity practices at Bungoma county government. The study would also form part of the literature and be used as a point of reference from which they can refer to when conducting studies related to the subject in the future.

## **1.6 Scope of the Study**

On the concept front, the study focused on three aspects of workforce diversity, which include demographic practices and human resources recruitment practices and how they influence the performance of the county government. In context, the study investigated the impact of workforce diversity in Bungoma County, being a representative of county governments. The study is conducted in Bungoma County, and it is affecting the county workforce as well as the administrative units of the County. These would be the main beneficiaries of the finding of this study. The population of the workforce of Bungoma at the time of research had 6,248 individuals distributed as 563 contract employees and 5685 permanent staff. The research was interested in examining the effect of the workforce as of 2020. Moreover, the study used descriptive research methodology to collect the relevant data, which were used to answer the research question. Moreover, the project was done estimated to take one year, which included doing the proposal and final report.

## **1.7 Chapter Summary**

This chapter is the introduction chapter of the research. It comprises the background of the study, statement of the problem, objectives of the study, research questions, significance of the study, the scope of the project, and limitations of the study. The aim of chapter one is to develop the guiding foundation for the study, which helps to follow through and conceptualize the research. The background of the study highlights the motivation towards undertaking this research while the problem statement provides an overview of the problem that informed the research questions. The objectives highlight the overall goals of the study, specifically, what the study seeks to achieve from a broader perspective; from academic and philosophical perspectives. The significance of the study offers a reasoned explanation of why it is

worth undertaking the study. The scope of the study explores the detailed extent to which the research explores to answer the research questions. The final part of this chapter is the limitations of the study; the effect of workforce diversity practices on the performance of Bungoma County Government examines the shortfalls of this research with the view of improvement in future research works on this topic.



## **CHAPTER TWO**

### **LITERATURE REVIEW**

#### **2.1 Introduction**

This chapter presents a review of the literature that informs the study. The Chapter consists of a theoretical framework, the conceptualization of the variables, empirical review and a critique of the existing literature, research gaps, and summary of related studies.

#### **2.2 Theoretical Review**

The study considers two main theories to inform on the effect of workforce diversity on performance. The study considered equity theory and social identity theory as the main theories that informed the study. The details of these theories are subsequently discussed.

##### **2.2.1 The Equity Theory**

The equity theory introduced by Adams (1963) proposed the view that fairness and equity are crucial elements for a motivated individual. It postulates that individuals are driven by frankness, and if they identify inequalities in the input or output ratios of themselves and their referent group, they will seek to adjust their input to reach their perceived equity (Adams, 1963). Yousef (1998) explains that equity theory is a theory that centers on the perceived fairness of an individual. The performance of an organization is directly correlated to the level of an employee's motivation in their job setting. The motivation of employees and their performance is dependent on their perception of the treatment from their organization. An employee reflects on how much effort they have expended in their services and compares this to what reward they have received from it. This theory shows that employees strive to achieve equity between themselves and their co-workers. This theory is important in understanding the independent variables, specifically the human resource recruitment practices. This is because fairness in a workplace is largely dependent on the recruitment process as supported by Kundu & Mor (2017), which posits that recruitment is the cornerstone of any fair workforce because it is the stage at which the organization lays the foundation for its core values by hiring fairly.

The equity theory is concerned with the perceptions people have about how they are treated in comparison to others. The theory posits that employees seek to maintain equity between the input they bring into a job (education, time, experience, commitment, and effort) and the outcome they receive from it (promotion, recognition, and increased pay) against the perceived inputs and outcomes of other employees. This theory suggests that organizations have to look at how equitable employees feel for them to meaningfully contribute to organizational performance. While the theory posits that there is a need to ensure equity among employees for them to give their best, it fails to ensure that equity is applied also to the organization's expectations. Organizations just like employees would benefit from having a level of equity that would have its operations at par with similar organizations within the industry to allow them to enjoy at par level of performance.

The County is by the level of engagement of the employees and the extent of diversification of the same workforce. Employees give their best when they know and expect to receive equitable treatment from their supervisors and employers. Employees of the county government of Bungoma can determine the level of equity based on the treatment they receive during the recruitment process, the daily engagement, and finally assessing equity based on the extent to which county regulations can provide the equity to them. Through equity, the county government of Bungoma is also able to ensure that it does not discriminate in any way employees that are looking for an opportunity at the County, encouraging increased diversity. Everybody has a motivating factor that will drive them to work harder and produce tremendous results. A motivated workforce has improved productivity and is likely to overcome work challenges and grow their careers as well as the organizational standings.

The definition of equity and individual input to the organization should be representative of what the individual gets from the organization (Al-Zawahreh & Al-Madi, 2012). Salaries, bonuses, and promotions are some of the biggest balances and checks that equity brings to an organization. Equity is measured by individuals by comparing the surrounding actions, colleague treatments, and understanding of the organizational policy. Equity works in two phases namely the output versus the value

of the input, and the second phase being the treatment of colleagues concerning their inputs. The human resources department has a tremendous job of building a motivated workforce across all the departments within and outside of the organization.

The county government of Bungoma is not working in isolation in terms of equity within the corridors of power. However, it has not met the highest standard of equity envisaged in all organizations and is coveted by all the workforce within and out of the county. The broad sense in which equity is applied posits that the organizational existence must not be narrowly looked at but rather a broader picture of the whole employee expectations within the county (Al-Zawahreh & Al-Madi, 2012). The political leadership and the professional employees must all be motivated differently because they all have an important role to play for the success of the county. The county management and the county public service board must however focus on individual value and determine the employee's worth based on deliverables. Developing a clear employee worth will go a long way in ending the inequality stalemate that cripples the normal working of the county. Fairness is developed by determining the difference between seniority and value addition. Fairness also involves understanding the excesses on the senior levels that may create inequality to the junior employee motivation.

The county management of Bungoma can add to the perception of employee value, input, and output so that a balanced decision is made understandable for everyone (Al-Zawahreh & Al-Madi, 2012). The equity theory of motivation assures that a high level of workforce motivation can only be obtained when all the employees hold the view that they are being fairly treated. Employees will compare themselves to others in terms of both input and output, it is, therefore, important to make clear the value of each employee and generate a logical remuneration and appraisal format that will be inclusive and self-explanatory.

### **2.2.2 Social Identity Theory**

Scholars -Henri Tajfel and John Turner - at the beginning of the 1970s and the 1980s expressed the social identity theory. According to the theory, social identities are reflections of the social categories, groups, as well as networks that an individual may belong to. The core function of the assemblage to its members, is its utility in increasing self-esteem and ego, internalized stereotypes as well as the norms are

advanced in a manner that they advantage the in-group. The theory also posits that the process of singling out the group by stereotype apportionment and the allocation of the cognitive frameworks is christened the categorization process (Gilbert & Ivancevich 2010). This theory is pivotal in underpinning the demographic practices, which are a fundamental aspect of an organization. Demographic practices such as age, gender, and level of education are essential demographic components that help organizations to categorize employees for performance evaluations and appraisals (Önday, 2016). Önday asserts that employees often self-categorize into in-groups, which make them feel part of a particular category of people in the organization.

Social identity similarly termed as the self-categorization theory hypothesizes that the embracing of collective identity by a cluster member will outplay his/her personal, individual identity, as he/she becomes an appendage of the collective whole (Gilbert & Ivancevich 2010). Organizational performance is pegged on the identity of its workforce. While allowing for diversity, the new group takes a new identity that is diverse. The theory posits that categorization of individuals in whichever way creates instant favoritism for the “in-group”. The theory however fails to explain to what extent social identity has an impact on improved performance (Tajfel, 1978).

Where there is the existence of diversity in the workforce, the workforce seeks to create an identity that enhances their collaboration within the organization, eventually improving the organizational performance. Through workforce diversity, the team at the county government of Bungoma would benefit from the collective new identity that comes with a diversified workforce. Through the inclusion of workforce from a diversified pool, employees from satellite towns would seek opportunities at the County thereby enhancing the richness of Bungoma county workforce.

Collective responsibility, collective bargain, and group identity are the center of the present employees’ labor union forces. People are identifiable by particular social classes, professional bodies, and company holdings and on these premises, they gain their valuable identities (Trepte, 2013). These groups and organizations that people form to exist in classes must be managed and molded to enhance unity for the growth of the county’s agenda. When the social identifiers are left unchecked, then bad cults like tribalism, partisan politics, and nepotism sets into the daily operation of the

county agenda and risks collapsing the achievements already gained. A balanced social identity system is both effective and assuring in that it provides people with the ability to row the company mandate while respecting the systems of power. The mission and visions of the county should direct the cultures of the workforce in the organization. Social identity takes a particular order to mature and take shape in any organization (Trepte, 2013). The identity begins with categorization, in which the people group themselves with like-minded partners to understand their environment better. Categorization helps the people make decisions about a group, give the group value, and choose to be part of the entity.

After the categorization stage, people progress to the social identification stage where they adopt a group they can identify and resonate with. The employees of the county will identify themselves as either the political class, the professional class, or the locals. The balance between these categories will create an ambient environment that will allow for the growth of the county. The employees must be motivated to work across ranks and bring good in everybody because good motivation will enable them easily to conform to the organizational demands and visions (Trepte, 2013). People get emotional about group issues and consequently, self-esteem is reliant on how they balance their relationships in these classes and the treatment the government affords them. Social comparison is the final stage in the category scale, and it centers on how the employees are treated by the relevant authorities. The county government must ensure the social construct compares closely with the other counties within the nation. The treatment pattern should also mirror the private sector so that the county employees are motivated in the same fashion as the other working class in the region or the society (Trepte, 2013). Competition should be positive between the groups and as such the county public service board must develop frameworks that address the right form of competition and social comparison. Good and well-structured systems will give room for social comparisons that do not generate dangerous competition, rivalry, and hostility.

## **2.3 Empirical Review**

This section reviews the contribution of studies that have been done in the past and contributes to our existing literature.

### **2.3.1 Demographic Segmentation Practices and County Government Performance**

According to Genkova (2018), while studying diversity at the organizational level, he observed that diversity was practiced at the department level, the organizations however they were not labeling it as such. In his study, he opined that diversity management is more than just having different groups working together. In their study on the role of functional and demographic diversity on new product creativity (Dayan, Ozer, & Almazrouei, 2017), they observed that there was a direct relationship between functional demographic diversity and the level of new product creation, which was a measure of performance. They found a stronger direct relationship between demographic diversity and the level of innovation in the organization.

A study on board (demographic) diversity with an interest in corporate social disclosure and the impact it had on business performance, revealed that the employment of diversity has a positive influence on the performance of such companies (Hoang, Abeysekera, & Ma, 2018). Jaiswal & Dyaram (2019) conducted a study involving 311 employees participating in the role of diversity and nature of work revealed that there is a positive relationship between diversity and employee wellbeing.

A survey used primary data involving 1083 participants to determine employees' reactions to workforce diversity in an organization in India by Kundu (2003). In his study, he found out that the male employees rated their female counterparts as less qualified. The findings showed that females believed they had less chance of receiving promotions and raises at work. This study however fails to account for the reason for the uneven distribution of the promotional opportunities and the cause for the skewed promotional and review system.

The World Bank report for demographic transition and growth in Kenya (WorldBank, 2010), states that Kenya has a “bulging youth population” entering the workforce. The report highlights that the population is expected to double up in the next few years

and there will be a large population of youth. This population is energetic and should be at the fore of making an economic contribution to the country and Bungoma County specifically.

Going by the World Bank report (2010) it becomes apparent that with the ballooning population in Kenya, Bungoma country will also be part of the statistics. The growth in population means a more diverse workforce that contains the elderly, the middle-aged, and the young all combining forces to help grow the county's economy. The political class over the years has consisted of many people above fifty years old with the youthful population taking a very small percentage. Equally the number of women has been very low in all the workforce in the country because of how the society programmed its operations initially. Change is however nigh with the constitutional developers demanding that one gender cannot take more than two-thirds of the total positions in any office within the country (Kaingu, 2018). The changes combined with the growing population will ensure that a more diverse workforce comes to play and that no group stereotypes the rest in building a successful economy in the county of Bungoma. The constitution of Kenya (2010) also posits that no single ethnic group can take more than seventy percent of the county jobs because the country comprises a multi-ethnic community.

Diversity is critical in any county because it brings with it new aspects of solving inherent county problems. The World Bank records show that the country is growing its urban population and as such, people are continuously improving their acceptance of diverse communities in the neighborhood (Pollitt et al., 2016). The level of mixed tribal neighborhoods in the urban centers is a convincing sign that social diversity classes are taking shape and cementing the same in organizational growth is a possibility. Workforce diversity in the county government audit by the national cohesion and integration commission of Kenya indicated a trend suggesting a slow growth in the same. The resolution that makes diversity mandatory is enshrined in the constitution of Kenya 2010 (Kaingu, 2018). The report of the National cohesion and integration commission (2016) determined that only 13 county assemblies which amount to 27.6% have adhered to the 70% cap on recruitment of dominant communities. Bungoma for instance is required by law to have not more than 70% of the Luhya. They are expected to include the Batura, the Tachoni, and the other tribes that form part of the country Kenya. The documents on the county government record

ascertained that motivation and professional development do not result from a diverse workforce but rather are politically and tribally inclined.

### **2.3.2 Human Resource Recruitment Practices and County Government Performance**

Human resource recruitment policies refer to the practices that hiring firms and organizations use to ensure that they have the right workforce that is balanced (Hanei, et al., 2019). Wheeler (2014) stated that imbalanced recruitment practices are likely to result in loss of talent. Balanced recruitment opens the pool from which candidates are sourced for the organization to find the right person for the job. Balanced recruitment results in organizations that allow for “activities such as ensuring minorities are shortlisted in interview lists is likely to increase balanced recruitment. Cox (2013) maintains that the invisible aspects of diversity are defined by the values and norms, which are socially constructed in society. To reduce the racial and gender bias in the United States, their government implemented measures that ensure equal employment chances for all. Diversity management involves the utilization of cultural alterations, ideas, and creativity in contributing towards the realization of corporate goals. Kenya has been at the forefront of fighting for inclusivity in its national activities (Gray, et al., 2017). It is in line with this that the county governments are expected to follow the same steps and ensure that they practice inclusion in their recruitment practices. Through inclusion in their recruitment practices, they get access to a diversified pool of workforce that is expected to positively influence their performance.

The national integration and cohesion commission determined that there were several legal loopholes that the county governments were using to thwart a robust and diversified labor force (Pollitt et al., 2016). The factors that affected diversity in the county labor force included stereotyping, misconceptions, fear of the unknown, and lack of independence of the county public service board. Other problems that the county governments face in effecting the diversity model as a good employee motivation tool are the presence of political interference during the recruitment processes, the inadequacy of the institutional checks and balances, balance between diversity and merit, and to a larger extent the continued misinterpretation of section 65 of the county government acts (CGA, 2012). The constitution is achievable, and

the county government act can be utilized to bring out diversity in the workforce in its entirety. The acts of the constitution were designed after thorough deliberation and a surety that in any diverse organization, there existed a high level of motivation that would prompt success.

Every recruitment panel should look at talent, inquisitiveness, academic qualification, integrity level, and track record in the service delivery. The county government opened another docket in the recruitment process so that equity is served to all the legible members of the county. Diversity is a requirement by law to ensure that tribalism does not thrive in the country (Njagi, 2020). Other labor clauses in the constitution opened space for women, youths, and people with disabilities so that the county governments across the country consisted of a diversified employment pool. A diverse workforce will open the grassroots to healing processes that will enable people to work based on qualification and build friends at the workplace regardless of the tribe. Pragmatic employee motivation is rounded on diversity and the county government has no way out but to implement the process. According to the National cohesion and integration commission (2016), diversity in the workplace will reduce conflicts, improve the working environment, and redefine the social groups already in existence within the county. Diversity will ensure that salaries of the county employees are determined based on seniority, performance input, and financial ability of the county as opposed to political or tribal affiliation. A strategic county government should trap on all the available human resources countrywide provided the required talent is recruited.

According to (Guest, 2017) in their study on human resource management and employee wellbeing whereby their study suggested that human resource recruitment practices are meant to benefit both the organization and the employees. The study findings show that HRM practices enhance well-being and enhance a positive employment relationship for employees. This was a reinforcement of (Raineri, 2016) study that examined the link between HRM practices and their influence on the performance of the firm. Results from the findings showed that HRM practices influenced personnel selection, periodic performance evaluation, and empowerment practices, making a simultaneous contribution to the performance of the organization. Gregory & Dezi (2018) in their study on 129 firms that checked on the moderating effect of the HRM practices on the effect of knowledge acquisition on innovation

performance. The findings of the study showed that knowledge acquisition has a positive effect on innovation performance with HRM practices moderating the relationship. A study on professional Service firms' recruitment practices on their organizational performance by (Flood et. al, 2015) on their study on the influence of human resources in the systematic management of high performance to ensure that organization has a high performance.

A study by Jaoko (2014) establishes the relationship between employee academic qualifications and job performance. In the study, the author asserts that continuous improvement of the human capital of the county government employees from time to time is a fundamental undertaking for the management of the county to ensure that it has a workforce that is best aligned to the ever-changing workplace landscape. According to Jaoko (2014), employees constitute the key resources that any organization would have and their feeling about the kind of work they do or the work environment in which they exist is critical in influencing their job performance and thus the productivity levels of the organization. Employees who possess the relevant academic qualifications towards given tasks tend to be proactive and be better placed to achieve the set organizational goals while also increasing organizational performance. Such is a show that even the success of Bungoma County is primarily depending on the performance of its employees which is only derived from educational qualifications, experience, and skills.

### **2.3.3 County Regulation Practices and County Government Performance**

Kampf, (2012) stated that diversity is intended to build awareness about the impediments, which are linked to misunderstanding, diversity of behaviors, and policies in organizations. Organizations striving to sustain competitiveness should therefore train their employees on ways to overcome these challenges efficiently while aiming at improving the satisfaction of consumers. Kim (2012) conducted a study on the impact of human resource management on state government IT employee turnover intentions. They then established that for employees to learn and understand how to work together with people from diverse backgrounds and being by similar goals they need technology. Diversity may entail issues for instance like laws that encourage equal chances and gender mainstreaming among others (Holvino, Ferdman, & Merrill-Sands, 2014).

Paluck (2016) argued that employees relate and work in the spirit of unity, and for those that fail to cooperate, training then serves a vital role in allowing employees to understand each other and maintain respect while focusing on achieving the organization's goals.

County regulations work to ensure that the counties are in order and performing at their best. In some organizations, diversity training has evolved from random training sessions a few times in the year to organizational changes where hiring and retention are executed. Diversity-related training aims at enhancing value in terms of building a 'think tank' that serves to find tenable solutions that serve the organization's needs in particular on matters of innovation, competition, efficiency, and value addition (Paluck, 2006). Although training might not give assurance on change in culture, inadequate training might expose the firm to inefficiencies and losses leading to poor performance. Carpenter & Fredrickson (2011) reported that international experience and diverse educational background were positively related to a firm's global, strategic postures among top management teams.

Mellahi (2018) in a study on the influence of regulations on HRM practices found that the managers who were involved in the study indicated that county regulations have a positive relationship with human resource practices that are employed by the key personnel at the human resource department. In a study that examined the impact of national origin on recruitment practices, Yan (2010) outlined that the country's regulations had a direct relationship with the recruitment practices that a country chose to employ. The influence of the HRM practices is pegged on the framework of the organization regulations that put in place measures that provide the framework for the employee selection which further have an impact on the performance of the organization (Nohria, 2014). To understand the framework for the HRM practices, Budhwar & Sparrow (2002) found out that these practices are made on the premise of organization regulations that define the extent to which they can be practiced.

County governments are devolved units of governance that were adopted to ensure development trickle down to the grassroots. The county practices must be carried out in such a way that diversity is entrenched in the operation (de Lancer Julnes, 2017). The county government should comply with the county government act, the national cohesion and integration commission report, and most of all the tenets of the economic

recovery strategy developed by the coalition government of Narc between 2003 and 2007. Diversity is a major contributor to employee success and motivation in any organization. The growth of an organization depends on the governance, rule of law, and respect for the public systems. Management strategy in the county government must take the national outlook and borrow a leaf from the private sector employee motivation tool kit (de Lancer Julnes, 2017). Diversity in the workplace is enshrined in the constitution and as such can be practiced on all appointments and assignments done within the county ranks. Diversity in the county initiates proper thinking, proper resource utilization, determination of appropriate staffing levels, better appraisal systems that will bring the best in the staff.

The county government has a mandate to practice better and improved methods of staff supervision using instruments like performance, achievements, and target actualization. This staff supervision can only be actuated when a diverse workforce is in play because such will prevent favoritism and biased decisions. Result-based management is a practice that has taken shape in the private sector and the county governments must also take it up seriously (de Lancer Julnes, 2017). Result-based management will necessitate the introduction of performance-based appraisals and employment. Every county must have a benchmark on performance criteria and practice so that regardless of the department doing a review, good and quality performance will be spotted at a glance. The county public service board just like the national public service board is to create a lean, efficient, and motivated staff in the county offices. The key principles of the County government's result-based management system include citizen-centered service delivery, results-oriented work, and accountability (de Lancer Julnes, 2017). Other principles on the list are accountability and transparency, horizontal integration, performance measurements, and monitoring. Achieving such principles of practice requires the commitment of all the members of the county public service board towards a diverse workforce.

Several initiatives have been enshrined in the labor corridors thanks to the performance management framework. The initiatives were designed to enable adequate implementation of performance practices across all the dockets in the counties and country. The initiatives that are in progress today thanks to performance management are performance contracting, rapid result initiatives, and performance appraisal systems and service charters. Diversity sits at the center of performance and

employee environment development. Planning enables performance to be measured on logical grounds free from political interference (Abass et al., 2017). Devolution intended to bring to the grassroots resources that were not accessible earlier due to marginalization.

An inclusive government ensures that all the employees have a sense of belonging within the county. The employees must feel respected, valued, and supported at all times by their colleagues and superiors in the county. Employees will have a sense of dignity when their ethnic group is valued in that particular county and they all stand a chance of working normally and achieving the relevant promotions that come with the job (Abass et al., 2017). The relationship between all the county coworkers, the executive, and the assembly should represent a high level of professionalism so that all the working class is motivated to take ownership of the service delivery of the county. Good performance is a virtue that must be cultivated from all corners through continuous motivation, appraisal, and deliberate calls for inclusivity for all the communities that form part of the county.

#### **2.4 Research Gaps Identified**

The section below outlines the knowledge gaps of the study by presenting the previous studies conducted and the gap that the research sought to fill. The research aims to understand the influence of workforce diversity practices on the county government performance by understanding what county regulations are in place to facilitate the human resource office on the measures it takes to get recruit a talented pool of employees that can influence county government performance. There have been diversity studies that have examined performance at the county government of Mombasa however the study failed to explain the extent to which diversity influenced work performance for the employees. The study also failed to provide insights into whether the work performance of the county employees reflected on the performance of the County.

Another study on workforce diversity in public institutions examined diversity in terms of age, gender, and level of education. The study highlights the challenges of implementing workforce diversity within the institution. This study interested the researcher to find out the role that the human resource recruitment practices play in ensuring that there is diversity. The human resource recruitment practices depend on

regulations in the County. The researcher's interest was therefore to understand the effect that diversity in the workforce had on county government performance. To understand workforce diversity effects on county government performance, the researcher used demographic segmentation practices, human resource recruitment practices, and county regulations practices as the independent variables in determining the performance.

**Table 0.1: Summary of the Literatures Reviewed, Findings & Research Gaps**

<b>Author</b>	<b>Title of the Study</b>	<b>Findings</b>	<b>Research Gap</b>
Nguata (2013)	The issues of implementing workforce diversity policies in Kenyan public universities	The findings of the study showed that the performance of the public universities in Kenya is correlated to the extent to which workforce diversity is practiced as well as effective implementation.	While the study examined the impact of the implementation of workforce diversity, the study does not address the extent to which individuals from neighboring regions have been included in the workforce of public universities. This information would help in determining the extent to which diversity is practiced.
Mwatumwa (2016)	Effect of workforce diversity on employee work performance a study of the county government of Mombasa.	The study established that there was improved employee performance in the county.	The study fails to explain the extent to which improved employee performance in the County influences the performance of the county government of Mombasa. This forms part of the question that the current study tries to address.
Kim (2012)	A study on the impact of human resource management on state government IT employee turnover intentions	They established that for employees to learn and understand how to work together with people from diverse backgrounds and be by similar goals they need technology to enhance their interaction.	The study focuses on the impact of diversity on employee turnover however it does not bring out the structures that ensure workforce diversity is in the first place.
Lu Zhang (2012)	Board demographic diversity, independence, and corporate social performance	They found out that racial diversity had a positive influence on institutional performance.	The study focused only on race to check on the diversity of that board. The study could not be replicated for a public organization as most of them lack independence of authority.

Sanjib (2016)	Demographic diversity for building an effective entrepreneurial team: is it important?	The study found out that demographic diversity contributes positively to the effective performance in the team.	The study considered individuals who had an interest in entrepreneurial activities. The demographic diversity fails to confirm if the same results would apply for service industry.
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*Source: Researcher (2020).*

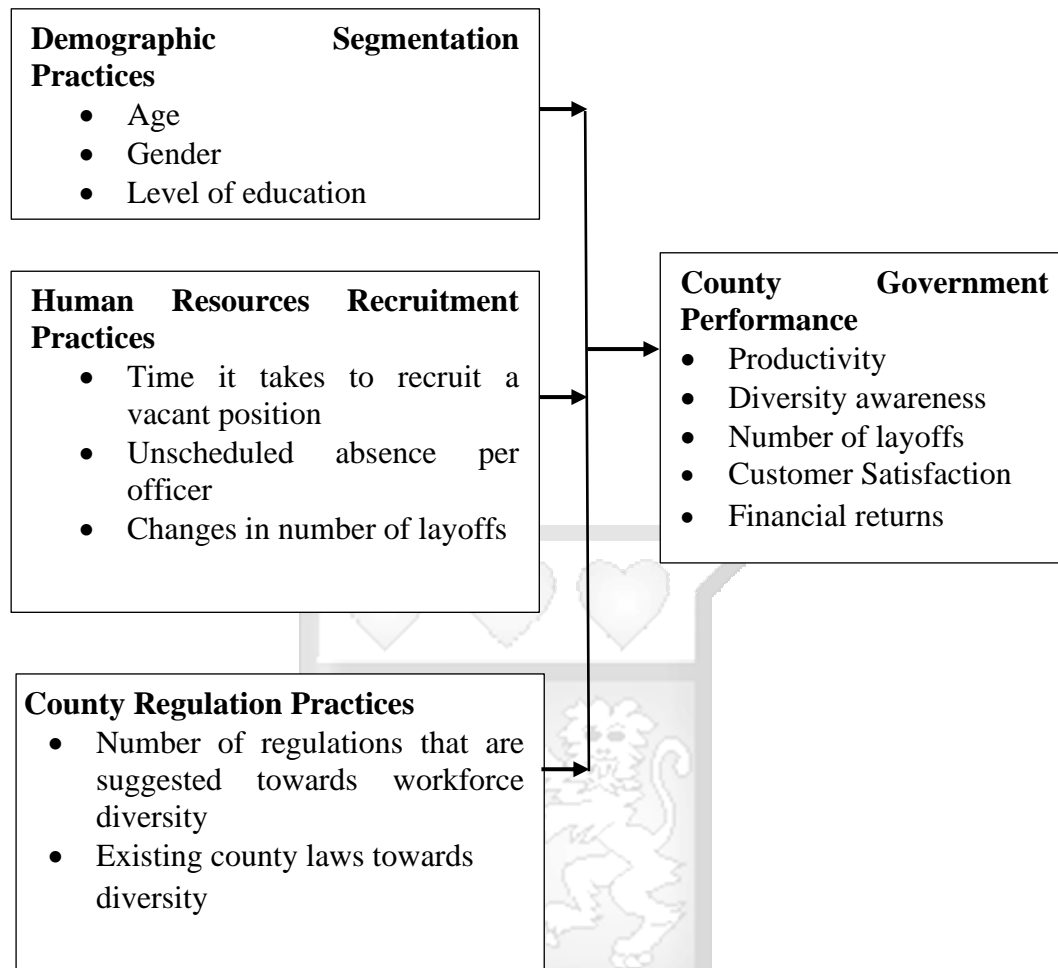
## 2.5 Conceptual Framework

A conceptual framework is a structure of concepts, which are pulled together as a map for the study (Gartner, 2015). The theories identified in the theoretical framework helps to understand the existing variables and their applicability to the concept of workforce diversity, which is regarded as a factor of performance and a strategic priority to organizations today. The equity theory, which is primarily concerned with fairness and the perceptions around it helps to conceptualize the independent variable human resource recruitment practices. This is because fairness at the workplace is a factor of fair recruitment practices. The framework of this study highlights the relationship between independent variables and dependent variables. In this study, the conceptual framework was based on Figure 2.1.



**Independent Variable**

**Dependent Variable**



**Figure 0.1: Conceptual Framework (Source: Researcher (2020)).**

The social identity theory, which underscores the categorizations of individuals into in-groups within an organization is vital in providing an insight into demographic segmentation within the county government. By understanding the social identities, the county can understand how the demographic segmentation practices affect performance. Notably, county performance is influenced by the workforce, which is put together by the human resources department. The department uses the existing policy frameworks to identify, assess, recruit, and retain valuable talents. Demographic segmentation elements such as age, education, and gender are significant social identifies through employees identify. As a result, they can form self-categorizations based on these identities thereby having an impact on the performance of the county government.

## 2.6 Operationalization of Variables

**Table 0.2: Operationalization and Measurement of Research Variables**

Variable	Type of Variable	Indicators	Measurement	Data Collection Method
County Government Performance	Dependent	- Productivity - Diversity awareness - Number of layoffs - Motivation	Likert Scale	Questionnaire
Demographic Segmentation Practices	Independent	- Age - Gender - Level of education	Nominal Scale Likert Scale	Questionnaire
Human Resources Recruitment Practices	Independent	- Time it takes to recruit for a vacant position - Unscheduled absence per officer - Changes in the number of Layoffs	Likert Scale	Questionnaire
County Regulation Practices	Independent	- Number of regulations that are suggested towards workforce diversity -existing laws	Likert Scale	Questionnaire

**Source:** Researcher (2020).

## 2.7 Chapter Summary

This chapter has appraised the relevant literature relating to determinants of organization performance in public and private organizations. The theories that informed this study were the equity theory and the social identity theory that discussed the influence that the theories had on workforce diversity practices. The empirical literature on studies considered suggests that workforce diversity practices have an influence on organizational performance.

## **CHAPTER THREE**

### **RESEARCH METHODOLOGY**

#### **3.1 Introduction**

This chapter outlines the methodology the researcher used in the study and highlights how the study was conducted. It includes research design, target population, sample and sampling technique, research instruments, data collection procedures, and data analysis techniques.

#### **3.2 Research Philosophy**

The study utilized a pragmatism research philosophy. The philosophy emphasizes the significance of the research question and holds the view that there are many ways of interpreting the world. To that effect, the research philosophy opens the window to integrate research approaches to provide tentative answers to the research question. For this study, the emphasis is on providing answers to the research question using a descriptive research design. However, it also gives room to apply other approaches where necessary to offer satisfactory answers to the research questions used. Notably, the study used quantitative techniques, which were deemed to be suitable for the type of data needed for the study.

#### **3.3 Research Design**

The research design constitutes the blueprint for the collection, measurement, and analysis of data (Kothari, 2018). This study employed a descriptive survey design in data collection because it was regarded as ideal in data collection under the current public health challenge presented by the Covid-19 pandemic, which has discouraged physical contact. The design involves a combination of survey techniques such as the questionnaires and interview schedules as methods of data collection. Descriptive survey research design is used to obtain information concerning the current status of the phenomenon and to describe what exists with respect to variables or conditions of a situation. According to Thornton (2016), descriptive research enables one to get information with sufficient precision so that the variables can be tested. Descriptive research design allows the researcher to study the problem from various perspectives (Yin, 2018). This research design also supports the investigation of relationships that

exist between the variables of interest.

The questionnaire was used because it gives well-thought answers with a great extent of freedom to express their views and suggestions and facilitates efficiency working on large samples. The use of interview schedules promotes in-depth and more information and greater flexibility that help to minimize non-return or non-response because questions can be restructured to fit the existing contingencies. Both open and closed-ended questionnaires cover the variables in the study.

### **3.4 Targeted Population**

Bowton (2018), defines population as the entire group of interest in an experiment that has a common observable interest while Cooper and Schindler (2003) defined a target population as a large population from which a sample population was selected. The population of this study was the employees of the Bungoma county government. Bungoma County has a total of 6,248 employees who are distributed between contractual and permanent staff.

The study will target only the employees of the county government, the focus was put on the sample size of 6,248. The study involved 502 top management persons, which constituted 8.03% of the total sample. The study also involved 2,138 mid-management persons, constituting 34.22% of the sample size. Finally, the study also targeted 3,608 operation management persons, constituting 57.75% of the sample population. The target population was investigated to establish the effect of the identified aspects of diversity on the Bungoma county government. This population consisted of people of diverse gender, age, and levels of education. The dynamic nature of this target population made it easy to explore the subject of diversity in a detailed and robust manner. Notably, the study sought first-hand information from the target population, largely comprised of the youthful population.

**Table 0.1: Target Population**

<b>Category</b>	<b>Sample Size</b>	<b>The Proportion of Total Workforce</b>
Top Management	502	8.03%
Mid Management	2,138	34.22%
Operation Management	3,608	57.75%
<b>Total</b>	<b>6,248</b>	<b>100%</b>

**Source:** Researcher (2020).

### **3.5 Sampling Procedures and Sample Frame**

The study used a stratified sampling technique to determine the study sample. This is a type of sampling method in which the total population is divided into smaller groups or strata to complete the sampling process. The sampling frame refers to all the elements that are a representation of the population from which the sample under study is being assessed (Keen, 2015). Specifying the sample frame is crucial as it itemizes all items in the population from which a sample is obtained for analysis to test the research data. According to the central limit theorem, as the sample size increases the sample tends towards a normal population characteristic.

Since the Bungoma workforce was more than 30, the larger the population the more we were able to assume normality of the sample that would be drawn from the population. As such, the sample would consist of 54 respondents whereby the researcher decided to carry out stratified sampling of the different levels of ranking in the County. For each level, each stratum will include 18 respondents to fill the questionnaire. The sample from the population will be drawn from the human resource directorate office at Bungoma county government. The sample will be assumed to be a fair representation of the workforce of the Bungoma County Government.

The county department at Bungoma County is stratified into the 3 levels of management and the researcher sought to use all the levels to get an understanding of the entire county government. There is 6 major directorate at the county government

of Bungoma. To allow for diverse feedback from the department the researcher sought to include 3 people from each department, which led to the decision to have 18 individuals for each level at the county government of Bungoma. The total number of individuals to be included in the sample is 54 participants.

The formula for the calculation of the sample size is given as:

$$n = \frac{Z^2 Pq}{e^2} \text{ where we have}$$

Z= Confidence level at 95%, PQ is the variance of the population, and e is the margin of error. In this study, the allowable margin of error was considered, e = 0.05

$$n = \frac{1.96^2 * 0.035}{0.05^2}$$

n = 53.78

The strata were divided evenly between the different levels of the organizations as follows:

**Table 0.2: Sample Frame**

Category	Sample	Percentages
Top Management	5	34
Middle Management	18	34
Operation Management	33	34
<b>Total</b>	<b>54</b>	<b>100%</b>

**Source:** Researcher (2020).

### 3.6 Data Collection

According to Shuzid, et al, (2016), data collection is the means by which information is obtained from the selected subject of an investigation. The primary data was collected using questionnaires, which were open-ended and closed-ended (Appendix III).

This study used questionnaires and interview schedules as the main data-gathering

instruments. The use of questionnaires (Appendix III) in data collection is an appropriate. A study by Hunaz (2017) employed the use of questionnaires as its primary data collection tool for data collection. The researcher got an authority letter from the university to collect data. The researcher has attached the university letter alongside the introduction letter that was submitted to the management for permission to conduct research on their premises. The researcher collected data through the administration of the online questionnaires. The study collected primary data based on the objectives of the study. Online questionnaires were considered the most ideal method due to the challenge of Covid-19, which has changed the way people interact.

First, it was important to limit physical interactions as much as possible. Moreover, it would have been very difficult to meet all the respondents considering that the number was significantly large. It would have consumed more time to access each willing respondent. Due to the existing covid-19 restrictions and in the spirit of observing the provided health protocols, most respondents were very comfortable with the online survey. The online survey was easily accessible and allowed the respondents to respond at a time of convenience within the provided timeframe. Therefore, this was the preferred method to collect data from this large population sample within the limited timeframe.

### **3.7 Data Analysis**

After receiving the questionnaires, the data was analyzed and summarized into charts, graphs, and tables. This was to allow the readers to get an easy understanding of the findings of this study. According to Hurned & Graud (2016), Likert scales are treated as ordinal variables and therefore can be collated into tables with ease. Quantitative data was analyzed by employing inferential analysis using the statistical package for social science (SPSS) version 22. The variables that were used in this research were the anchor for determining whether the study objective questions were answered. Pearson correlation coefficient was used to determine the relationship between the independent and the dependent variable.

The relationship is summarized into the following equation:

$$Y = a + B_1X_1 + B_2X_2 + B_3X_3 + e$$

Where Y- county government performance

X<sub>1</sub>- Demographic Segmentation Practices;

X<sub>2</sub>- Human Resource Recruitment practices;

X<sub>3</sub>- County regulation Practices and;

*e* – error term ; *a* – Constant

Data analysis refers to the process of organizing data into various patterns, categories, and descriptive units. Upon collection of data by the researcher, the completeness of the questionnaires was checked in order to ensure that all the useful data was retained, and the ambiguous and contradictory data sufficiently cleaned and interpreted. The respondents' responses as reflected in the questionnaires and interview schedules were organized, coded, and analyzed using the SPSS software version 26 since it can be able to handle large volumes of data efficiently. This provided the basis for summarizing the data in a straightforward way, simple and understandable manner.

The results were presented in form of frequency tables and percentages and described using both descriptive and inferential statistics. A spearman's correlation was run to assess the relationship between the study variables.

### **3.8 Research Quality**

The research made use of primary data as a measure of the current County government's position on workforce diversity practices. Questionnaires were administered as the collection tool and the respondents' consent was sought in the filling of the questionnaires. The research design method employed in the analysis is fit for this study.

#### **3.8.1 Research Validity**

The participants selected to take part in the research represent strata that are representatives of the Bungoma county governance workforce. The strata selected

represent the characteristics of interest for the different levels of management at the county level making the research viable in the examination of workforce diversity at the county level. The strata were a representation of the different levels of management at the county. The content validity was used to determine how adequately the instruments covered the construct it was designed to measure. Specifically, the paper deployed face validity in which two experts were asked whether the instruments measured the intended concept.

### 3.8.2 Reliability Test

The reliability of research instruments shows the stability and consistency with which the instruments measure concepts (Kothari, 2013). The reliability test measures the accuracy of the study. The questionnaire reliability was measured using the Cronbach test using the alpha coefficient. Table 3.3 shows the reliability test and how the coefficient is labeled.

**Table 0.3: Reliability Test**

<b>The Alpha Coefficient Scale</b>	
ALPHA COEFFICIENT (0-1 threshold)	LEVEL OF RELIABILITY
<i>0.8-0.95</i>	Very Good reliability
<i>0.7-0.8</i>	Good reliability
<i>0.6-0.7</i>	Fair reliability
<i>&lt;0.6</i>	Poor reliability
<b>The Reliability Test</b>	
Construct	Coefficient Alpha
<i>Level of Education</i>	<b>0.734</b>
<i>Gender</i>	<b>0.813</b>
<i>Age</i>	<b>0.868</b>
<i>County Performance</i>	<b>0.738</b>

The Cronbach's measure of internal consistency threshold of 0-1 was used to compare the reliability. It was deemed suitable for the study due to its ability to test average covariance item pairs. A reliability score below 0.6 was considered poor as shown in

the table above. In the study, 3 constructs and a total of 25 items were measured for their reliability. The alpha coefficient is used in the measurement of the reliability of the items. The closer the coefficient was to 1, the higher the internal consistency of the construct that the researcher used as a measurement.

The first construct Level of education had a coefficient of 0.734 and was measured using 9 items while gender was the second construct and had a coefficient alpha of 0.813 after using 11 items to measure it. Age had an alpha coefficient of 0.868 with 5 items. The last construct was county performance that was measured using 6 items and had an alpha coefficient of 0.738. The coefficient of an alpha, therefore, indicated that all the constructs were acceptable and were reliable measures. They all had a coefficient greater than 0.6, which was an indication of the reliability and consistency of the items.

### **3.9 Ethical Consideration**

The study emphasized ethical principles in studies involving human respondents. The study sought to guarantee the protection of respondents' confidentiality and privacy. This was done by including the consent form in the questionnaire. Before the data collection process, the research obtained the necessary permits to undertake the research. The study used a consent letter that was obtained from the university.

The findings of this study will be used for both academic and policy-making purposes. The researcher sought a consent letter and a research permit from the National Commission for Science, Technology, and Innovation (NACOSTI). Strathmore University Ethical Review Board did the ethical approval. All the approvals were presented to the prospective respondents. Upon getting all the required documents to conduct the survey, the research sought the permission of the county government of Bungoma before engaging the employees, who were to be the primary respondents. To adhere to the ethical ideals, respondents were required to first read the consent form before agreeing or disagreeing to take part in the survey. Further, they were also informed of the ethical usage of the data collected from them.

### **3.10 Chapter Summary**

The chapter focuses on the research methodology, under which several subjects are put into perspective and explored. The chapter discusses the research design, targeted

population, sampling procedures and sample frame, data collection instruments, data collection procedures, data analysis, research quality, and ethical considerations.



## CHAPTER FOUR

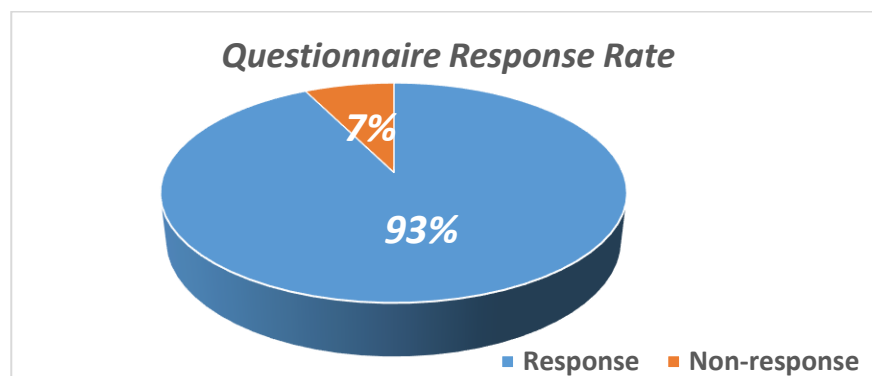
### DATA ANALYSIS AND PRESENTATION OF FINDINGS

#### 4.1 Introduction

The study focuses on workforce diversity practices and their influences on the performance of the county government of Bungoma. The study sought to provide solutions to the following objectives: To determine the effect of workforce diversity practices on performance in Bungoma county government; to determine the effect of human resource recruitment practices on the county government performance of Bungoma and examine the effect of workplace regulation practices on Bungoma county government performance. This chapter provides the answers to the study and seeks to answer the objectives highlighted above.

#### 4.2 Response Rate

Data collection involved using a questionnaire, and its distribution was restricted to the employees of Bungoma County. The employee's distribution at the county government is based on widely spread departments within the County. The questionnaires were distributed among the 54-targeted respondents from the different management levels, and only 50 questionnaires were filled, representing a 92.59% response rate in this study. According to Treysin (2017), over 75% of the response rate is sufficient to allow for the generalization of the research findings. 4 respondents failed to provide feedback representing a non-response rate of 7.41%. Amongst the reason for not filling the questionnaires was the lack of reliable Internet and laptop machine around them during the Covid-19 Pandemic period to fill the online survey.



**Figure 0.1: Response Rates** (Source: Researcher, 2020)

### 4.3 Background Information of the Respondents

Table 4.1 shows that out of the 50 respondents who participated in the survey, 30 (60%) were male, while 20 (40%) were female. It reflected a gender imbalance in the county government workforce. However, it was encouraging to note that there was an observance of gender representation during filling the questionnaire as both genders had more than a third representation. The majority of the respondents were aged between 18-35 years (58%). A total of 21 respondents said they were between 36 and 53 years representing 42 %, and there was no respondent confirmed to be above 54 years old. These show that the county employees are relatively young, with more than half of the respondents below 35.

**Table 0.1: Gender and Age Distribution of the Respondents**

Variable	Frequency	Percentage
<b>Gender</b>		
Female	20	40.0%
Male	30	60.0%
<b>Total</b>	<b>50</b>	<b>100.0%</b>
<b>Age of respondents</b>		
18-35 Years	29	58.0%
36-53 Years	21	42.0%
Over 54 Years	0	0.0%
<b>Total</b>	<b>50</b>	<b>100.0%</b>

**Source:** Researcher (2020)

The study results in Table 4.1 show that the employees of Bungoma have a varied level of education with the highest level of education among the respondents with 13 (26.0%) having a master's degree, and 25 (50%) having a university degree (bachelor's degree), 9 (18.0%) having a college diploma and only 2 (4.0%) having high school certificate. The lowest level of education of the respondents had high school certificates. The study also shows the number of years an employee has been working at Bungoma county government. 5 (10.0%) have been with the county government between 0-2 years, 26 (52.0%) have been with the county government between 3-5 years, and 15 (30.0%) have been with the County between 6-10 years. 4 (8.0%) have been employees of the county government of Bungoma for more than ten

years. With this distribution, employees who have been with the county government of Bungoma for a more extended period (Employed for more than ten years) would provide a better insight into the changes that have happened over time while those younger (employed in the last two years) can provide insights into the effectiveness of the diversity at their workplace in the shorter duration that they were engaged.

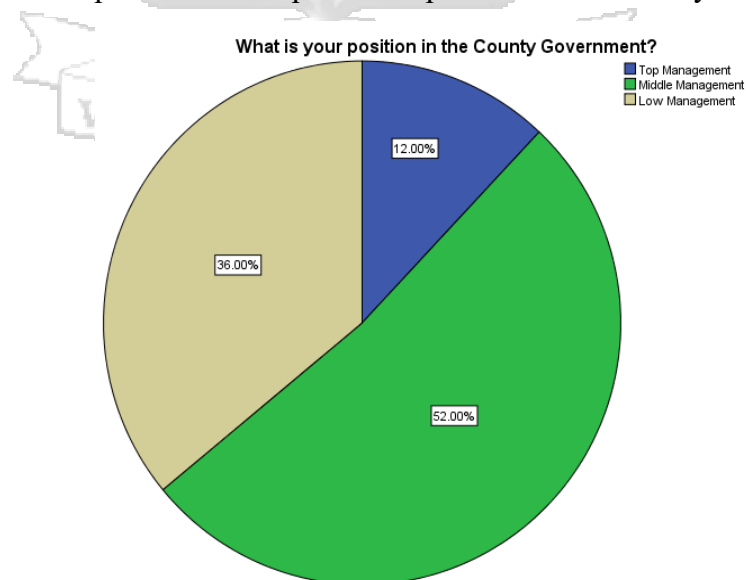
**Table 0.2: Education Level and Years of Experience of the Respondents**

Level of Education	NO. OF RESPONDENTS	PERCENT (%)
High School	2	4.0%
College Diploma	9	18.0%
Undergraduate Degree	26	52.0%
Master's Degree	13	26.0%
<b>Total</b>	<b>50</b>	<b>100%</b>
<b>Years of experience</b>		
0 - 2 Years	5	10.0%
3 - 5 Years	26	52.0%
6 - 10 Years	15	30.0%
Over 10 Years	4	8.0%
<b>Total</b>	<b>50</b>	<b>100%</b>

Source: Researcher (2020)

#### 4.4 Respondents Positions at the Bungoma County Government

Pie chart 1 below represents the respondent's position at the County Government of



Bungoma.

**Figure 0.2: What is Your Position at the County Government?**

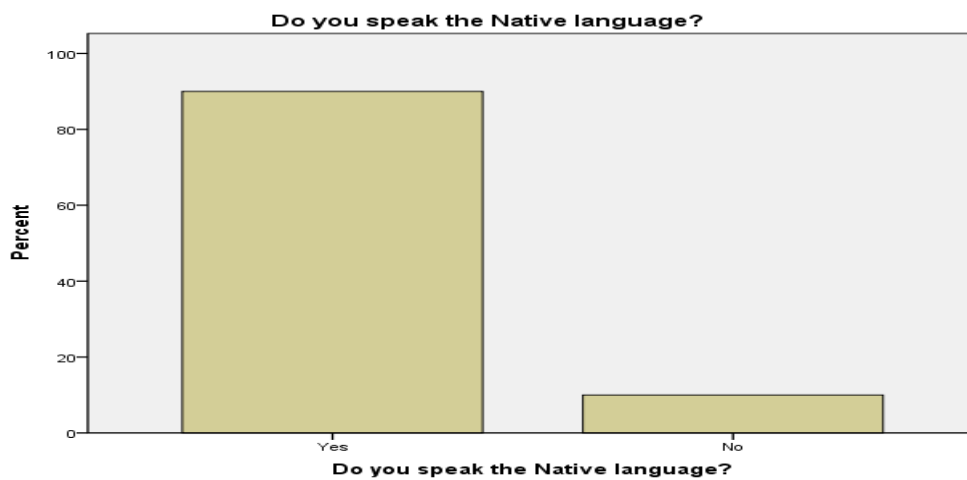
**Pie Chart:** Source: Researcher (2020)

From Pie chart above, the distributions of the respondents amongst the government positions at the County government of Bungoma was 6 (12.0 %) were part of the top management, 26 (52 %) represented the middle-level management at the county government of Bungoma, and finally, 18 (36%) represented part of the lower management at the county government of Bungoma.

#### 4.5 Ethnic Characteristics at the Bungoma County Government

The bar graph below shows whether the respondent was a native speaker or spoke a different language from the native language in the region. The language is important to this study because it helps to understand the extent of inclusion by the county government, considering that the county comprises people of diverse ethnic backgrounds.

Bar graph showing the distribution of the respondents by language spoken.



**Figure 0.3: Do You Speak the Native Language?**

From the bar graph, 90% (45) of the respondents were speakers of the native language around Bungoma County. Only 10% (5) of the respondents did not speak the native language and were Bungoma County employees. A further probe into the native language speakers showed that 86% (43) of the native language speakers spoke it as a mother tongue while 14% (7) had acquired the language or learned it through continuous interaction at the County. The downside of having such a largely

homogeneous group is the likelihood of existing herd effect by employees. It happens when employees decide to classify themselves based on their similarities at work, and it has the possibility of leaving outsiders who cannot speak the native language left out, especially in a case where they need someone to go back to.

#### 4.6 County Government Performance in Bungoma County

**Table 0.3: Showing Descriptive Statistics for Bungoma County Government Performance**

Indicator of county government performance	Mean	Std deviation
Workforce performance in the County has increased as a result of Workforce diversity	2.80	1.143
Gender balance has increased productivity in the County	3.12	1.100
With the new changes in recruitment practices, county performance is improving	3.20	1.212
Productivity in the County has increased as a result of a diversified workforce	3.16	1.184
There is an increase in awareness of diversity	3.08	1.175
There has been a reduction in the number of layoffs in the County.	3.16	1.251

*Source: Researcher (2020).*

Table 4.3 shows disagreement that workforce performance in the County had increased due to workforce diversity (Mean 2.80, std=1.143), and there is indifference on whether gender balance has increased productivity at the county government (Mean 3.12 std=1.100). There is also indifference that new recruitment practices changes improve county performance (Mean 3.20, std=1.212). The respondents confirmed this statement when they indicated indifference to productivity has increased in the County due to a diversified workforce (Mean 3.16, std=1.184). There was also indifference to a possible increase in awareness of diversity (Mean 3.08, std=1.175), and finally, there is indifference when it comes to the reduction in the number of layoffs (Mean 3.16, std= 1.251).

#### 4.7 What is the Influence of Demographic Segmentation Practices on the Performance of the County Government of Bungoma?

The study used three demographic segmentation indicators: age, gender, and level of education. Whereas there are numerous demographic segmentation indicators identified in the study, the focus of this study was on the three mentioned indicators. These are the most used indicators in the human resource sector. Therefore, the researcher was interested in establishing if these indicators would impact the performance of the county government of Bungoma. Notably, the study established whether performance in the county had increased due to workforce diversity. The study also sought to determine whether gender balance increased productivity in the county. From the findings, Bungoma County to be diversified. However, most respondents were indifferent as to whether this diversity had resulted in increased productivity as shown in table 4.3.

#### **4.7.1 Descriptive Analysis of the Demographic Segmentation Practices**

Descriptive analysis of findings is done based on the objectives of the study, which is to determine the effect of workforce diversity practices on the performance of the Bungoma county government. Bungoma County has a fair gender balance with men constituting 60% of the work while women constituting 40%. This is far better than most of the government institutions that still grapple to achieve third gender rule. The workforce can be said to be largely youthful, with youths forming 58% of the workforce. Employees of 36-54 years form 42% of the workforce. Years old are Moreover, up to 96% of the county workforce are at least college diploma holders with the majority having a university degree. The number of university degree holders stands at 52% of the workforce. Employees with master's degrees are the second largest 26% of the workforce. Further, those with college diplomas account for 18% of the workforce. Only 4% of the workforce have high school certificate holders.

#### **4.7.2 Relationship between Demographic Segmentation and County Performance**

This section looked at the influence of gender (an indicator of demographic segmentation practices) on the performance of the Bungoma county government. The section goes ahead to investigate the relationship between gender and Bungoma county performance. The relationship between gender and Bungoma county

government performance was assessed through the use of a regression equation. The strength of the relationship between age and county performance was measured using the correlation coefficient.

Multiple linear regression analysis allows us to establish the relationship between the dependent and the independent variables. The researcher used multiple linear regression equations to explain the significance of the three independent variables for workforce diversity practices: demographic segmentation, human resources and county regulation practices, and their impact on Bungoma county government performance.

**Table 0.4: The Model Summary**

<b>Model</b>	<b>R</b>	<b>R squared</b>	<b>Adjusted R SQ</b>	<b>The standard error of estimation</b>
1	0.582	0.339	0.265	0.3223

**Source:** Researcher (2020).

The predictors in the models, which were the independent variables; demographic segmentation, human resources, and county regulation practices. The predicted or dependent variable in this model was the Bungoma county government performance. R in the model represents the correlation coefficient between the dependent variable and the independent variables. The model shown in Table 4.4 shows that the coefficient is 0.582. It indicates the existence of a moderate positive relationship between the independent variables and the dependent variable. R squared is a measure of the coefficient of determination and measures the amount of variation in the dependent variable that can be explained by factors described by the independent variables. In this case, the demographic segmentation indicators of age, gender, and level of education would explain 33.9% of the Bungoma county government performance variations. Factors outside the model would explain the remaining 66.1% of the model variation. Other factors impacting the Bungoma county government performance have not been considered in this model.

**Table 0.5: Showing the correlation between gender and Bungoma County performance**

Model Regression Coefficients						
Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Correlation Coefficient
	B	Std. Error	Beta			
Constant	2.476	0.3245		7.6302	0	
Education	0.103	0.089	0.091	1.1573	0.007	0.109
Constant	3.678	0.3762	-	9.776715	0	
Gender	0.285	0.0765	0.412	3.72549	0.0004	0.198

*Independent variables - Gender, education*

*Dependent variable - Bungoma county government performance*

**Source:** Researcher (2020)

Table 4.5 shows a slight weak relationship between gender and Bungoma county performance at the county government of Bungoma. A correlation coefficient of 0.198 indicates a weak but definite positive relationship between gender and Bungoma county government performance. That notwithstanding, the model reveals a linear relationship between gender and county government performance. The dependent variable is county government performance, while the independent variable is demographic segmentation whose indicator includes gender. Gender is significant (P-value of 0.0004) both at the 0.01 and at 0.05 level of significance. The relationship between the two variables can be modeled by the relationship shown:

**Bungoma County Government Performance = 3.678 + 0.285 Gender**

Gender was categorized into male and female, and the coding was in binary form with the male taking 0 while the female coded 1. From the model, gender diversity positively influences the county government's performance. For every 100 female employees included in the Bungoma county government workforce, it increases county government performance by more than 28%, which is a good indication.

The relationship between education and county government performance was also assessed using a regression equation. The strength of the relationship between education and county government performance was measured using the correlation coefficient.

The correlation shows a relatively weak relationship between education and county government performance at the county government of Bungoma. The correlation coefficient of 0.109 indicates a relatively weak and positive relationship between education and county government performance. An increase in education level by the respondent leads to increase performance at the county government level.

The model for establishing the relationship in Table 4.5 provides the linear relationship between education and County government performance. The dependent variable is county government performance, while the independent variable is demographic segmentation practices whose indicator includes the level of education. The indicator education is significant (P-value of 0.007) both at the 0.01 and at 0.05 level of significance. The relationship between the level of education and county government performance can be modeled by the relationship shown below; -

$$\text{County government performance} = 3.678 + 0.103 \text{ Education}$$

Education has a positive influence on the county government's performance since for every additional level of education an employee of the county government of Bungoma has; their contribution increased county performance by 0.103%. To increase county performance, the Bungoma government should seek to ask their employees to continually improve their education level.

### **The Influence of Age on the County Government Performance**

This section looks at the influence of age (an indicator of the independent variable demographic segmentation practices) on the performance of the county government (dependent variable). The section further provides insights into the relationship between age and county government performance.

The relationship between age and county government performance was also assessed through the use of a regression equation. The strength of the relationship between age

and county government performance was also measured using the correlation coefficient. The findings were as shown below: -

**Table 0.6: Showing Correlation between Age and County Performance**

INDEPENDENT VARIABLE INDICATOR	DEPENDENT VARIABLE	NO. OF RESPONDENTS	CORRELATION COEFFICIENT
Age	County government performance	50	0.387

**Source:** Researcher (2020).

Table 4.6 showed a relatively strong relationship between age and county performance at the county government of Bungoma. A correlation coefficient of 0.387 indicates a relatively strong positive relationship between age and county government performance. The relationship between age and performance was significant. The positive relationship between these two implies that as age increases the county performance increases as well with a chance of 38.7%. Therefore, age as an aspect of diversity positively impacts the performance of the county government.

**Table 0.7: Model Regression Coefficients**

Model Regression Coefficients					
Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	3.426	0.278		12.4317	0
Age	0.176	0.074	0.138	2.37838	0.012
<b>Dependent Variable: Bungoma county government performance</b>					

**Source:** Researcher (2020).

The model for establishing the relationship in Table 4.8 provides the linear relationship between age and county government performance. The dependent variable is county government performance, while the independent variable is demographic segmentation whose indicator includes age. The indicator of age is

significant (P-value of 0.012) only at a 0.05 level of significance. The relationship between the two can be modeled by the relationship shown below; -

$$\text{County government performance} = 3.426 + 0.176 \text{ Age}$$

Age has a positive influence on the county government's performance since, for every year that an employee is with the county government of Bungoma, their contribution increased county performance by 17.6%. To increase county performance, the Bungoma government should seek to retain employees that have been with the county government for some time.

The Pearson correlation coefficient measures the strength, the direction, and the significance of the relationship between the indicators in the demographic segmentation variable that are currently under study (Age, Gender, Education, and County Performance). The correlation coefficient ranges from +1 to -1 where +1 indicates a perfect positive linear relationship while -1 implies a perfect negative linear relationship.

### The relationship between demographic segmentation and Bungoma county performance

The relationship between demographic diversity independent variable indicators and dependent variable county government performance is as shown in the table below:

**Table 0.8: Correlation Analysis Result**

<b>Correlation analysis result</b>					
		<b>Educatio n</b>	<b>Age</b>	<b>Gende r</b>	<b>Performanc e</b>
<b>Educatio n</b>	Pearson Correlation	1	0.465**	0.178*	0.109**
	Sig. (2-tailed)		0.000	0.023	0.000
<b>Age</b>	Pearson Correlation	0.465**	1	-0.092	0.387
	Sig. (2-tailed)	0.000		0.207	0.003
<b>Gender</b>	Pearson Correlation	0.178*	-0.092	1	0.198**
	Sig. (2-tailed)	0.023	0.207		0.000
** Correlation is significant at the 0.01 level (2- tailed). N=50					

*Correlation is significant at the 0.05 level (2 tailed)		
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The estimation of the regression model that describes the relations between workforce diversity practices and county government performance can be estimated using the equation:

$$Y = a + bX_1 + cX_2 + dX_3$$

$$\textit{Demographic Segmentation} = 3.678 + 0.176\textit{Age} + 0.285\textit{Gender} + 0.103\textit{Education}$$

The analysis revealed the selected demographic segmentation practices (age, gender, and education) all have a positive influence on the performance of the county government of Bungoma. However, age had the strongest positive impact on the performance, followed by gender. Education was regarded as the least impactful aspect of diversity.

#### **4.8 How do Human Resource Practices Influence the Performance of the County Government of Bungoma?**

In this section, the results of the descriptive statistics on human resource recruitment practices as an independent variable are presented. The human resources department plays a crucial role in identifying and recruiting suitable individuals to fill in gaps in an organization. The department is tasked with ensuring that competent people are recruited within the organization to help achieve the set goals. Human resource recruitment practices are vital in the process of identifying suitable persons for the vacancies within the organization. With the study targeting employees at all the human resources levels, respondents were given nine statements in the questionnaire, which they were expected to evaluate based on the Likert scale as shown in the next section.

##### **4.8.1 Descriptive Statistics on the Human Resource Recruitment Practices**

To explore human resource recruitment practices at the county level, the respondents were provided with 9 statements related to the county level's recruitment practices. The respondents were asked to rate their opinions regarding the extent to which they

agree with the statements on a scale where 1= Strongly Disagree; 2 = Disagree 3= indifferent, 4 = Agree, and 5 = Strongly Agree.

The frequency distributions of the responses are provided in table 4.10.

**Table 0.9: Descriptive statistics on the human resource recruitment practices**

<b>Respondents' items on human resource recruitment practices</b>	<b>Mean</b>	<b>Std deviation</b>
The county government of Bungoma hires from any ethnic Background	3.02	1.286
Employees are not discriminated against by the county government of Bungoma during the hiring	2.94	1.316
The county government provides study leave to employees who want to further their education	2.98	1.332
The county government has significant numbers of persons living with disabilities employed	3.10	1.182
The is gender balance in top management distribution	3.18	1.240
Opportunity for growth exist for employees who have low educational requirements	2.52	1.216
There is equal treatment by the county government when it comes to opportunity allocation	2.42	1.247
County recruitment method attracts competent candidates	2.96	1.177
The county recruitment practices are fair	2.82	1.304

*Source: Researcher (2020)*

Table 4.10 above shows that the respondents seemed indifferent to the belief that the county government of Bungoma hires from any ethnic background (Mean 3.02, std=1.286). The respondents disagree that there is no discrimination at Bungoma county government (mean 2.94, std =1.316). The county government does not provide study leave for its employees (mean 2.98, std=1.332), which would imply that a significant number of respondents disagree with the statement. There is an improvement from being indifferent to the county government when it comes to having many people living with a disability (mean 3.10, std=1.182). The respondents do not feel the existence of gender balance at the top management (Mean 3.18, std=1.240). The respondent disagrees that there are opportunities for growth for employees with low education levels (Mean 2.52, std= 1.216). The county

government fails to employ equal treatment of its employees with differences in education level (mean 2.42, std=1.247). In terms of county government recruitment practices, the study shows that they are almost indifferent to whether these practices attract competent candidates (mean 2.96, std =1.177). Finally, the findings on the recruitment practices disagree that the recruitment practices are fair (mean= 2.82, std=1.304).

Nine observations were assessed as indicators for human resource recruitment practices. They had a mean of 2.88 and a standard deviation of 1.256. The coefficient of variation for the human resource practices in the model was given as cv (0.436). This implied that 43.6% of the variation in the county government performance was attributable directly to the influence of human resource recruitment practices.

### **The Relationship between Human Resource Recruitment Practices and County Performance**

**Table 0.10: The Relationship between Human Resource Recruitment Practices and County Performance**

<b>Model</b>	<b>Mean</b>	<b>Std Deviation</b>	<b>Nagelkerke R Square</b>	<b>Correlation Coefficient</b>
1	2.88	1.26	0.436	0.660

Nine observations were assessed as indicators for human resource recruitment practices. They had a mean of 2.88 and a standard deviation of 1.256. The R Square of human resource practices in the model was given as (0.436). This implied that 43.6% of the variation in the county government performance was attributable directly to the influence of human resource recruitment practices. The remaining 56.4% of the variation was attributable to other factors outside of the model. The correlation coefficient was found to be 0.66. This denotes a strong positive relationship between human resource recruitment practices and county performance. Therefore, it can be deduced that human resource recruitment practices had a significant positive influence on the performance of the county government.

#### **4.9 How do County Regulation Practices Influence the Performance of Bungoma County Government?**

In this section, the results of the descriptive statistics on county regulation practices as an independent variable are presented.

#### 4.9.1 Descriptive Statistics on County Workplace Regulation Practices

To explore human resource recruitment practices at the county level, the respondents were provided with 9 statements related to the county level's recruitment practices. The respondents were asked to rate their opinions regarding the extent to which they agree with the statements on a Likert scale of 1-5. The respondents offered their responses based on the provided scale where 1 represented “strongly disagree” while 5 represented “strongly agree”.

**Table 0.11: Descriptive Statistics on county workplace regulation practices**

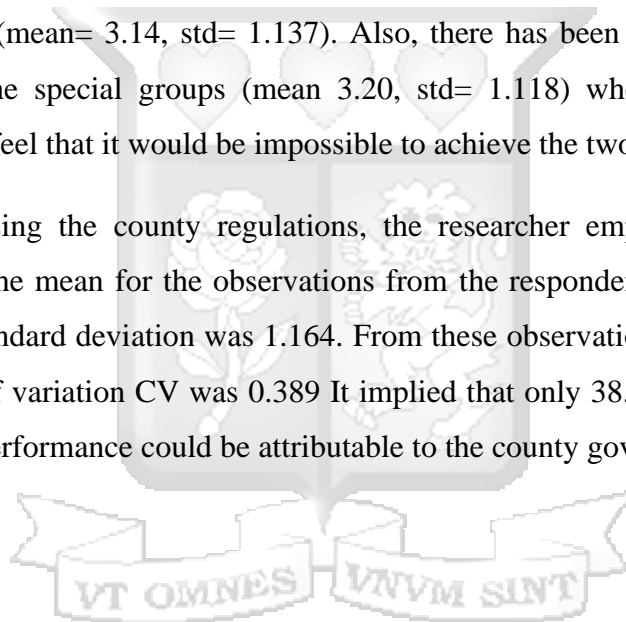
<b>Responses to items on gender diversity awareness</b>	<b>Mean</b>	<b>Std deviation</b>
I understand the two-thirds gender rule	3.86	1.088
Mothers are given enough breaks to attend to children	3.45	1.174
There is fair distribution of gender as casual laborers in the County	2.58	1.162
Women represented at least 1/3 of the workers union in the County	3.04	1.031
There is provision of clear grievance handling mechanism in the County for all gender	2.72	1.262
Promotion opportunities are available to people from all ethnic groups.	2.59	1.333
New recruits at the County are given an equal hearing of Issues	2.86	1.246
Meetings in the County observe the 2/3 gender rule before continuing	2.64	1.174
There are gender sensitivity and awareness events in the County	3.14	1.137
There are events for special groups in the County	3.20	1.118
Achieving the 2/3 gender rule in the County is impossible	2.86	1.080

**Source:** Researcher (2020)

The findings on the responses on two-thirds gender rule awareness are shown in table 4.12, where the respondent acknowledged having an understanding of the two-thirds gender rule (mean 3.86, Std=1.088). There was an agreement that mothers in the

County are given enough breaks to attend to their children (mean 3.45, std= 1.174). The respondents disagreed with the statement that there is a fair distribution of casual laborers in the County (mean 2.58, std= 1.162). Regarding women being represented in the workers union, the respondents were indifferent to whether women's numbers made up at least a third of the union workers (mean 3.04, std=1.031). There was a disagreement on their being a precise grievance handling mechanism (Mean=2.72, std=1.262). The respondent also disagreed with their existing opportunities for growth for people from any ethnic background (mean 2.59, std= 1.333). Fresh recruits at the county government of Bungoma are hardly listened to (Mean 2.86, std= 1.246), and there was a disagreement in the county meetings observing the two-thirds gender rule (Mean 2.64, std= 1.174). Gender sensitivity and awareness start to gain track though very slowly (mean= 3.14, std= 1.137). Also, there has been increased visibility of events for the special groups (mean 3.20, std= 1.118) when asked whether the respondents feel that it would be impossible to achieve the two-thirds gender rule.

While assessing the county regulations, the researcher employed the use of 11 indicators. The mean for the observations from the respondents was given, as 2.99 while the standard deviation was 1.164. From these observations, it implied that the coefficient of variation CV was 0.389 It implied that only 38.9% of the variation in the county performance could be attributable to the county government regulation.



**Table 0.12: Relationship between Workplace Regulation Practices and County Performance**

<b>Model</b>	<b>Mean</b>	<b>Std Deviation</b>	<b>Nagelkerke R Square</b>	<b>Correlation coefficient</b>
1	2.99	1.164	0.389	0.624

From the above analysis, the correlation coefficient is 0.624. This indicates a positive relationship between workplace regulation practices and county performance. Notably, the R Square of the model was 0.389. This implies that only 38.9% of the

variation in the county performance could be attributable to the county government regulation. 61.1% of the variation of performance of the county government of Bungoma is attributable to other factors beyond county regulations.

#### **4.10 Overall Regression Model of the Effect of Workforce Diversity**

The overall model for the relationship between the dependent variables and the independent variable, in this case, can be summarized as; -  
County Government Performance = Demographic Segmentation +  
Human Resource Practices + County Regulations practices

Where:

Y- County government performance

X<sub>1</sub>- Demographic Segmentation Practices;

X<sub>2</sub>- Human Resource Recruitment practices;

X<sub>3</sub>- County Regulation Practices

Therefore;

$$\text{County Government Performance} = 0.564X_1 + 2.88X_2 + 2.99X_3$$

From the formula, the county government performance is a function of demographic segmentation practices, human resource recruitment practices, and county regulation practices. Notably, there is a positive correlation among these factors. Cumulatively, these are vital factors in enhancing performance at the county government. Therefore, the overall performance of county government is pegged on the presence of these three functions.

#### **4.11 Chapter Summary**

The chapter sought to analyze the workforce diversity practices and establish the relationship between the variables. The independent variables that represented workforce diversity practices in the study were education, age, and gender. The variables tested were significant at the 0.05 level of significance. The second independent variable was human resource recruitment practices and the third was county regulation practices, which helped us see how the county has put in place mechanisms that allow them to tap into a diverse workforce to enable them to have a good performance in the county government.

## CHAPTER FIVE

### DISCUSSIONS, CONCLUSIONS, AND RECOMMENDATIONS

#### 5.1 Introduction

This chapter summarizes the findings of the data analysis. The descriptive statistics are summarized, and the recommendation of the research is documented. It is the last chapter, and it gives a summary of the entire project. The section extensively discusses the findings to answer the research questions.

#### 5.2 Summary of findings

From the research findings, the Bungoma county workforce is made up of relatively young people. There is 58% of the workforce in Bungoma who are 35 years and below. There were no employees who participated in the filling of the questionnaire that was above 53 years old. Older employees are an excellent resource to an organization to help transfer knowledge to the newly recruited employees. The workforce is adequately trained, with over 52% of the workforce likely to have a university degree. 25% of the respondents had a master's degree, indicating an increase in the workforce's number of post-graduate employees. The workforce in Bungoma County only has 10% of workers not speaking the native language. The study found that the county is fairly diverse based on the three variables used in the research.

The recruitment practices have to be reviewed to allow for fair recruitment practices and encourage the participation of non-locals in seeking opportunities to work with the county government. Allowing for employee recruitment to include more ethnicities in the workforce can do it. Employees of the county government of Bungoma have a balance on gender diversity. Gender diversity could be enhanced by ensuring that provisions in the county regulations that provide for two-thirds gender rule also in the county government's hiring decisions.

The requirement of a schooled workforce has made it possible for the county to attract external investors and to engage with the rest of the country on leveled terms. The county has built a professional pool that has enabled some level of diversity and as such developed a strategy to bring onboard more. Human resource management is a

growing department in the county government and practices are improving to echo the constitutional requirements.

Bungoma County practices training and development of employees, teamwork, human resource planning, and performance appraisal, and organization business performance measure. All these performance indicators can only work effectively if there is an honor to diversity. The measure of exceptional performance is based on consistency, punctuality, departmental coordination, and assists, together with a good attitude at the workplace. Diversity offers a more holistic approach to performance appraisal because it removes political affiliation and tribal connection in the process of performance appraisal. With a diversified workplace, the reward and appraisal system is made to align fully to the strategy of the organization. A perfect human resource system works in such a way that employee supervision is efficient and service delivery is both clear and well defined. Cohesion is a major factor in management and consequently performance. A diverse workforce understands to look beyond tribal and political inclination in discharging their duty and therefore will focus on talent and academic proficiency to serve their people of Bungoma.

### **5.3 Discussion of findings**

This section discusses the findings of this study and compares them to a broader perspective. The study aims to provide a conclusion about the description of the workforce of Bungoma county government based on the feedback provided by the sample that took part in the research. The discussions done are based on these objectives.

#### **5.3.1 Influence of Demographic Segmentation Practices on Performance of the County Government of Bungoma**

The study sought to determine the effect of age on county government performance at Bungoma County. A wide range of trends is at the point reinforcing the development towards a more age-diverse workplace which include experience, synergy, and energy that is derived from the different age category of employees in Bungoma County. The understanding of the age-diverse workforce in the country is critical from the perspective of possessing different and in most cases complementary resources, for instance, diverse practical and theoretical know-how (acquired from

learning institutions as well as work experience), skills, or even being in access to varied social networks which includes suppliers, county auditors, and auditing process, among other aspects.

As identified in the research by Bal et al. (2015), the fact that Bungoma County has half of its workforce being considered as youths can be a positive drive to increased performance as well as being a hindering block towards the prosperity of the county from different angles. First, the researchers show that such age diversity comes with the effect of *similarity-attraction paradigm* which fronts that people tend to be likely to interact with similar others, for instance, with regards to interests, values, and attitudes since it is from such individuals that they derive more affirmative feedback (Bal et al., 2015). Members of a similar group in a workforce may realize facilitated communication, cooperation, and coordination in undertaking the duties and the responsibilities that have been assigned to them, while on the other hand, it may not be easy to inculcate high levels of cooperation when the workforce consists of diverse peers. It is evident in most workplaces that age plays a critical role in terms of how employees relate to one another. For instance, on many occasions employees have a preference to relate and contact colleagues of similar age with who they share interests, attitudes, and experiences as a result of having been in a similar condition, life, workplace, or a stage in a professional career.

Secondly, the effect of age diversity in Bungoma county can be looked at from the social identity approach, which connotes that the employees can categorize themselves and colleagues in given groups based on different dimensions regarded as personally relevant (Bal et al., 2015). The age diversity category from this approach broadens our mind in terms of looking at how such a variable can impact the productivity levels of these country employees and thus the improvement of the county service delivery and performance standards across the country. A given age group in the workforce may consider themselves as in-group and could be sharing similar attributes, while members of potential out-group could be regarded as different, and in many situations, being seen as inferior. Consequently, the in-group members tend to develop trust among each other, communicate, and cooperate most productively, while on the other hand, they have the potential of being discriminative against out-group members. Therefore, just like any other workplace setting, Bungoma County is equally affected by the effects of in-group and out-group

influences in the way the employees conduct their business towards service delivery and outcomes to the county residents as mandated by the virtue of the different offices they hold.

More than 50% of the employees at the county government of Bungoma were considered in the youth bracket. There was no indication of there being employees older than 55 years in the county. These would be the experienced people at the county who would be expected to pass the information on government workings to the younger generations that the county was working to recruit to contribute to its workforce. Age diversity is an important human resource factor as found in (Rupp, Vodanovich, & Credé, 2006). According to the authors, organizations that have found mechanisms of dealing with managerial age biases have enjoyed growth and increased revenues over time. Older managers tend to receive harsher recommendations as compared with younger managers, however, the reason for higher expectation from the older managers stem from their experience. Older managers should be retained at the county to allow for the easier transfer of experience to the new workforce at the county level.

The findings showed that an additional year at the county increased county performance by 17.5%. It would be attributed to ease of familiarity with the work and ability to meet the least resistance at work with time. The Older workforce at the county would have accumulated significant ease of doing their work. The mix of the younger and older generation would provide a diversified workforce that would work to reduce the resistance that younger employees would meet, as well as allow for older employees to continue pioneering new ways of improving work at the county.

The county is enjoying a young labor force but it also still has a few in the older category. The age diversity of the workforce is a clear indication of a balanced system that has both experience, education, and strength to follow through with thorough service delivery. Age variation offers effective managerial strategies that optimize the utilization of human resources. The age gap has enabled the county public service board to engage all the employees on the virtue of their skill sets, experience, and education and training levels. Over the years, the county has allowed the employees the opportunity to train and improve their academic qualifications. The presence of the various training fares, exchange programs, academic sponsorship has enabled the

labor force to have a base of experienced and well-trained members on the higher age groups with a young vibrant, and highly educated subordinate staff. As it stands, the county will continue to gain more from the older staff members while also enjoying the efficiency and determination of the young staff. Experience is always important and the county can get staff with the same qualifications by opening up and creating a work environment that can attract people from the private sectors to come and bring their input into the growth of the county. The presence of members of the county staff who have doctorate and master's degrees is a clear indication that the county is tapping into the human resources with the highest level of authority in their respective professions. Age, therefore, has a way of offering the county good tidings.

The study had also sought to find out the effect of gender on county government performance. Bungoma County is in the middle of a patriarchal society. Male are breadwinners and women take after men however with evolving tides, women have emerged to take charge of responsibilities that were reserved for men. The findings from Bungoma county showed that fewer women participated in the survey (40%) compared to their male counterparts. This could be the reflection of the distribution of women at the county government of Bungoma. To ensure that gender diversity is observed in meetings, there needs to be an even distribution of the genders between the departments. The study is in concurrence with a study by Flynn (2015). According to Flynn (2015), observing gender diversity in meetings acts as an enabler for higher diffusion of diversity within the organization. Bungoma County was not observing the two-thirds gender rule as shown in the findings of the survey.

The effect of gender on county government performance showed that with every inclusion of 100 women into the workforce to increase diversity, performance at the county level improved by 28.5%. It would imply that the county government of Bungoma should strive to increase women in the county to increase workforce diversity.

The intersection of perceived professionalism and gender seems not only complicated in various departments of placement in Bungoma county management framework. This is in tandem with a study by Stonewall (2016) on gender perceptions. In the study, Stonewall outlines the significance of gender inclusivity in the workplace. As research by Stonewall (2016) points out such an inherent paradox in how gender

diversity at workplaces can be reviewed. The researcher argues that there is a double standard in handling the gender aspect in terms of the composition of workplaces as those women who have shown consistent exhibits of masculine characters, for instance, aggressiveness, self-assuredness, and confidence face negative evaluation in such work setting as well as being neglected when promotion opportunities come up. Therefore, the explicit exhibit of femininity of gender incongruent traits have resulted in altering the general perceptions of professional in some negative way, thereby impacting the performance standards of the county government as evident in the study by Sawyer and Thoroughgood (2017).

According to Sawyer and Thoroughgood (2017), the level of sensitivity and awareness with regards to gender diversity is gradually increasing as shown from the mean and standard deviation analysis of the question of gender sensitivity and awareness in the county. Bungoma County as a county guided by equal employment to all, it remains important that it continues to create safe spaces for its employees to have an avenue on which they can authentically express their gender, through the establishment of proximal policies geared towards protecting discrimination on basis of gender identity and expression. With such awareness, the Bungoma county government should put up measures that are supportive of all stigmatized groups. Therefore, the county finds it important to regard gender diversity and inclusion as a fundamental element in its business strategy.

As the county employee becomes more aware of the fact that the county should stipulate avenues for recourse if coworkers show discriminatory behaviors or some level of hostility, thus, making them have a changed mindset and attitude toward their job and the county administration at large. When the county employees are protected from stigma, then, they are put at ease for them to decide to authentically display their gender identity. Moreover, Sawyer and Thoroughgood (2017) identify a similar pattern in their evaluation of past literature on the subject. The authors opine that past studies have shown that organizations with well-stipulated protective policies and social support are a great step towards ensuring a reduction in individual fear at the workplace, for instance, unfair dismissal, or poor evaluation as a result of some bias due to demographic characteristics while ensuring enhancement of their discourse of an invisible stigmatized identity.

Bungoma County has reached a 28.5% response level in women even though the county is situated in a male-dominated society. The 28.5% was a representative of a possible indicator of the attempt by the county government to meet the one-third gender rule in all offices within its region. The young labor force in the county is fetched from a diverse and gender-sensitive population thanks to the country's education system that has had a good representation of both the male and the female population as stipulated in Sawyer and Thoroughgood (2017). The gender balance will be attainable because the position of women in the current generation is changing, and their voices continue to be heard much more than the others. Gender mainstreaming has made the county labor force more diverse, objective, and accepting of women a fact that has improved women's involvement in the running of the county. With the changing position of the leaders in how the female gender is regarded in Bungoma county, the workforce will no longer relegate the women to only clerical positions but rather they have the opportunities to represent their services in the various professions like health, education, and political appointees among others.

Education is central in ensuring that an organization gets access to a talented workforce. Bungoma county government workforce is made up of a diversified intellectual pool that has individuals with at least a high school diploma working at the county. The findings from the study indicated that for every additional level of education an employee of the county government of Bungoma had, they would contribute 0.103% of the county government performance. This would mean that the county could allocate programs that allow for the continuous training of their workforce to increase the level of intellectual diversity that will feed onto the workforce diversity. It would lead to a well-diversified workforce that contributes to the county government's performance. This finding is in agreement with the findings by Konadi (2020) on the effect of education and training on career development, which posits that continuous training of the workforce equips them with new skill sets necessary to steer the organization to new heights.

As demonstrated in the study findings, the employees of Bungoma have varied levels of education. The diverse range of educational levels that the employees of the county exhibit are instrumental in ensuring that the county has a wide spectrum of human resources and individuals with varied capabilities and expertise in carrying the different duties and responsibilities that they have been assigned in their positions.

According to Konadi (2020), to be able to effectively evaluate employee performance in any work setting, one would understand that the ability of the employees to accomplish their assigned duties on basis of their experience, skills, and time consciousness is only gauged by looking at the quantity, quality, and timeliness. Education remains at the center of the kind of professionals who undertake these duties and responsibilities in the Bungoma country government.

Education and training provide the county employees with the ability to improve performance, in terms of handling jobs that are there at present as well as those which will exist in the future concerning how the county responds to market trends and changes in management that are in continuous evolution (Konadi, 2020). Such a statement when related to the results from the data analysis of the study in which the respondents disagreed with the fact that there are opportunities for growth for those employees who have low education levels is a show that Bungoma county is closing great opportunities for its workforce to improve and thus attaining a high level of performance and ranking across the nation as compared to other 46 counties. Therefore, efforts to improve the level and quality of performance of civil servants can be primarily achieved through intense education and career improvement opportunities that are either subsidized, fully catered for, or time off duty is readily available for such undertaking such human resource development.

Jaoko (2014) argues that educational qualifications and job performance tend to be closely interrelated and as such some professions are linked to academic qualifications. Such a link is an indication that due to having specific educational qualifications, there is the level to which an employee is expected to deliver and perform. For instance, over three-quarters of the county workforce has degree qualification and above shows that there is a high expectation that there is an equal quantity and quality of job performance from such a diverse and highly enriched workforce.

Education is the cornerstone of the employment requirements in the current devolved unit of Bungoma. Many workers have at least attained the secondary school Kenya national examination certificate. The study determined that the county government is composed of college graduates with others having as high as doctorate degrees serving under the various capacities within the county. The position taken by the county

government has been given a new facelift thanks to the overwhelmingly good academic qualification within the decision-makers and the service providers of the county.

### **5.3.2 The Influence of Human Resource Recruitment Practices on County Government Performance in Bungoma County**

The result of human resource recruitment practices in Bungoma County showed that they have policies that encourage the inclusion of PLWD in their programs. The respondents indicated that they were aware of the two-thirds gender rule; however, there were lapses in implementing them when requesting meetings. Through their recruitment practices, Bungoma County can attract competent candidates who continue to improve county performance. As they make the recruitments, it would be prudent to ensure that the county government observes the gender balance. Ensuring that the two-thirds gender rule is observed in meetings and that even county unions should ensure that their membership observes the gender rule to allow for diversity can further follow this. The assertions conform with the findings by Njagi (2020) on ethnicity as a new discourse in hiring, which asserts that human resource recruitment practices are pivotal in building a diverse workforce because the organization identifies the need for diversity through its human resource processes.

Bungoma county government recruitment practices ensure that they hire from any background, and there is consensus that there is somehow gender balance at the top level of the organization. From the respondent's response, there is an indication that as much as the county government has fair recruitment practices, education is not considered a significant factor during recruitment. The county level's recruitment managers should work to ensure that they can attract a pool of well-trained individuals who would complement the skills of the county government.

Remaining competitive is a key success strategy that Bungoma county management finds inevitable and to achieve such employees will always be central to it. Employees have even taken a highly central position in the building of the county's competitive advantage. The understanding is that the success of the county is increasingly based on the county's people-embodied know-how, which encapsulates skills, abilities, and knowledge that the employees have. Therefore, through a well-established human

resource practice, the county can ensure that it meets the requirement of this scarce resource by effectively managing it. The caliber of the human resource that the county has is what constitutes its performance levels and success rate among other counties across the nation. This view is supported by Abass, Munga, & Were (2017) in which they evaluate the relationship between strategy implementation and performance in county governments. According to Abass *et al.* (2017), competent and quality human resources can elevate the organization's performances to attain unimaginable levels of success.

According to Abass *et al.* (2017), (2017), the competitiveness of the county in terms of its human resource management first comes from the aspect of restructuring the human resource practices that it deploys to attract and retain employees. As indicated in the distribution of the participants in the study in terms of their education with 52% constituting degree holders, 25% being master's holders, 18% college diploma, while only 2% had high school certificate is a commitment that the county government has shown concerning harmonizing the academic qualification of its staff with no discrimination across the different levels of education to inculcate a workforce that is diverse and highly competitive across all its areas of functionality.

The participants disagreed on the aspect of possible opportunities for growth about education and training. This is a drawback to the county's performance progress levels as managing such should entail a continuous evaluation of the behavior and performance of its employees. Such evaluation comes from systematic performance appraisals which provide for regular assessment of the individual employee's performance, not only highlighting their potentials but also identifying and providing individual's training and development needs. This finding is in tandem with the Krajcsák and Gyökér (2013) study, which supports the view that workforce hires influence employee commitment. Therefore, to improve individual performance, managers should motivate employees as well as put in place effective human resources management. When such training and education opportunities are made available to the county employees within its human resource management framework, there can be improved future performance of its workforce.

Another study by Kaingu (2018) reinforces this school of thought that human resource practices in the county have a direct link to the county's performance standards.

According to Kaingu (2018), a highly integrative human resource structure and management in the county would ensure that there is improvement in the county's performance by contributing to employee and constituents' satisfaction, productivity, innovation, and development of its brand image among the Kenyan counties.

The results showed an indifferent state among the participants in terms of their perception of the county's hiring process to bring on board experts across the diverse ethnic backgrounds in the county. A mere 10 percent of the workers were the category who could not speak the native language. Bungoma County is failing to tap into the diversity of experience, talent, and expertise of its workforce if it could increase hiring from other ethnic communities. Whereas this figure seems insignificant, the value of gender conformity is demonstrated by Sawyer and Thoroughgood (2017), which affirms that when diverse endowments are nurtured among these diverse populations, there is a great improvement in the county's performance as everyone feels part of its progress path and thus working to ensure that the county continues to achieve more.

Moreover, research on human resource management demonstrates that organizations with unique management practices will always outperform their competitors in a free market. Awino (2017) confirmed the importance of human resource recruitment in determining the character pool that will guide the county. Bungoma County is part of the 47 counties in Kenya which work hard to excel in fulfilling the dream of a fully devolved unit within the country. The HR management programs are directed by the Kenyan constitution as well as the information collected by the other government agencies which offer expert opinions (Awino, 2017). The HR must look into the potential employee characteristics and how the individuals offer a model example of workmanship and progressive human labor to the county. Ethics and Anti-corruption Commission (2016) reported that there is a high level of abuse of office within the ranks of Bungoma County. The abuse of office crimes included nepotism, favoritism, poor service delivery, and manifest tribal politics all over. The county offices are rising and providing a new look into diversity and are bringing on board HR experts to help fulfill the ambitions and dreams of a functional devolved unit (Awino, 2017). The practice to keep employees in the county job to build their experience is advantageous because it enables them to share their understanding and experience with the junior colleagues. Frameworks have been put in place to encourage a shared understanding of the organizational ethos. The county government of Bungoma has

progressed well and has all it takes to grow their collective prosperity because of a diversified workforce that includes women and youths in respectable positions of leadership.

### **5.3.3 The Influence of County Regulation Practices on County Government Performance in Bungoma County**

The executives at the county government of Bungoma are charged with creating regulations that formulate the framework that human resource managers use for recruitment practices. Some of the notable regulations that have been adopted by human resource managers include an awareness of the two-thirds gender rule. The value of gender considerations is demonstrated in the study by Chebet (2015) on determinants of employees' performance in the county governments. Chebet denotes that gender sensitivity is paramount in enhancing employee productivity. To that effect, mothers forming part of the workforce in Bungoma County are given breaks to tend to their Kids. Women continue to be included in Unions at Bungoma county and promotional opportunities for all ethnic groups. As opportunities for growth increase, the county government becomes attractive to a diverse pool of talent. There is almost an indifference when it comes to observing the two-thirds gender rule, which is meant to ensure that all stakeholders are well represented in a meeting. The county government has made significant milestones in creating awareness of gender sensitivity and the continued provision of events for special groups.

In Waikenda (2019), the significance of effective corporate governance as an influence on performance is demonstrated. The county regulations provided for a clear grievance handling mechanism to allow for a harmonious workforce. It would provide an opportunity for the recruits from other regions to be at ease in ensuring that they are treated fairly. Through the enforcement of workforce diversity policies, the county government can ensure that it retains the best talents, provides opportunities to a diverse workforce, and ensures that it is aligned to the National Vision on diversity.

County regulations adhere to the constitutional proclamation and the county government acts in all the practices of HR. The result is justified by Chebet (2015) who established the determinations of employee performance in the county governments in Kenya. The study of Bungoma County confirmed that regulations and practices play an important role in employee performance across the region. The

critical regulations in the county to govern the HR practices and ensure the best of the best are hired for the various jobs is anchored on several factors. There are county practices to organize employee training and other activities to boost the quality of service offered by the employees (Chebet, 2015). The training informs the county officials on the new achievements in HR which can be useful in improving service delivery and employee attrition. The county of Bungoma practices fair compensation principles as entitled in the civil service laws (Chebet, 2015). The success of the county human resource department is pegged on timely and sufficient pay. There have been problems with the dates of pay but the county has generally maintained a generally good report on the employee management even during the delays in disbursement of the devolution funds by the county government.

Working conditions in the county government are growing and will still require improvements to ensure every employee feels included inclusivity will bring about diversity that in return will encourage character development for the junior employees (Waikenda, 2019). A diverse workforce is in cognition of the gender rule, the position of the youths, and ultimately the representation of the ethical diversity of the whole country Kenya. The best way to attain the correct working environment relies on the quality of leadership that runs the county civil service. The supervisors should have integrity so that they can provide direction to the county labor force without reducing the morale of the workers (Waikenda, 2019). The county leadership aims to direct the professionals is employed in the county to implement the plans and policies as required by the decision-making organs within the county government. As it stands, the research confirmed the presence of decorum in the leadership and their ability to provide a direction to the professionals in the county ranks so that all the deliverables are clear.

The devolved systems were designed to ensure development trickled down to all corners of the country through the development of a second-tier government that mirrored the national government's duties (Waikenda, 2019). Marginalization of the county can only happen if the county government fails to address the inclusivity clauses in its assembly. Bungoma County has tailored its practices to suit good performance so that it can grow the region in terms of development, inclusivity, and adherence to the rule of law.

The findings of the study are in tandem with a study by Stonewall (2016) on Gender Perceptions. In the study titled *Gender Perceptions: Effects and Recommendations for Gender Inclusivity*, Stonewall denotes that workforce diversity influences employee performance and determines the level of service delivery in such setups. The labor productivity has been rising in many counties with the overall management level scaled down to the governorship and the county executive officers. The employment regime of the county government has looked into the level of academic qualification to necessitate the hire criteria, talent, and commitment to the goal of service delivery.

#### **5.4 Conclusion**

The study has highlighted key findings around the workforce diversity practices on the county government performance in Bungoma County. The study established that the three independent variables in the study have a significant influence on the county government performance in Bungoma of the county workforce.

The demographic segmentation practices of age, gender, and level of education all had a positive influence on county government performance. The Kenya National Bureau of Statistics places the unemployment rate among the youths at an alarming rate (Farah & Ali, 2018). It has been reported that for every 10 young people, 4 are out of employment despite having the requisite qualification. According to Infotrak, Bungoma County had an optimism index with a score of 80.6%. Bungoma County was ranked second among the most optimistic counties. This can be attributed to the county workforce comprising of mainly youthful, educated, and gender-diverse employees. The contribution of such a robust workforce can be seen in the latest county government performance rankings.

There was 43.6% of the variation in the county government performance was attributable directly to the influence of human resource recruitment practices. The study shows that HRM practices are almost indifferent to whether these practices attract competent candidates thus the findings on the recruitment practices state that the recruitment practices are not fair. However, the county has exhibited positive growth that is in concurrence with the findings of this study. Notably, the performance improvement can be partly credited to human recruitment practices, which have improved over the years. The county has continued to move towards a more diverse

workplace due to its focus on competence, with an eye on diversity per the public service requirement on diversity and employment of youths.

On county government regulation practices, only 38.9% of the variation in the county performance could be attributable to the county government regulation, which has observed commendable adherence to the feasible human resource practices as stipulated in the public service commission regulations.

The findings on the three aspects of diversity investigated by the study; age, gender, and level of education show a varied correlation between these aspects of diversity and the performance of the County Government of Bungoma. Notably, age diversity had a stronger positive relationship with the county performance compared to gender and level of education. Both gender and level of education had a weaker but positive relationship with the county performance.

Therefore, the overall conclusion of this study is that workforce diversity has a significant positive influence on county performance.

### **5.5 Study contribution**

While the recruitment practices seem to attract competent individuals, there is a need to ensure the following recommendations based on the findings of the study:

**Government and Policymakers:** The county government should create policies that favor the absorption of a more diverse workforce. With only 10% of the county workforce constituting non-native speakers, the county government should focus on increasing the number of diverse employees to further enjoy the benefits of diversity. As part of the workforce diversity drive, the Bungoma county government should aim to increase employees who speak different languages from the local ones as this will enrich the environment within Bungoma County.

The recruitment practice should enhance recruitment of talents alongside educational background into consideration when hiring and not just use the government minimum requirement as a threshold considering the talented pool of employees are surrounding the county government. Moreover, the county government should emphasize absorbing talents into its ranks rather than heavily relying on academics as a prerequisite for human resources. Talents are to some extent valuable, especially

when used in the right and suitable ways. The county regulations should ensure that they reinforce the human recruitment practices to ensure that whenever recruitment is taking place, the incoming workforce adds to the diversity in place. Notably, it should bridge the gender gap that is still evident to harness the potential of women in the labor industry.

**Academia:** The notable shortcoming of this study is its limited scope with respect to county governments in Kenya. The country has 47 counties, which means that the findings of this research are limited in the representation of all county governments in Kenya. Statistically, this study represents only 2.1% of the county governments. Therefore, its findings may not accurately depict the situation in other counties. As a result, it cannot be conclusively applied to other counties. It is imperative that this research is conducted further on a wider scope to investigate not just other counties but also the Kenyan government public service workforce, which is underwhelming in diversity.

## **5.6 Limitations of the Study**

The major constraint in this study was that some respondents were reluctant to participate in the study citing COVID-19 health pandemic concerns. The researcher overcame this by preparing an online digital form document that would be used for the collection of data through questionnaires thus avoiding the risk of exposing any respondent to the COVID-19 and achieving the mission of getting responses at the same time.

Since the study touched on the county government and its recruitment practices, some respondents had fear of victimization in the future. The researcher overcame this through maintaining the authorization documents from the relevant authorities and assuring the respondents that the study was purely for academic purposes only and high levels of confidentiality of the information provided were assured. The researcher also informed the respondents that participation was voluntary, and the respondents had the option of indicating whether the researcher should not disclose their identity.

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## APPENDICES

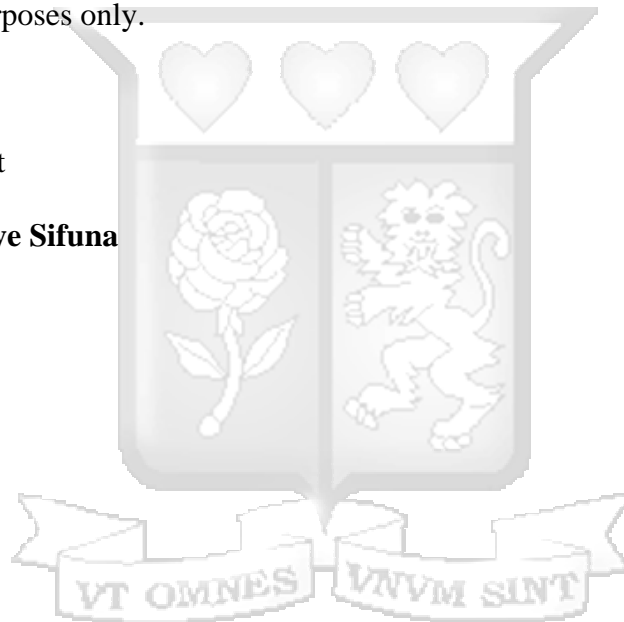
### APPENDIX I: Introduction Letter

**Dear Respondent,**

This is to request your participation in this questionnaire to facilitate a proper understanding of the effect of workforce diversity policy practices on county government performance, particularly in Bungoma County. We would also like to assure high levels of confidentiality were maintained. The study was conducted for academic purposes only.

Kind Request

**Diana Nekoye Sifuna**



APPENDIX II: Research License



REPUBLIC OF KENYA



NATIONAL COMMISSION FOR SCIENCE, TECHNOLOGY & INNOVATION

Ref No: 888435

Date of Issue: 15/May/2020

RESEARCH LICENSE



This is to Certify that Ms.. Diana Nekoye Sifuna of Strathmore University, has been licensed to conduct research in Bungoma on the topic: EFFECT OF WORKFORCE DIVERSITY ON COUNTY GOVERNMENT PERFORMANCE, A CASE OF BUNGOMA COUNTY for the period ending : 15/May/2021.

License No: NACOSTI/P/20/4933

*[Signature]*

888435

Applicant Identification Number

Director General

NATIONAL COMMISSION FOR

SCIENCE, TECHNOLOGY & INNOVATION



Verification QR Code

### APPENDIX III: Questionnaire for Middle-Level Management & Operation Management

Kindly fill in the questions appropriately. All information shared was treated as confidential.

#### **PART A: DEMOGRAPHIC DIVERSITY**

**1. Are you a worker of the County Government of Bungoma?**

Yes  No

**2. Gender of the respondent**

Male  Female

**3. What is your highest level of education?**

Primary School   
High school   
College diploma   
University degree   
Master's degree   
others (please state) .....

**4. What is your age bracket?**

18 – 35 Years   
36 – 53 Years   
Over 54 years

**5. What is your position in the County Government?**

Top Management   
Middle Management   
Low Management

**6. Number of years you have been an employee in Bungoma County? (Tick)**

0-2 years   
3-5 Years   
6-10 Years   
More than 10 years

**7. No of years serving in the current position (Tick)**

2 years and below   
3-5 Years   
Above 5 years

**8. How many Members in your department are not from the local community?**

.....

**PART B: HUMAN RESOURCE RECRUITMENT PRACTICES**

Rate the level of agreement with the following statements that relate to Human Resource recruitment Practices. Where 1= **Strongly Disagree**; 2 = **Disagree** 3= **Moderate**, 4 = **Agree** and 5 = **Strongly Agree**

<b>Indicator</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
<b>Human Resource Recruitment Practices</b>					
The county government of Bungoma Hires from any ethnic Background					
employees are not discriminated by the County Government of Bungoma during hiring					
The recruitment process at the county level takes a shorter time					
The county government has significant Numbers of Persons living with Disability employed					
The is gender balance in Top Management distribution					
Opportunity for growth exist for employees who have low educational requirements					
There is equal treatment by the County government when it comes to educational background					
County recruitment method attracts competent candidates					
The human resource recruitment practices have led to reduced layoffs					

**PART C: COUNTY WORKPLACE REGULATION PRACTICES**

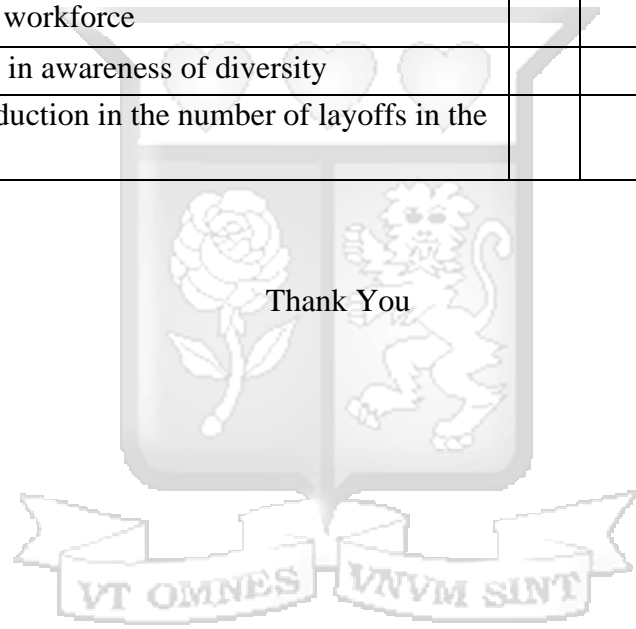
Rate the level of agreement with the following statements that relate to County Workplace Regulation. Where 1= **Strongly Disagree**; 2 = **Disagree** 3= **Moderate**, 4 = **Agree** and 5 = **Strongly Agree**

<b>Indicator</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
<b>County Workplace Regulation</b>					
I understand the two thirds gender rule					
Mothers are given enough breaks to attend to Children					
There is fair distribution of casual laborers in the county					
Women represented at least 1/3 of the Workers union in the county					
There is introduction of new regulations at the county that affects recruitment practices.					
Promotion opportunities are available to people from all Ethnic groups.					
New recruits at the county are given an equal hearing of Issues					
Meetings in the county observe the 2/3 gender rule before continuing					
There are gender sensitivity and awareness event in the county					
There are events for special groups in the county					
Achieving the 2/3 gender rule in the county is impossible					
People Living with Disabilities (PLWD) have been included in the Workforce Forum					
There is no Gender biasness when it comes to Compensation					
Grievances are handled without discrimination					
There is fair treatment at work for either gender					

**PART D: COUNTY GOVERNMENT PERFORMANCE**

Please indicate in percentages (%) the following information on County government performance

<b>Indicator</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
<b>County Government Performance</b>					
Workforce performance in the county has increased as a result of workforce diversity practices					
Gender balance has increased productivity in the county government					
With the new changes on recruitment practices, county government performance is improving					
Productivity in the county government has increased as a result of diversified workforce					
There is an increase in awareness of diversity					
There has been a reduction in the number of layoffs in the county.					



Thank You