



Effect of Ethnic Diversity on Employee Performance at the National Museum of Kenya

Lydia Nguta^{1*}, Dr. Jacqueline Omuya²

¹*Master of Business Administration, Mount Kenya University*

²*Lecturer of School of Business and Economics, Mount Kenya University*

*Corresponding author email: marycarlmaina@gmail.com

Abstract

According to the assessment report from the Quality Assessment and Performance Improvement Strategy, it was identified that the staff members of the state corporations in Kenyan exhibited low performance levels, leading to a decline in employee satisfaction. The National Cohesion and Integration Commission (NCIC) audit report revealed disparities in race and ethnicity within the corporations. The primary objective of the research was to examine the impact of ethnic diversity on the performance of employees at the National Museum of Kenya. The research drew guidance from similarity/attraction theory. In the study, a descriptive cross-sectional survey design was employed. The total population comprised 550 employees at various personnel levels at the National Museum of Kenya headquarters. A population sample of 110 members was selected through Stratified random sampling. Data was collected using a semi-structured questionnaire administered to the chosen sample. To ensure the reliability of the instrument, Cronbach's Alpha was employed. Descriptive statistics was utilized for analysis of quantitative data, with the results presented through tables, figures, graphs, and prose. The research uncovered significant positive correlations between ethnic diversity and employee performance within the National Museum of Kenya. This underscores the importance of cultivating diversity when hiring personnel, as it contributes to enhanced performance. Furthermore, ensuring equal opportunities for promotion fosters employee motivation and dedication. To maximize the benefits of ethnic diversity, organizations should actively promote it and harness the collaborative potential of diverse work groups to improve both individual and organizational performance.

Keywords: Ethnic, diversity, similarity/attraction, performance.

1. Introduction

The performance of employees was a significant concern for organizations globally, as it directly impacted overall organizational effectiveness. This research aimed to explore the impact of ethnic diversity on employee performance within the National Museums of Kenya. The global interest in diversity among employees was evident in both work environments and the market. To enhance dynamism and profitability, companies embraced diverse perspectives, ensuring employees experience diversity in the daily operations and activities of the business (Corrington et al., 2020). The motivation of employees and effective human resources management played crucial roles in enhancing individual performance. Elevating employee satisfaction formed the basis for commitment, which was considered the source of any organization's power and competitiveness, ultimately leading to improved performance (Đorđević et al., 2020).

Workforce diversity encompassed both the distinctions and similarities presented among employees (Makhdoomi & Nika, 2017). It involved a range of demographic characteristics within a company's workforce, such as age, gender, color, origin, race, culture, and disability (Otiike et al., 2022). This concept reflected the visible and invisible differences among individuals, creating a diverse group of people who acknowledged, understood, respected, and appreciated each other's uniqueness (Otiike et al., 2022). Workforce diversity brought together individuals from various backgrounds to collaborate on shared objectives.

Embracing ethnic diversity in the workforce yielded numerous advantages that enhanced our lives in various ways (Goethe & Colina, 2018). The ethnic diversity within a workforce significantly impacted both employee performance and the overall effectiveness of organizations. Scholars highlighted that diverse dimensions within organizations yield various effects (Telyani et al., 2022). Barney (1991) resource view suggested a positive correlation between diversity and employee performance. Conversely, Tajfel and Turner (1978) social identity theory posited a negative association between performance and the diversity of the workforce.

Organizations worldwide were making efforts to evolve by ensuring that employees from various cultural and demographic backgrounds develop the necessary competencies and were supported in their roles to effectively execute business strategies (Ramirez et al., 2016). This global trend towards inclusivity and diversity within corporations was underscored in the United States through a study conducted by the Human Resource Institute. In 2001, this study surveyed over a thousand organizations, both private and public, unveiling that a significant portion of these entities offer diversity training: 56% in racial diversity, 68% in gender issues, 45% in ethnic diversity, 35% in age diversity, 54% in addressing disabilities, 57% in sexual orientation, and 24% in religious diversity (Ramirez et al., 2016). Additionally, it was observed that organizational performance indices improved by seven percent, predominantly led by the private sector with a five percent increase. The comparatively lower performance improvement in the public sector was linked to its hesitance in fully incorporating diversity practices into their management frameworks.

Mitchell et al. (2018) forecast a significant rise in the minority labor force within the United States, growing from 16.5% in 2000 to an anticipated 25% by the year 2050. Reflecting on the inception of the Review of Public Personnel Administration (ROPPA) in 1980, White males accounted for 86% of the Senior Executive Service (SES) workforce within the U.S. federal government. This percentage saw a decline to 65% by 2008, highlighting a shift towards a more diverse workforce. In addition to changes in racial and ethnic demographics, the impact of globalization further enriched cultural and linguistic diversity. It was noted that approximately 18% of households in the U.S. communicate in a language other than English at home, and about 13% of the population were immigrants (Windscheid et al., 2018).

In the context of Japan and Korea, where ethnic diversity was less pronounced, diversity management efforts had predominantly centered on gender disparities.

The establishment of Malaysian Airways in 1947 laid the groundwork for what would evolve into Malaysia Airlines. By 2017, this airline boasted a diverse workforce of approximately 20,000 employees. The composition of this workforce was notably multicultural, with 43% being Malaysians, 39% originating from India, 14% from China, and 4% representing a mix of other ethnicities, as detailed by Wouters, (2017).

The implementation of equity policies into the constitution in 1998 as a response to the apartheid system positioned South Africa as a forefront nation in Africa for embracing diversity. Despite significant progress in democracy, challenges persisted, including discrimination and unequal treatment within the workforce. A critical issue remained the underrepresentation of black individuals in senior roles within public institutions, alongside a lack of representation for women and almost complete exclusion of disabled individuals (Badubi, 2017).

In Uganda, the Cross-Cultural Foundation highlights that ethnic, political, and religious diversity presented challenges to diversity management in public organizations. The perception of diversity as a hurdle stem from its manifestation through environmental shifts, individual and communal efforts, and intermarriages. The pressing concern was integrating diversity effectively into the management structures of public organizations. Additionally, there was an identified need to advocate for the implementation of the Equal Opportunities Act and for educational, political, and cultural institutions to play a more active role in promoting diversity management.

In Nigeria, despite approximately half of the population being of working age, the employment rate hovered around twelve percent. The convergence of foreign and local cultures, spurred by multinational corporations and the broader effects of globalization, presented both challenges and opportunities in managing workforce diversity.

The adoption of the new constitution in Kenya catalyzed significant reforms in the country's demographic management practices. Enacted in 2010, the Kenyan constitution laid a robust framework aimed at ensuring equality across various spheres of life, including economic, cultural, and social sectors (Alden, 2018). It championed for the representation and inclusion of individuals from all walks of life, particularly in public sector appointments, marking a progressive step towards embracing diversity.

Prior to these changes, the lack of specific policies to enforce conventions and treaties resulted in notable disparities within public institutions, especially concerning disability, gender, and ethnicity. Discriminatory practices were often reinforced by existing laws and policies, perpetuating inequality across the board (Thompson, 2020). However, the 2010 Constitution, through Articles 10 and 232, addressed these issues head-on by underscoring the country's core values and principles of governance. These principles emphasized the cultivation of a strong national identity, the promotion of effective leadership and representation, the provision of equal opportunities and access to resources, the commitment to sustainable development, the adherence to good governance, and the safeguarding of vulnerable and marginalized groups.

These constitutional mandates required public institutions to ensure their staffing reflects the nation's diversity in professional and academic backgrounds, as well as in various demographic factors including gender, age, disability, minority status, race, and ethnicity. This approach not only aimed to correct past imbalances but also to foster an inclusive environment that mirrored the rich tapestry of Kenyan society.

The Kenyan Constitution, enacted in 2010, introduced significant reforms aimed at enhancing inclusivity and representation within the public sector, reflecting the country's commitment to addressing historical inequalities and promoting diversity. Article 232 mandated the representation of diverse communities in the public service, ensuring that public institutions mirrored the demographic composition of the nation. Furthermore, Article 10 emphasized the principles of inclusivity and non-discrimination, with a specific focus on safeguarding the rights of marginalized and vulnerable groups, including older individuals, children, persons with disabilities, the youth, and minority groups, as delineated in Articles 54 to 57 (O'Brien, 2022).

To actualize the constitutional mandates of representation and inclusivity, the constitution prescribed the use of special techniques and affirmative actions aimed at fostering equal employment opportunities within the public service. Article 27(4)(d) of the Constitution highlighted the imperative of non-discrimination, and Article 27(6) directed the government to undertake affirmative action measures to redress historical injustices and discrimination. Specifically, Article 54(2) made provision for the inclusion of persons with disabilities in employment, stipulating that at least 5% of employment opportunities be reserved for this group. Additionally, Articles 55 and 56(c) addressed the employment of the youth and the affirmative action measures necessary for the employment of marginalized groups and minorities, respectively (Ricucci, 2021).

The Ethics Act further supported this commitment by creating a business environment conducive to diversity. It mandated public officers to perform their duties with professionalism and respect towards their colleagues, thereby fostering an inclusive workplace culture. The 2015 Act emphasized values and principles, requiring public organizations to ensure their workforce was diverse, including balanced representation of genders, persons with disabilities, and various ethnic groups.

Despite these legislative frameworks, challenges in achieving full compliance with constitutional mandates, such as the two-thirds gender rule, persist in the public sector. The Kenya National Bureau of Statistics (KNBS) reported in 2019 that the public sector employed approximately 700,000 individuals from diverse racial and ethnic backgrounds, including marginalized persons, people with disabilities, and minorities.

This backdrop set the stage for a study aimed at exploring the impact of ethnic diversity on employee performance at the National Museum of Kenya. The study sought to understand how the diverse ethnic composition of the workforce influenced overall performance, considering the legislative efforts and existing challenges in achieving a truly inclusive public service sector.

The evaluation of employee performance commonly relied on both their results and behavior (Armstrong, 2016). According to Kaydos (2020), staff performance was measured against the established standards of the company. Various factors, such as production levels, efficiency, effectiveness, quality of outcomes, and profit margins, were considered in the assessment of performance (Okero, 2021). Profitability, defined as the consistent earning of profits over a specific period, was a crucial factor. Zacharias et al. (2021) stressed that managers bore the responsibility of ensuring that the organization strived for high performance. This meant that managers continuously assessed performance by setting goals and establishing standards against which staff performance could be gauged. Organizations ensured active contributions from their staff in producing high-quality goods and services. Through performance management, employees were motivated to engage in organizational planning, fostering a drive for elevated performance levels.

Performance management involved activities aimed at ensuring the effective and efficient achievement of company goals. The focus was on how staff, departments, and processes involved in creating products/services perform. Previous research on staff productivity levels indicated a positive correlation between high employee satisfaction and increased retention rates, as opposed to situations where employees were dissatisfied with their jobs (Landy et al., 2015). Mone et al., (2018) additionally noted that contented employees demonstrated higher performance, making it more feasible for management to motivate them to attain the company's targets.

The National Museums of Kenya (NMK) was a governmental entity established through the National Museums and Heritage Act of 2006. It operated as a comprehensive institution with the primary goal of acquiring, safeguarding, examining, documenting, and showcasing Kenya's historical, contemporary cultural, and natural heritage. The overarching objective was to facilitate knowledge enrichment, foster appreciation, instill respect, and encourage sustainable use of these resources for the well-being of both Kenya and the global community, both in the present and for future generations as per the NMK Strategic Plan, (2020 - 2023). The National Museum of Kenya (NMK) was positioned with a visionary goal to emerge as a preeminent global leader in the realm of heritage research, innovation, and management. This ambition was underpinned by a comprehensive strategy that included the promotion, collection, and meticulous documentation of heritage materials. Central to NMK's mission was the advocacy for the conservation and sustainable use of the nation's heritage. This was achieved through a robust framework for generating, documenting, and disseminating vital research findings, along with the management of collections, and the introduction of innovative practices in the field.

NMK prided itself on housing an expansive and varied collection that spans several domains, notably Natural History, and Cultural/History/Musicology. This diverse collection not only served as a repository of knowledge and culture but also as a testament to NMK's commitment to preserving the rich tapestry of Kenya's heritage. Through its efforts, NMK aimed to foster a deeper understanding and appreciation of this heritage, both nationally and internationally, thereby ensuring its protection and accessibility for future generations.

The National Museum of Kenya (NMK) was deeply involved in a broad spectrum of research activities that span across cultural and natural history, as well as cutting-edge fields like biomedical research and bio-conservation. This multifaceted research agenda was characterized by collaborative efforts with a range of research and development organizations, underscoring NMK's commitment to advancing knowledge and fostering partnerships that enhanced its research capabilities.

A cornerstone of NMK's mandate was the preservation and conservation of its extensive collections. These responsibilities covered a wide array of items, including both tangible and intangible heritage, movable and immovable assets, and those preserved both in situ (in their original location) and ex situ (outside their original

location). This comprehensive approach ensured that the diverse heritage encapsulated within NMK's collections was meticulously maintained and safeguarded for future generations.

Moreover, NMK was dedicated to making the wealth of information and insights gained from its research and collections accessible to the public. Through a dynamic array of exhibitions, educational programs, and multimedia channels, NMK sought to engage the public, raise awareness, and promote learning about the rich heritage it stewards. These initiatives were integral to NMK's strategic vision, as outlined in its Strategic Plan for 2020 - 2023, aiming to not only preserve but also to animate the heritage in ways that educate, inspire, and resonate with audiences both locally and globally.

The effectiveness of organizations, whether in the public or private sector, heavily depended on the performance of their employees. Successful organizations recognized numerous factors that influence performance, with Human Resources (HR) being identified as the most crucial (Dicke et al., 2018). Despite the presence of HR departments in Kenyan state corporations, which were tasked with functions like management of work diversity and employee motivation, the overall performance of employees remained subpar (Kamau 2023). Over the past years, state corporations in Kenya witnessed a rise in low employee performance, and there were no indications of a reversal in this trend (Murungi, 2018).

The underperformance identified within certain organizational sectors was primarily linked to employees' failure to adhere to deadlines and the inferior quality of task completion. This issue was largely attributed to the recruitment of inadequately qualified personnel. Recommendations for improving performance and productivity, as outlined in the report, call for a significant reform in HR practices. These reforms included the necessity for training employees on new technologies, promoting youth empowerment, and eradicating discrimination, bias, and favoritism within the workplace. A 2023 audit report by The National Cohesion and Integration Commission (NCIC) shed light on the racial and ethnic disparities present within state corporations. The audit's findings pointed out that, of the 42 tribes in the country, a mere 10% of the tribes represented approximately 88% of the workforce, while twenty tribes combined accounted for less than 1% of the total workforce. This imbalance suggested that public resources, such as salaries, were disproportionately benefiting a select few communities, thereby hampering the nation's growth, unity, and equitable service delivery.

Previous research (Dessler, 2016; Bekele, 2015; Nyambegera, 2002; Barlow et al., 2016) delved into various aspects of workforce diversity, acknowledging its significant impact on staff performance and the common issue of organizational underperformance, particularly within Kenya's constitutional commissions. Studies like those by Otiike, al., (2022) focused on the management of workforce diversity and its effect on employee performance in Kenya's banking sector, highlighting a narrow attention to the influence of workplace diversity on performance within constitutional commissions. Additionally, there had been a lack of comprehensive research examining how different facets of diversity, including gender, age, ethnicity, education, and social diversity, collectively influence employee performance in the public sector. This study aimed to bridge these conceptual and contextual gaps by investigating the effects of ethnic diversity on employee performance at the National Museum of Kenya, thus contributing to a broader understanding of diversity management within the public sector.

2. Literature Review

2.1. Theoretical Literature

Similarity/attraction theory's proponent, Byrne et al. (1971), asserted that individuals were more drawn to others who had similar beliefs. The fundamental idea behind this hypothesis was that there was a greater chance of reciprocal attraction between people when there was demographic uniformity. Those from similar backgrounds often discover commonalities, making collaboration and problem-solving more seamless. Shared similarities enhanced one's sense of worth and ideas, while disagreements raised questions about values and ideas, introducing potential tension. Research indicated that in situations where individuals had the opportunity to interact with various people, they tend to choose those with similar characteristics (Cassel, 2016).

Research based on the similarity/attraction theory showed that when there are not enough similarities, there's less attraction, which reduced communication and causes miscommunication and information distortion (Dębski et al., 2020). Based on this notion, research indicated that companies with a high degree of diversity were also more likely to had poor work practices, which had a detrimental effect on employees' performance. Employees from diverse age groups provided a variety of information, and their presence fosters professional development and a better comprehension of duties. The hypothesis links the employee performance at the NMK to the similarity/attraction theory, hence supporting the idea of age diversity.

2.2. Ethnic Diversity and Employees' Performance

At the research that Mande and Awiti (2019) did at public institutions in the Western region of Kenya, they highlighted a significant leadership problem that was addressed by the exploration of workforce diversity management. This exploration offered organizations with both benefits and difficulties, and it addresses a vital leadership concern. The purpose of the study was to investigate the connection between workforce diversity and employee performance by using a descriptive survey and a correlational research methodology. Using a questionnaire as the main tool for data collection, the research was conducted with the intention of gathering information from

chairpersons of departments at public institutions. Both correlation and regression analysis were used in the data analysis process. The results showed that there was a positive link that was statistically significant between the factors of workforce diversity and employee performance. The outcome of the research stressed that aspects of diversity such as gender diversity, ethnic diversity, age diversity, and educational background diversity all had a favorable effect on the performance of employees. These results were influenced by the fact that individuals working at public institutions had a favorable impression of the diversity efforts adopted by their employers.

In research that was connected to this one, Pettersson et al. (2020) investigated the influence that ethnic diversity had on the performance of groups. Specifically, they investigated the role that work value diversity played as a mediator and the function that group tenure played as a moderator. Participants in this study were members of research and development teams from six different organizations, and the primary emphasis of this investigation was on the ethnic variety that exists within certain groups. The results did not correlate with the predicted relationships between ethnic diversity and group performance, which were mediated by work value diversity, or the moderating impact of group tenure on the link between work value diversity and group performance. This was contrary to the expectations that were made.

One of the studies that van Zyl-Smit et al. (2017) carried out was an investigation of the impact that ethnicity and diversity had on the performance of medical professionals. The purpose of the study was to get an understanding of the influence that racism had inside the medical industry, with the goal of putting light on important problems that organizations such as the NCAA were striving to grasp in terms of ethnicity and diversity in staff performance. Based on the findings of the research, it was shown that physicians who belonged to minority ethnic groups had a sixfold greater probability of being charged with charges in comparison to their white colleagues. In a study that lasted over six years and was commissioned by the GMC, Isobel Allen's investigation provided support for Esmail's results. On the other hand, it seemed to imply that the GMC had not yet completely comprehended the factors that contributed to the disproportionate participation of ethnic minority physicians in the disciplinary procedures.

Through the use of a field experiment, Hoogendoorn and Van Praag (2016) conducted different research in which they investigated the connection between ethnic diversity and the group's overall performance. Ethnicity appeared as the most significant component in the variability of groupings, with fifty-three different nations being represented by fifty-five percent of the undergraduate students. According to the findings of the study, modest diversity had a minor influence on the performance of the group in terms of the results of business operations. However, when the majority of the members of the team were of different ethnicities, the performance of the group was favorably affected by ethnic diversity. Based on the statistics, it was proposed that this beneficial influence might be linked to a wide reservoir of knowledge that made it easier for individuals from different ethnic backgrounds to continue their education.

An investigation on the relationship between ethnic diversity and the success of businesses was carried out by Pitts and Jarry (2015). The researchers looked at diversity at both the management and street levels. Because public sectors were becoming more ethnically diverse and governments were making efforts to manage this diversity, it was becoming more important to have a better knowledge of how this diversity influenced employee relationships and the outcomes that were tied to work. The research discovered an inverse correlation for street-level bureaucrats compared to what was predicted, which was contrary to the original assumptions that were initially held. In general, the results were consistent with those of other studies that suggested that growing diversity levels presented difficulties during the orientation process and had a detrimental influence on outcomes linked to occupational performance.

3. Materials and Methods

3.1. The materials

This study adopted a mixed research approach where both quantitative and qualitative statistics was integrated. The choice of the approach was informed by the fact that by combining qualitative and quantitative data, researchers obtained a more holistic and comprehensive understanding of a research problem. Qualitative methods provided insights into the context, while quantitative methods offered numerical data and statistical patterns.

In the context of this research, the identified target population comprises 550 employees of the National Museum of Kenya, selected from three distinct stratified levels of the workforce, as outlined in Table 1.

Table 1: Distribution of target population

Station	No of Personnel	Union-eligible workers	Lower-level management	Upper-level management
NMK Headquarters	350	300	35	15
Nairobi National Museums	20	15	4	1
Uhuru Gardens	20	13	5	2
Karen Blixen	10	8	1	1
Institute of Primate Research	150	95	50	5
Total	550	431	95	24

Source: HRM department NMK (2024)

The study utilized the stratified random sampling method to identify an appropriate sample size. This method was chosen due to the diverse nature of the population under study, which could be divided into various groups or strata to ensure the sample accurately reflects the entire population. Mugenda (2018) suggest that a sample size representing 10-50% of the total population under investigation was deemed adequate for research purposes. The adoption of stratified random sampling was aimed at enhancing the extrapolation of the results to the broader population with a known margin of error, as noted by Mugenda & Mugenda (2018). For this research, the sample consisted of 110 respondents, which was 20% of the targeted population. This selection span across all departments and institutions located at the headquarters in Nairobi, ensuring a comprehensive representation.

3.2. Methods

Data analysis involves systematically organizing and synthesizing research information and testing hypotheses to obtain data on a specific question. Due to the challenges in interpreting raw data from the field, the data underwent cleaning, coding, and, ultimately, analysis, as emphasized by Mugenda (2018). The research utilized Mixed Methods data analysis approach, encompassing both inferential and descriptive analyses.

The study will employ SPSS version 27 for the processing of data gathered from the field. During the data entry phase, questionnaires was systematically coded to streamline the process. The research collected both quantitative and qualitative data. For quantitative data analysis, descriptive statistics such as frequencies, percentages, means, and standard deviations was used. Content analysis was the primary method for examining qualitative data.

To evaluate the strength and direction of the linear relationships between variables, Pearson's R correlation coefficient was utilized. This step was crucial for addressing the first four objectives of the study, which involved exploring the impact of ethnic diversity dimensions on the performance of employees at NMK. Additionally, correlation analysis helped identify any multicollinearity among variables.

To determine the effect of predictor variables on the outcome variable, multiple regression analyses was conducted. This approach was selected because it allowed for the examination of how several independent variables together influenced a dependent variable, thereby determining the potential of certain factors to predict specific outcomes, as Mugenda (2018) suggest. Specifically, this research applied a multiple regression model to investigate how ethnic diversity affected employee performance at NMK. According to Gujarati (2016), linear regression analysis was ideally suited for models seeking to explain causal relationships, thus linear regression results was presented for each variable to achieve the study's objectives 1 through 5.

The overall model was $Y = \beta_0 + \beta_1 X_1 + \varepsilon$

Where: Y = Employee performance

X_1 = Ethnicity Diversity

β_1 = Was regression coefficients to be estimated

ε = Error term

β_0 = The beta coefficients of independent variables

4. Results and Discussion

4.1. Response Rate

The study administered a total of 110 questionnaires to selected respondents. Out of which, a total of 97 questionnaires were dully filled and returned which represented a response rate of 89.1% as indicated in Table 3. According to Mugenda and Mugenda (2013), a response rate of 50% and above is good for analysis and reporting, that of 60% is sufficient while 70% and above is excellent. Therefore, since our response rate was above 70% it was considered to be excellent and was used for further analysis and reporting.

4.2. Promotion Practices and Ethnicity Diversity

The study third objective sought to establish the effect of ethnic diversity on employee performance at the National Museum of Kenya. Participants were presented with questions regarding their views on age diversity and its effect on employee performance. The responses are summarized in Table 2.

From the findings presented in Table 2, respondents agreed on statement relating with ethnic diversity with an overall mean of 3.958 and a standard deviation of 0.957. On multicultural workforce respondents agreed that the organization attracts and hires individuals from different ethnic backgrounds and these diverse ethnic groups collaborate effectively ($M=4.15$, $SD=0.909$) and that a multicultural workforce promotes creativity in the organization since they approach work differently ($M=3.99$, $SD=0.950$). Regarding ethnic background, respondents agreed that employee from different ethnic background are treated equally ($M=3.83$, $SD=0.980$) and that Cultural values and customs of the staff are valued and prioritized by the corporation ($M=3.99$, $SD=1.007$). Respondents further agreed with the statement that the corporation is committed to attracting and hiring individuals from minority groups, providing them with opportunities for growth and advancement within the organization ($M= 3.93$, $SD=0.992$). The standard deviations for the statements were small which implied that the response variables slightly from the mean responses confirming high level of agreement from the respondents.

Table 2: Descriptive results for ethnic diversity

Statements	N	Min	Max	Mean	Std. Deviation
A workforce enriched with diverse cultures fosters creativity as team members bring unique perspectives to their tasks	97	1	5	3.99	0.950
Equal treatment is extended to employees regardless of their ethnic background	97	1	5	3.83	0.980
The corporation is committed to attracting and hiring individuals from minority groups, providing them with opportunities for growth and advancement within the organization	97	1	5	3.93	0.992
Cultural values and customs of the staff are valued and prioritized by the corporation	97	1	5	3.99	1.007
The organization also hires individuals from different ethnic backgrounds, where employees from these diverse ethnic groups collaborate effectively	97	1	5	4.15	0.909
The organization embraces diversity by employing individuals from various cultural backgrounds	97	1	5	3.86	0.906
Valid N (listwise)	97				
Overall Mean				3.958	0.957

Source: Researcher (2024)

Participants also provided additional insights into how ethnic diversity influences employee performance within constitutional commissions of Kenya. With greater diversity, work groups are increasingly utilized to harness their significant participation and synergy, aiming to enhance both employee and organizational performance. They elaborated that diverse cultural backgrounds often bring forth unique perspectives in problem-solving, and by effectively leveraging these differences, leaders can enhance team performance.

The research results align with the conclusions drawn by Hoogendoorn and Van Praag (2013), indicating that a moderate level of diversity does not significantly affect the group's performance in terms of business outcomes. However, when a majority of team members are diverse, ethnic diversity positively influences group performance. The data suggests that this positive impact may be attributed to the broad range of knowledge within ethnically diverse groups, which facilitates learning.

4.3. Correlation Results of Study Variables

Pearson R correlation was used to measure strength and the direction of linear relationship between variables. The association was considered to be: small if $\pm 0.1 < r < \pm 0.29$; medium if $\pm 0.3 < r < \pm 0.49$; and strong if $r > \pm 0.5$.

The findings presented in Table 3 show that ethnicity diversity strongly and positively correlated with performance of employees in constitutional commissions of Kenya ($r=0.846, p=0.000$). Based on these findings it can be seen that the variable (ethnicity diversity) had significant relationship with performance of employees in the National Museum of Kenya.

Table 3: Pearson moment correlation matrix

		Employee Performance	Ethnic Diversity
Employee Performance	Pearson Correlation	1	
	Sig. (2-tailed)		
	N	97	
Ethnic Diversity	Pearson Correlation	0.846*	1
	Sig. (2-tailed)	0.000	
	N	97	97

Source: Researcher (2024)

4.4. Regression Analysis

Multiple regression models were fitted to the data in order to determine how the predictor variable affects the response variable. This study used a multiple regression model to establish the effect of ethnicity diversity management on employee performance at the National Museum of Kenya.

A model summary is used to show the amount of variation in the dependent variable that can be explained by changes in the independent variable. In this study the study sought to establish the amount of variation in employee performance in the National Museum of Kenya as a result of variations in ethnicity diversity.

Table 4: Model summary for regression analysis

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	0.886 ^a	0.776	0.772	0.13824

a. Predictors: (Constant), Ethnicity Diversity

The data presented in the Table 4 reveals an adjusted R square value of 0.772, indicating that approximately 77.2% of the variance in employee performance at the National Museum of Kenya can be accounted for by changes in ethnicity diversity. The remaining 22.8% suggests the presence of other factors influencing employee performance not addressed in this study. Additionally, the findings demonstrate a strong and positive relationship between the independent variable (ethnicity diversity) and the dependent variable (employee performance), with a correlation coefficient value (R) of 0.886.

Analysis of variance is used to test the significance of the model. The significance of both models, un-moderated and the moderated regression models were tested at 5% level of significance.

Table 5: ANOVA for regression analysis

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	1.405	4	0.351	23.660	0.000b
	Residual	44.185	93	0.532		
	Total	45.591	97			

a. Dependent Variable: Employee Performance

b. Predictors: (Constant), Ethnicity Diversity

Source: Researcher (2024)

From Table 5 un-moderated regress model, model 1, the significance of the model was 0.000 which is less than the selected level of significance 0.05. This therefore suggests that the model was significant. The findings further show that the F-calculated value (23.660, p=0.000) was greater than the F-critical value (F5,211=2.257); this suggests that the variable ethnicity diversity can be used to predict employee performance in the National Museum of Kenya.

Regression analysis was carried out to determine whether ethnicity diversity had any effect on employee performance at the National Museum of Kenya. The beta values that were developed in Table were used to fit regression equations.

Table 6: Coefficients for regression analysis

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	0.920	0.543		4.271	0.000
	Ethnic Diversity	0.335	0.072	0.007	0.066	0.021

a. Dependent Variable: Employee Performance

For the regression equations fitted, $Y = \beta_0 + \beta_1 X_1 + \varepsilon$

Where: Y = Employee performance

X_1 = Ethnicity Diversity

ε = Error term.

From the findings of the model the following regression equation was fitted

$$Y = 0.920 + 0.335X_1$$

From the equation above, it can be observed that when the rest of the variables (ethnicity diversity) are held to a constant zero, employee performance in National Museum of Kenya will be at a constant value of 0.920.

5. Conclusion

The research uncovered a robust, positive, and significant correlation between ethnicity diversity and performance of employee in constitutional commissions of Kenya. Additionally, ethnic diversity was identified to exert a positive and significant influence on employee performance. Therefore, based on these findings, the study concludes that diverse ethnic backgrounds have a positive and significant impact on the performance of staff members in Kenyan constitutional commissions. The study also determined that a multicultural workforce fosters creativity within the organization, as individuals from diverse backgrounds bring unique perspectives to their work, ultimately enhancing employee performance.

The study suggests that constitutional commissions of Kenya should prioritize ethnic diversity within the organization to enhance employee performance. Additionally, it recommends increasing diversity and utilizing work groups to maximize their collective engagement and synergy, thereby enhancing both employee and organizational performance.

The primary goal of this study was to examine how ethnic diversity affects employee performance within constitutional commissions of Kenya. While the study concentrated on employee performance, it suggests further research be conducted on the influence of ethnic diversity on organizational performance.

References

- Alden Wily, L. (2018). The community land act in Kenya opportunities and challenges for communities. *Land*, 7(1), 12.
- Armstrong, D. M. (2016). *What is a Law of Nature?*. Cambridge University Press.
- Badubi, R. M. (2017). A critical risk analysis of absenteeism in the work place. *Marketing*, 2(6), 32-36.
- Bekele, A., Mishra, M., & Dutta, S. (2014). Performance characteristics of solar air heater with surface mounted obstacles. *Energy conversion and management*, 85, 603-611.
- Byrne, D., Gouaux, C., Griffitt, W., Lamberth, J., Murakawa, N. B. P. M., Prasad, M., ... & Ramirez III, M. (1971). The ubiquitous relationship: Attitude similarity and attraction: A cross-cultural study. *Human Relations*, 24(3), 201-207.
- Cassel, D. (2016). Federico Fabbrini, *Fundamental Rights in Europe: Challenges and Transformations in Comparative Perspective*.
- Corrington, A., Hebl, M., Stewart, D., Madera, J., Ng, L., & Williams, J. (2020). Diversity and inclusion of understudied populations: A call to practitioners and researchers. *Consulting Psychology Journal: Practice and Research*, 72(4), 303.
- Dębski, M., Cieciora, M., Pietrzak, P., & Bołkunow, W. (2020). Organizational culture in public and non-public higher education institutions in Poland: A study based on Cameron and Quinn's model. *Human Systems Management*, 39(3), 345-355.
- Dessler, G., Sutherland, G., & Cole, N. D. (2005). *Human resources management in Canada*. Toronto, ON, Canada: Pearson Education Canada.
- Dicke, T., Marsh, H. W., Parker, P. D., Pekrun, R., Guo, J., & Televantou, I. (2018). Effects of school-average achievement on individual self-concept and achievement: Unmasking phantom effects masquerading as true compositional effects. *Journal of Educational Psychology*, 110(8), 1112.
- Discussion Paper No. 6731. Retrieved from <http://ftp.iza.org>
- Đorđević, B., Ivanović, Đ. M., Lepojević, V., & Milanović, S. (2020). The impact of employees' commitment on organizational performances. *Strategic Management*, 25(3), 28-37.
- EL Telyani, A., Farmanesh, P., & Zargar, P. (2022). An examination of the relationship between levels diversity-organizational performance: Does innovative culture matter?. *Sage Open*, 12(1), 21582440211067244.
- Goethe, E. V., & Colina, C. M. (2018). Taking advantage of diversity within the classroom. *Journal of Chemical Education*, 95(2), 189-192.
- Hoogendoorn, B. (2016). The prevalence and determinants of social entrepreneurship at the macro level. *Journal of Small Business Management*, 54, 278-296.
- Hoogendoorn, s., & van Praag, M., (2016). Diverse ethnicity and performance of a group: Experimental field.
- Kamau, A. (2023). *Innovation Orientation and Firm Performance: The Role of Organizational Commitment among Commercial Banks in Meru County, Kenya* (Doctoral dissertation, KeMU).
- Kaydos, W. (2020). *Operational performance measurement: increasing total productivity*. CRC press.
- La Macchia, S. T., Louis, W. R., Hornsey, M. J., Thai, M., & Barlow, F. K. (2016). The whitewashing effect: Using racial contact to signal trustworthiness and competence. *Personality and Social Psychology Bulletin*, 42(1), 118-129.
- Landy, J. F., & Goodwin, G. P. (2015). Does incidental disgust amplify moral judgment? A meta-analytic review of experimental evidence. *Perspectives on psychological science*, 10(4), 518-536.
- Makhdoomi, U., & Nika, F. (2017). Workforce diversity and employee performance: An empirical study of telecom organizations. *Amity Global Business Review*, 12, 107-115.
- Mande, W., & Awiti, L. (2019). Leveraging workforce diversity to improve employee performance in Kenya. *International Journal of Academic Research in Business and Social Sciences*, 9(7), 339-351.
- Mitchell, A. M., Porter, K., & Christian, L. M. (2018). Examination of the role of obesity in the association between childhood trauma and inflammation during pregnancy. *Health Psychology*, 37(2), 114.
- Mone, E., London, M., & Mone, E. M. (2018). *Employee engagement through effective performance management: A practical guide for managers*. Routledge.
- Mugenda, L. W. (2018). *Refining and validating an on-site canine welfare assessment tool developed for use in commercial breeding kennels* (Doctoral dissertation, Purdue University).
- Murungi, S. K. The Role of Financial Aspect as Determinant of Strategic Planning Perspectives on Performance of Medium Enterprises In Eldoret Town, Uasin Gishu County.
- Nyambugera, S. M. (2002). Ethnicity and human resource management practice in sub-Saharan Africa: the relevance of the managing diversity discourse. *International Journal of Human Resource Management*, 13(7), 1077-1090.

- O'Brien, C. (2022, February). Article 26–Integration of Persons with Disabilities. In *The EU Charter of Fundamental Rights* (pp. 743-778). Nomos Verlagsgesellschaft mbH & Co. KG.
- Okero, I. O. (2021). Effect of performance management systems on employee performance in state corporations in Kenya. *Reviewed Journal of Human Resource Management [RJHRM]*, 2(1), 1-15.
- Omboi, B. M., Otiike, F. W., & Mwalekwa, F. K. (2011). Effects of workplace diversity management on organizational effectiveness: A case study.
- Pettersson, K., Wagner, P., & Rodby-Bousquet, E. (2020). Development of a risk score for scoliosis in children with cerebral palsy. *Acta orthopaedica*, 91(2), 203-208.
- Ramirez, G., Chang, H., Maloney, E. A., Levine, S. C., & Beilock, S. L. (2016). On the relationship between math anxiety and math achievement in early elementary school: The role of problem solving strategies. *Journal of experimental child psychology*, 141, 83-100.
- Riccucci, N. M. (2021). *Managing diversity in public sector workforces*. Routledge.
- Thompson, N. (2020). *Anti-discriminatory practice: Equality, diversity and social justice*. Bloomsbury Publishing.
- van Zyl-Smit, R. N., Esmail, A., Bateman, M. E., Dawson, R., Goldin, J., van Rikxoort, E., ... & Bateman, E. D. (2017). Safety and immunogenicity of adenovirus 35 tuberculosis vaccine candidate in adults with active or previous tuberculosis. A randomized trial. *American journal of respiratory and critical care medicine*, 195(9), 1171-1180.
- Windscheid, L., Bowes-Sperry, L., Jonsen, K., & Morner, M. (2018). Managing organizational gender diversity images: A content analysis of German corporate websites. *Journal of Business Ethics*, 152, 997-1013.
- Wouters, P. (2017). Eugene Garfield (1925–2017). *Nature*, 543(7646), 492-492.
- Zacharias, T., Rahawarin, M. A., & Yusriadi, Y. (2021). Cultural reconstruction and organization environment for employee performance. *Journal of Ethnic and Cultural Studies*, 8(2), 296-315.