Workforce Diversity and Employee Performance in Kenya’s Ministry of Lands and Physical Planning

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Abstract

The study sought to investigate workforce diversity and employees performance in the Ministry of Lands and physical planning in Kenya. The study examined the extent to which difference in age, gender, education level of ethnicity affects employee performance. The research adopted descriptive research design. The target population consisted of 188 employees from different cadres and levels of employment within the Ministry. Purposive sampling technique was used and a sample of 20% from each category, where a sample size of 38 respondents from target population was drawn. The questionnaires were the main instrument for collecting the primary data required for the study. Primary data was collected using self-administered questionnaires. Collected data was prepared and processed for more statistical data analysis information. Subsequently the statistics collection, it was detailed and analyzed using Statistical S.P.S.S. Generated from descriptive and inferential data, descriptive data comprised of ratios and rate of recurrence to average deviations while inferential statistics involved several deteriorations explores to test their relationship between the independent variables and the dependent variable. The study showed a strong correlation between variables. The study concluded that age has no influence in employee performance in Ministry of Lands and physical planning, Kenya. Gender significantly influenced employee performance. Workers had not been discriminated by company while hiring and recruiting procedure on the sex premise.

Key words: Workforce Diversity, Employee Performance, Ministry of Lands and Physical Planning, Kenya

1. Introduction

Workforce diversity remains an indispensable component in facilitating the realization of organization goals, objectives and core values. This concept is generally recognized and evident in various facets of the society, especially in the corporate organizations and the business arena. Today, most organizations understand that they operate in unpredictable and dynamic business environment that is marked with change in consumer purchasing behaviour, price fluctuation, influx of forces of demand and supply, introduction of new legislations, and unprecedented change in the political environment. Although this is the case, organizations conceptualize the fact that they do not have any option rather than to balance these challenges against their objectives and goals to remain competitive and relevant in the business arena (Martins, 2003).

In the recent past, the event of workforce diversity has not generated much concern and interest from the government parastatal and ministries and the general Kenyan corporate. Various factors including politics, tribalism and corruption may have influenced Kenyan corporate and government ministries and parastatal not to embrace the concept of workforce diversity, but this trend is largely as a result of the corporate culture that revolves around the political and social-economic patronage of individuals who hold senior positions in the human resource docket (Albrecht, 2001).

The individuals use their authority and political network to compromise the employee recruitment and selection process and secure lucrative job positions for their friends, relatives and employees from their tribe or community. This predisposition may substantiate the reason as to why many government ministries and parastatsal are dominated by employees from a given ethnic group or tribe and why such corporate organizations experience managerial challenges. However, local corporate organizations, which aim to expand their operations to other nations, have focused on resolving their managerial challenges associated with the phenomena of workforce diversity.

Many developing nations, Kenya included, are ethically heterogeneous and experiences managerial challenges associated with workforce diversity. As a developing state, Kenya has more than forty-two tribes, which are deeply rooted in their culture, customs and traditions. This cultural and demographic diversity is manifested in almost all corporative organizations and evokes numerous managerial challenges, which the organization management team are supposed to manage, mitigate and address effectively.
Government parastatal and ministries, especially the Ministry of Lands and physical planning, have embraced the concept of workforce diversity in their operations. As a government institution, the Ministry of Lands is charged with responsible of overseeing land management issues and equitable distribution and administration of land resource in the country. To achieve its core goals and objectives, the ministry has embraced the concept of workforce diversity as one of its strategies and competitive advantage aimed to enhance its efficiency on service delivery, accountable and improve organization performance. The ministry has employed employees of different educational level, age, gender, culture and ethnicity backgrounds; an aspect that promotes workforce diversity. Despite the great achievements and success derived from the integration of the concept of workforce diversity in corporate organizations, the ministry has not realized its optimal performance thus raising the concern for examining the impacts of workforce diversity on these employee performances. It is on this ground the research seeks to look at the workforce diversity in the Ministry of Lands and physical planning, Kenya.

2. Statement of the Problem

With present stiff race in business fields, corporate administrations are required to grip the idea of workforce diversity to achieve their core goals and objectives and compete effectively in the internal trade affairs. Empirical studies have shown that workforce diversity is an imperative tool that corporate organizations can employ to enhance their performance, employee morale and satisfaction, generate inherent and innovative ideas and increase their competitive edge in the business cycles (Winsen, 2010). The move to embrace workforce diversity in government ministries and parastatal would promote the culture of innovativeness, creativity and invention thus transforming lives of Kenyans.

In addition, knowing the impacts of diversity on a firm result; efficiency, problem solving and quality of work as element of employee performance have turned out to be vital (Sungjoo & Rainey, 2010). After the trends were discovered, they were proclaimed as a chance for companies to be more innovative, to secure a market niche, and to attain and sustain an economical. These variables ensure the organization achieve its optimum goals as a result of combination with diversity aspect.

In this similar state of affairs, combination thought is important and necessity state in Republic of Kenya African country African nation} to acknowledge the vision 2030 to form Kenya become a middle-income state, in a very length of fifteen years. For Republic of Kenya to become a middle financial gain state it's to formulate associate objective that ought to be unitedly with peace and unity. This could be applied by government agencies in several areas and spatial planning tasks; an aspect that compels the ministry to hire competent, skilled and experienced employees from different disciplines, culture and ethnic backgrounds. This objective and blueprint will solely be accomplished once the thought of manpower diversity is concerned altogether government ministries, parastatal and in different company organizations (Munjiri, 2012). As a government establishment, the Ministry of Lands and physical planning is mandated with numerous responsibilities and functions including maintenance, generation and dissemination of accurate geographical information, formulation and implementation of land policies and execution of regulation

Several studies reveal that few case studies have been conducted in government ministries and parastatal on this topic, but most of these studies have failed to exhaustively elaborate and examine the impacts of employees’ diversity on the organization performance. (2003) established that the phenomena of workforce diversity create managerial problems to corporate organizations and government ministries, especially within the team-setting environment. Sonnen schein (2003) articulated that demographic diversity among the employees evokes conflicts, which are fuelled by business and disrupted group dynamics.

Winsen (2010) identified that group members in a team may have different opinions and views about a given task because they have different belief structures in terms of priorities and assumptions. These diverse views among the employees are also influenced by disparity in resource allocation and rewards, which influence the employees to have different views about a given task (Effron, Gandossy & Goldsmith, 2003). This forms the basis of this study to attempt to examine workforce diversity and performance in the Ministry of Lands and physical planning, Kenya and provide viable recommendations on how to construct a framework to promote its effectiveness.

3. Research Objectives

3.1 General Objective

The general objective of the study was to examine workforce diversity and performance in public organization with reference to Ministry of Lands and physical planning, Kenya.

3.2 Specific Objectives

The study was guided by the following specific objectives:

i. To determine the influence of age on employee performance in the ministry of lands and physical planning in Kenya.
ii. To establish the influence of gender on employee performance in the ministry of Lands and physical planning in Kenya.

4. Research Methodology

The target population comprised of 188 workers from various frameworks and levels at the Ministry of Lands and Planning. Specialized staff incorporates surveyors, values, geomagnetic, geospatial, draftsmen, cartographic, photogrammetric, among different terrains staff, while Support staff incorporates ICT officers, secretaries, representatives, bookkeepers, acquirement officers, examiners and so forth. Overseeing officers all in all incorporate Heads of divisions (HODs).

Purposive sampling technique was adopted due to the specialized nature of the population under the study. The researcher drew an sample of 20% from every class in light of the specialized groups under the study. The fundamental point of utilizing purposive sampling is expected to accomplish the coveted portrayal from different classifications of work frameworks since the Ministry populace is heterogeneous. Researchers, for instance, Mugenda (1999) proposes that a person may use an example size of no under 10% of whole people however for good and more illustrative results.

5. Research Results

5.1 Descriptive Results

5.1.1 Age

Several statements on how age influenced performance in public organization with reference to Ministry of Lands and physical planning the researcher mainly noted Kenya. The participants were urged to indicate the degree of agreement of every sentiment. A scale of Likert of one to five where; one equals strongly agree, two equals Agree, three equals Neutral, four equals Disagree and five equals strongly disagree was used. The findings are indicated in the Table below.

<table>
<thead>
<tr>
<th>Table 1 Age</th>
<th>Opinion Statement</th>
<th>Mean</th>
<th>Std. Dev</th>
</tr>
</thead>
<tbody>
<tr>
<td>The organization respects employees’ age differences and tries to solve their issues equally in the spirit of enhancing performance</td>
<td>4.17</td>
<td>.759</td>
<td></td>
</tr>
<tr>
<td>Older employees relate well with their younger counterparts to foster teamwork</td>
<td>3.27</td>
<td>1.60</td>
<td></td>
</tr>
<tr>
<td>Employees learn from each other regardless of their age differences</td>
<td>3.48</td>
<td>1.59</td>
<td></td>
</tr>
<tr>
<td>The age differences in work group might cause conflict.</td>
<td>4.48</td>
<td>1.02</td>
<td></td>
</tr>
</tbody>
</table>

The findings shown from Table 1 specifies that the popular defendants come to understanding with a prodigious extent in Ministry of Lands and physical planning respected employees’ age differences and tried to solve their issues equally in the spirit of enhancing performance as supported with average of 4.17 by average unconventionality of 0.759. Age difference in an organization empowers information exchange and adoption of technology enhancing performance increase. This finding is in agreement with Argarwala (2010) who indicate that age diversity empowered the exchange of information and experience between ages therefore needing to set coaching programs whereby the more established representatives filled in as guides for the more youthful workers to guarantee that abilities are passed on to the new administrators.

The study established that older employees related well with their younger counterparts to foster teamwork as shown by a mean of 3.27 with standard deviation of 1.60. Majority of the older employees were reluctant to change therefore, relied on younger employees when engaging in technology hence they were less worried in advancing themselves relating well with their young counterpart. This finding is in agreement with Macibi (2007) who indicated that more established workforce have advanced an intelligence that assistance them discover routes through perplexing and requesting conditions, have developed, and are less worried about advancing themselves while those who have been in work for a drawn out stretch of time have an assortment of abilities and the individuals who are recently utilized have a cutting-edge approach.

The study indicated a moderate agreement on employees learning from each other regardless of their age differences indicated by mean of 3.48 with a standard deviation of 1.59. The findings indicated that some employees had exceptional learning and understanding powers hence would be the pillars of the weak employees by helping them on their activities. This finding is similar to the study carried out by Argarwala (2010) who indicate that age diversity empowers the exchange of information and experience between ages in this manner need to set coaching programs whereby the more established representatives fill in as guides for the more youthful workers to guarantee that abilities are passed on to the new administrators.

Regarding the age differences at Ministry of Lands and physical planning the defendants were in covenant with a prodigious degree which work group might cause conflict them as indicated by the mean of 4.48 with a standard deviation of 1.02. The findings are in agreement with a study carried out by Macibi, (2007) who indicate that by the year 2050 it has been anticipated...
that more than one in each five people however out the world would be matured 60 or over therefore, age segregation does not go about as an obstruction to constructive connection with individuals of all ages gathering.

5.1.2 Gender

Several statements on how gender influenced performance in public organization with reference to Ministry of Lands and physical planning carefully in Kenya were noted in the study. The participants were urged to note the degree to which they agreed to given statements. A Likert scale of one to five where; one = strongly agree, two = Agree, three = Neutral, four = Disagree and five = strongly disagree was used. The findings are indicated in the Table 4.4.

Table 2 Gender

<table>
<thead>
<tr>
<th>Opinion Statement</th>
<th>Mean</th>
<th>Std. Dev</th>
</tr>
</thead>
<tbody>
<tr>
<td>There is not looking down on either gender when hiring employees</td>
<td>3.34</td>
<td>1.26</td>
</tr>
<tr>
<td>Reasonable treatment is given to all workers, regardless of whether they are male nor female</td>
<td>3.89</td>
<td>1.14</td>
</tr>
<tr>
<td>The company’s training and development program is developed to meet the criteria/prerequisite of the male and female</td>
<td>2.86</td>
<td>1.05</td>
</tr>
<tr>
<td>Women are involved in the company’s decision making and problem solving as men</td>
<td>4.55</td>
<td>.948</td>
</tr>
</tbody>
</table>

Table 2 indicates that respondents moderately agreed that workers had not been discriminated by company while hiring and recruitment procedure on the sex premise by a mean of 3.34 with standard deviation of 1.26. Ministry of Lands and physical planning administrators indicate that they were cautious of discrimination and recruited their employees based on their intellectual levels. This is in agreement with Basset Jones (2005) who indicates that equal opportunities should be available to anyone and one should focus to legislate against discrimination, believe that people should be absorbed into the organization, and often relies on affirmative action.

Respondents were in agreement that reasonable treatment was given to all workers, regardless of whether they were male or female as portrayed by a mean of 3.89 mean and standard deviation of 1.14. This is in agreement to research findings by Munjuri (2012) in the Banking Sector in Kenya who revealed that the banking sector had strategies for support to gender groups, and equal employment opportunities. Similarly, a study by Ngao (2013) at Kenya Ports Authority (KPA) indicated that gender, greatly impacted on organizational performance and success.

5.1.3 Employee Performance

Several statements on employee performance in public organization with reference to Ministry of Lands and physical planning in Kenya remained prudently recognized by the investigator. Participants remained constant then bidden to note the magnitude of their acceptance on each assertion. A Likert scale of one to five where; one= strongly agree, two = Agree, three = Neutral, four = Disagree and five = strongly disagree was used. The findings are indicated in the Table 3.

Table 3 Employee Performance

<table>
<thead>
<tr>
<th>Opinion Statement</th>
<th>Mean</th>
<th>Std. Dev</th>
</tr>
</thead>
<tbody>
<tr>
<td>when a customer is dissatisfied, I can usually correct the problem to their satisfaction</td>
<td>3.79</td>
<td>1.20</td>
</tr>
<tr>
<td>My job makes good use of skills and abilities.</td>
<td>3.82</td>
<td>1.22</td>
</tr>
<tr>
<td>I am rewarded for quality of my effort.</td>
<td>4.27</td>
<td>.701</td>
</tr>
</tbody>
</table>

As shown on Table 3, respondents were in agreement that when a customer is dissatisfied, Ministry of Lands and physical planning seniors would correct the problem to the customer’s satisfaction as indicated by a mean of 3.79 with standard deviation of 1.20. This finding is in agreement with Jackson et al., (2004) who defines Social category diversity as dissimilarity in social category membership. For instance, it can happen if members of the group vary in relation to gender, age or if they come from different ethnic groups. As a result of these differences, a team would achieve a low level of cohesiveness and satisfaction.

Respondents were in agreement that their job made good use of their skills and abilities as supported by a mean of 3.82 with standard deviation 1.22. Macibi (2007) established that workforce had advanced an intelligence that assisted employees discover routes through themselves while those who have been in work for a drawn out stretch of time have an assortment of abilities and the individuals who are recently utilized have a cutting-edge approach.

Respondents were in agreement to a great extent that they were rewarded for quality of their effort at Ministry of Lands and physical planning for instance evidenced by a mean of 4.27 with a standard deviation of 0.701. Sparrow and Marchington (1998)
indicate that employees considered incentives for work well done, the indicators were positive performance to indicate whether an organization is doing well.

5.2 Inferential Statistics

5.2.1 Regression Analysis

The study conducted regression analysis to establish the relationship between workforce diversity and performance the Ministry of Lands and physical planning. The finding of analyses of models, ANOVA and coefficient regression are shown below:

Table 4 Model Summary

<table>
<thead>
<tr>
<th>Model</th>
<th>R</th>
<th>R Square</th>
<th>Adjusted R Square</th>
<th>Std. Error of the Estimate</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>.817*</td>
<td>.668</td>
<td>.663</td>
<td>1.19346</td>
</tr>
</tbody>
</table>

a. Predictors: (Constant), sexual orientation, instruction, age, ethnicity.

After discoveries, coefficients of association R was 0.817 and sign of solid positive relationship between’s factors, coefficient of assurance R square is 0.668 which means 66.8%. This imply 66.8% varieties in subordinate factors can be followed by; sexual orientation, training and age. The remaining of 33.2% can be clarified by different factors past the extent of the present investigation. ANOVA it was done at five percent level of its essentialness.

Table 5 ANOVA

<table>
<thead>
<tr>
<th>Prototypical Sum of Squares</th>
<th>Df</th>
<th>average Square</th>
<th>F</th>
<th>Sig.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Lapse</td>
<td>167.461</td>
<td>4</td>
<td>41.865</td>
<td>29.400</td>
</tr>
<tr>
<td>Residual</td>
<td>34.184</td>
<td>24</td>
<td>1.424</td>
<td></td>
</tr>
<tr>
<td>Total</td>
<td>250.690</td>
<td>28</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

a. Dependent Variable: employee performance
b. Predictors: (Constant), ethnicity, gender, education, age

After discoveries, \( F_{\text{Spontaneous}} \) stayed 29.400 and \( F_{\text{Critical}} \) stood 2.776 an indication that \( F_{\text{Spontaneous}} > F_{\text{Critical}} \) indicating the general lapse model was significant in the education. The \( p \) rate= 0.00<0.05 and indication that at least one variable significantly influenced the study in establishing workforce diversity on performance in public organization with reference to Ministry of Lands and physical planning, Kenya.

To determine the individual factor influencing employee concert of Ministry of Lands and geographical design, Kenya, the following coefficient of regression was generated.

Table 6 Regression Coefficient

<table>
<thead>
<tr>
<th>Model</th>
<th>Unstandardized Coefficients</th>
<th>Coefficients</th>
</tr>
</thead>
<tbody>
<tr>
<td>(Constant)</td>
<td>B</td>
<td>Beta</td>
</tr>
<tr>
<td></td>
<td>1.377</td>
<td>.333</td>
</tr>
<tr>
<td>Age</td>
<td>.247</td>
<td>.189</td>
</tr>
<tr>
<td>Gender</td>
<td>.496</td>
<td>.430</td>
</tr>
</tbody>
</table>

a. Dependent Variable: Employees performance

The resultant regression model equation becomes:

\[ Y = 0.496X_2 \]

Where:

\[ Y = \text{Employees performance and } X_2 = \text{Gender} \]

A unit increment in gender when the various elements were held constant would be at 0.496. The p-values for the Constant and Age variable were greater than 0.05 hence not significant.

6. Conclusions and Recommendations

6.1 Conclusion
The study concluded that age has no influence on performance of employees in the ministry of Lands and physical planning in Kenya. Respondents were in agreement to a great extent that Ministry of Lands and physical planning respected employees’ age differences and tried to solve their issues equally in the spirit of enhancing performance. Regarding age differences at Ministry of Lands and physical planning, respondents were in agreement to a great extent that work group would cause conflict between the employees. Older employees related well with their younger counterparts to foster teamwork. There was moderate agreement on employees learning from each other regardless of their age differences.

The study concludes gender significantly influenced performance of employees in the ministry of Lands and physical planning, Kenya. Respondents were in agreement to a great extent that women were involved in the company’s decision making and problem solving as much as men. There was reasonable treatment given to all workers, regardless of whether they were male or female. Workers had not been discriminated by company while hiring and recruitment procedure on the sex premise.

6.2 Recommendation

The study recommends that Ministry of Lands and physical planning in Kenya, among other ministries, should consider age of the employees while hiring new employees since age significantly influence performance. Administrators at Ministry of Lands and physical planning should respect employees’ age differences and try to solve their issues equally in the spirit of enhancing performance. Administrators at Ministry of Lands and physical planning should enhance work group to reduce conflict between the employees. Older employees should relate well with their younger counterparts to foster teamwork. Employees should learn from each other regardless of their age differences.

The study further recommends Ministry of Lands and physical planning; Kenya should enhance gender equality of the employees for efficient performance. Women should be involved in the company’s decision making and problem solving as much as men. There should be a reasonable treatment given to all workers, regardless of their gender. Discrimination during recruitment procedure by company should be avoided while hiring on the sex premise. Company’s training and development program should be developed to meet the criteria/prerequisite of both genders.

References