INFLUENCE OF GENDER DIVERSITY ON EMPLOYEE PERFORMANCE IN THE CONSTITUTIONAL COMMISSIONS OF KENYA

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Abstract: In companies the gender based inequality are reinforced and justified by stereotyping and biasness describing positively characteristics which leads to higher preference given to male. This means that companies prefer male employees that the female because of the perception that they perform better and have more ability to manage their duties. However, there is a significant amount of diversity of employees that is not effective if gender factors aren't recognized and managed. It is very important for women to be provided with equal opportunities in a company because they are essential in the improvement of the performance of the company. Performance is determined by behaviour as well as outcome.

Objective: The study sought to determine the influence of gender diversity and age diversity on employee performance in constitutional commissions of Kenya.

Theories: The study was guided by social identification and categorization theory, similarity/attraction theory. The study adopted a descriptive cross-sectional survey. The population of the study was a total of 623 employees at managerial level.

Findings: The study found that gender diversity positively and significantly affects performance of staff members in Kenyan constitutional commissions; diverse age positively and significantly affect performance of staff members in Kenyan constitutional commissions. Therefore, when employing staff, it is important to ensure that they are diverse; this will encourage their improved performance. Equal promotion of employees is important because it motivates employees to be dedicated to their work. It is also important for the organization to provide favorable environment and working conditions for employees depending on their age. The organization should increase diversity and use work groups to maximally utilizing their great participation and synergy in order to boost employee and organizational performance. The organization should ensure that there is education diversity among its employees, both management employees and juniors.

Keywords: Employee Performance, Gender Diversity, Organizational Performance

I.   INTRODUCTION

Worldwide, diversity of employees has become an issue of interest both at work and in the market. For any company that wants to be more dynamic and profitable should have views that have no boarders and should also assure the employees of diversity in daily running of the business and all the activities involved in everyday of the business (Childs & Losey, 2015). Globally, companies are trying to adjust themselves such that employees who have different backgrounds are able to acquire the right skills and also be supported to ensure that they are able to implement the corporate strategies (Ramirez, 2016).

Lobel, Kossek, and Brown (2015) explained that only 54% of women who are in their working ages are employed this is in comparison to 80% of men in the same age. The trend of women continuing to serve in domestic wok and invisible care economy is still continuing. The oldest strategic industry in Egypt is the pharmaceutical which was founded in the year 1939 and has employed 39,500 employees including production employees (Ngao & Mwangi, 2016).

Kochan, Bezrukova, Ely, Jackson, Joshi, Jehn, Leonard, Levine, and Thomas (2016), stated that it is very important for women to be provided with equal opportunities in a company because they are essential in the improvement of the performance of the company. The societal mandates did eliminate the policies that discriminate against some level of workers and for the companies that failed to implement the fair employment opportunities were faced with increased costs. Because of discrimination practices by organization, the organizations are forced to hire employees who are paid much higher compared to alternative and they are not very productive (Barrington & Troke, 2017). Moreover, Wentling and Palma Rivas (2015) indicated that companies that have employees who are diversified will provide better services because they understand their clients better (Kundu, 2016). Kundu's research (2016) indicated that employing female staff; the minority will assist the company in tapping niche market.

To make sure there is representation in the public service, the constitution of Kenya provides for use of special techniques and affirmative action so as to promote equal employment opportunities. This can be found in Article 27 4(d) which emphasizes on non-discrimination on the other hand 27(6) provides that the government should take affirmative action addressing the challenges faced by people who might have faced discrimination in some point in their life. The appointments on people with disabilities are indicated in Article 54(2) where 5% of the employment should consider these people. The issues about youth employment are found in Article 55. Affirmative action on marginalized groups and minorities employment is emphasized in article 56(c).

The commission of National Gender and Equality was established by the 2011 Act, its roles include inter-alia, equality promotion, non-discrimination and mainstreaming gender issues, people with disabilities and marginalized individuals in national development. The Ethics Act provides for a business environment that supports diversity. Public officers are required to discharge their duties professionally and respect their colleagues in the public service. The 2015 Act focuses on values and principles. Public organization are required to ensure that both male and female, disabled persons and various ethnic groups form part of the employees in the public organizations.

Armstrong (2015) indicated that, a performer is the one who displays their behaviour and changes the behaviour to action. Behaviours are results in their own way, it is the result of mental and physical effort directed towards a particular task. The performance of a worker is the combination of the actual outcome measures in reference to the intended goal. Kenney, (2016), stated that the way a staff member performs is determined based on the standards that are set by the company.

Employees of any company have some things they expect from the company as a result of their performance. The employees are said to be good performs if they meet what the company expects of them and attain the goals of the company and the set standards. It implies that management that is effective and staff members task administration provide a reflection of the quality that is needed by the company and can be said to performance. Dessler (2017), stated that the performance of a staff members is the behavior that can be measured and that is relevant towards the achievement of the goals of the company. The performance of staff members in more than the personal factors but rather it includes external factors like the environment of in the office and motivation.

The way they perform is measures mainly based on 4 factors; quality, dependability, quantity and work knowledge, (Mazin, 2015).

As per Cole (2018) the performance of staff members is determined based on the standards that the company sets. Performance refers to achieving specific task that is measured against standards that have been determined already in terms of cost and speed, level of accuracy and completeness. Apiah *et al.*, (2015) indicated that during the review of work performance that is when the performance of staff members is determined. Contextual performance is the activities that do not add to the main agenda of the company but supports the company in its social and psychological environment through which the goals of the company are pursued (Lovell, 2017). The Contextual performance is determined using other variables of an individual. They are inclusive of behaviours establishing the social of the organization and psychological context and assist staff members to carry out their main technical activities (Buchman *et al.,* 2016).

Low performance and not accomplishing the set objectives may be experienced as disappointing or even as an individual disappointment. Highly performing workers get promotions easily in a company than lower performers (Sabwami, 2018). The study by (Baloch *et al.*, 2015), estimated the effect of three HR Practices which were Reward and remuneration works on, preparing practices and performance assessment rehearse on apparent worker performance. The results of correlation demonstrated a huge connection between these practices and performance of workers. What's more, with the pattern of developing globalization, combined with the vulnerability that mists the worldwide financial productivity and performance of workers, this investigation built up that province health centers required workers who were outfitted with aptitudes, information and skills and right capabilities for the execution of their techniques and planning, (Ismail, et al., 2018). Their survival were dependent upon exceptionally profitable workers, (Mazin, 2015) and the county health facility's capacity to fore know their clinic needs, wellbeing laborer's needs particularly high performing ones would lead to competitive advantage (Majid, 2015).

Statement of the Problem

Based on the report provided by Quality Assessment and performance improvement strategy (2016) it was established that Kenyan Constitution Commission witnesses low levels of performance of their staff members which resulted to reduced levels of employee's satisfaction by 8% for the period of 2015-2016. The unsatisfactory performance was attributed to employees inability to meet deadlines and poorly done tasks due to hiring of employees who are not qualified. The recommendation of the report regarding improvement of performance and level of production it also suggested that the commission should overhaul its practices of HR mainly regarding training of employees in new technology, empowerment of youth and eliminating discrimination, biasness and favors at work environment.

Various studies (Dessler, 2016: Bekele, 2015; Nyambegera, 2017; Barlow *et al.,* 2016) have focused on various aspects of diverse workforce diversity and furthermore they appreciate the issue of staff performance and the rate of non-performance of organizations that is alarming because of diverse workforce. The studies were conducted in different contexts and nations. This study sought to fill the research gap by establishing the following objective and hypothesis.

Objective of the study

To determine the influence of gender diversity on employee performance in constitutional commissions of Kenya.

Research Hypothesis

H_A Gender diversity has a positive significant influence on employee performance in constitutional commissions of Kenya.

II. THEORETICAL FRAMEWORK

This study was guided by social identification and categorization theory, similarity/attraction theory.

Social Identification and Categorization Theory

Diverse social category is the variation in the membership of social category. T can be due to differences in gender of the members or their age or even ethnicity, (Jackson, 1992). Due to the difference that exists in the groups, it can lead to reduced cohesiveness in the group or low levels of satisfaction among the members. Failure in the management of the differences there will arise conflict of relations and it has a negative impact on performance, (Williams & O'Reilly, 1998); Tjosvold *et al.,* 2004). Based on this theory, people develop personal identity based on part of the categories to which they themselves belong (Hogg, Terry & White, 1995). Individuals tend to group themselves to those other members of the group that they share the same behaviours, attitude and attributes. Self-categorization is the term that is used in describing the process where an individual sees themselves as being part of a group (Kulik & Bainbridge, 2006). This theory implies that if the perceiver has a new target, comparison is done between the individual and the new target. The theory supports the variable of gender diversity by linking the social identification and categorization theory to employee performance in constitutional commissions of Kenya

Similarity/Attraction Theory

The foundation of this theory is the notion that homogeneity in demographics of people increases their chances of being attracted and like each other. People who are from the same background may find that they gave a lot in common compared with those from a different background; this makes it easy for them to work together and come up with products or solutions to problems. Having similarities boosts one's value and ideas while disagreements bring about the question of ones values and ideas and it's not settling. Studies done have established that in circumstances whereby people get the chance to interact with various individuals, there is a high likelihood that the person will select someone they share the same characters (Berman, *et al,* 2008; Cassel, 2001).

Conceptual Framework

Conceptual framework is a plan of idea (factors) operationalized by a researcher with the end goal to accomplish the set targets (Mugenda & Mugenda, 2003). It clarifies the connection among predictor and response variables. In this examination the conceptual framework will show the independent variables which are gender, age, and employee performance. This is as shown in Figure 1:

Independent Variables   **Dependent Variable**

Employee Gender Diversity
- Gender employment
- Gender training
- Gender promotion
- Gender evaluation
- Fair treatment

Employee Performance
- Output per employee
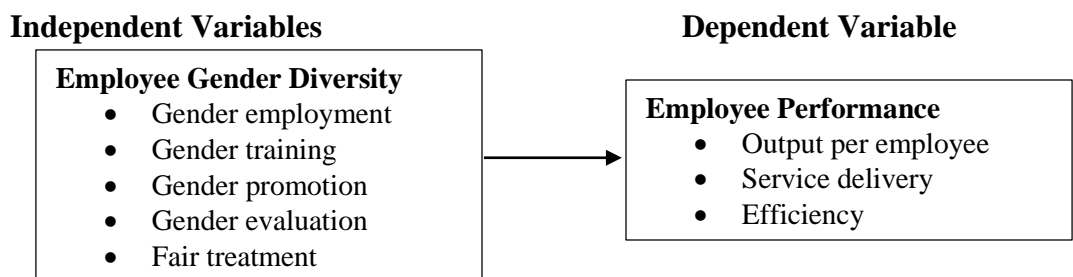- Service delivery
- Efficiency

Figure 1: Conceptual Framework

III. RESEARCH METHODOLOGY

Research design adopted was descriptive cross-sectional survey. This kind of study helps the researcher in determining if at any particular time the variables are significantly related (Mugenda & Mugenda, 2008).

For this study the targeted population was 15 Kenyan Constitution Commission staff at the headquarters located in Nairobi was the population for the study. The population for the study was 623 managerial level employees who are currently working at Constitutional commissions head offices. The reason why managerial level employees were selected is because they have the information that is needed in this study.

Table 1: Distribution of Target Population

Commission	Management level			Total	Percent
	Top	Middle	Low		
IEBC	8	14	26	48	7.7
Commission on Revenue Allocation	8	16	24	48	7.7
CIC	9	13	21	43	6.9
Judicial Service Commission	7	12	20	39	6.3
Teachers Service Commission	8	16	25	49	7.9
Public Service Commission	6	11	18	35	5.6
National Police Service Commission	8	14	21	43	6.9
National Land Commission	7	14	19	40	6.4
Ethics and Anti-Corruption Commission	8	16	25	49	7.9
Parliamentary Service Commission	6	12	20	38	6.1
Salaries and Remuneration Commission	6	13	16	35	5.6
KNHREC	5	12	17	34	5.5
National Gender and Equality Commission	6	10	16	32	5.1
Kenya National Commission on Human Rights	9	15	23	47	7.5
Commission on Administrative Justice	7	14	22	43	6.9
Total	**108**	**202**	**313**	623	100

Source: NICIC Records (2017)

In this study 623 employees at different managerial positions currently employed at headquarters of constitutional commissions in Kenya formed the sampling frame.

The study used the Krejcie and Morgan (1970) formula to determine the size of the sample. The selection formula is as follows:

$$n=\frac{N}{1+(N-1)e^2}$$

Where n= the required sample size

N = is the Target Population (623 respondents)

e = accuracy level required. Standard error = 5%

Sample calculation

$$n=\frac{N}{1+(N-1)e^2}$$

$$n=\frac{623}{1+(623-1)0.05^2}$$

$$n=\frac{623}{1+(622)0.05^2}$$

$$n=\frac{623}{2.555}$$

n=244

From the formula, the sample size is 244 which represent 39.16% of targeted population.

This study used the technique of stratified random sampling in selecting the sample. The technique of stratified random sampling results in a precise and representative sample drawn from non-heterogeneous population.

Table 2: Distribution of Sample

| Commission | Management level | | | | | | Sample size |
| | Top level | | Middle level | | Low level | | |
	Target	Sample	Target	Sample	Target	Sample	
IEBC	8	3	14	5	26	10	19
CRA	8	3	16	6	24	9	19
CIC	9	4	13	5	21	8	17
JSC	7	3	12	5	20	8	15
TSC	8	3	16	6	25	10	19
PSC	6	2	11	4	18	7	14
NPSC	8	3	14	5	21	8	17
NLC	7	3	14	5	19	7	16
EACC	8	3	16	6	25	10	19
PSC	6	2	12	5	20	8	15
SRC	6	2	13	5	16	6	14
KNHREC	5	2	12	5	17	7	13
NGEC	6	2	10	4	16	6	13
KNCHR	9	4	15	6	23	9	18
CAJ	7	3	14	5	22	9	17
Total	**108**	42	**202**	79	**313**	123	244

Source: NICIC Records (2017)

Questionnaire was used as the main tool for gathering data. Each respondent was issued with a questionnaire. The researcher administered the Questionnaires. Pearson R correlation was used to measure strength and the direction of linear relationship between variables. Multiple regression models were fitted to the data in order to determine how the predictor variables affect the response variable. This study used a multiple regression model to measure the influence of workforce diversity on employee performance in constitutional commissions of Kenya. To determine any causal relationship, multiple linear regression analysis was conducted.

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

Y = Employee performance

X_1 = Gender Diversity

β_1, are regression coefficients to be estimated

ε= Error term

β = the beta coefficients of independent variable

IV. DESCRIPTIVE RESULTS

In this section the study presents findings on Likert scale questions where respondents were asked to indicate their level of agreement or disagreement with various statements that relate with the influence of workforce diversity on employee performance.

Gender Diversity

This subsection investigated whether there is a relationship of between gender diversity and employee performance. The findings presented in Table 3 show that majority respondents agreed with various statements that relate with gender diversity. Regarding employment, 80.2% respondents were in agreement that the organization employs both genders (M=3.982); 80.6% agreed that when it comes to employee treatment, they are all treated fairly irrespective of their gender (M=3.889); 75.6% that both male and female employees are given the opportunity to show their potential (M=3.777). On training, 75.1% respondents agreed that both genders take part in decision-making (M=3.948); 77.4% agreed that the company encourages career development which involves all employees (M=3.738); and 77.4% that programs for training and development are created in a way that they fulfill the needs of both (M=3.698).

With regard to promotion, 78.8% respondents were in agreement that the organization provides female employees with opportunities to grow (M=3.915); 72.8% agreed that both gender have an equal chance of being promoted (M=3.863); and 72.8% that promotion is a fair process in the organization (M=3.836). On gender evaluation, the study found that 80.6% respondents were in agreement that the organization has an employee evaluation system used to evaluate both genders (M=3.714); 75.6% agreed that performance evaluation of both genders is reviewed against set performance standards (M=3.751); and 80.6% that the organization provides feedback after and evaluation process (M=3.856). The study further established on fair treatment that 75.1% respondents agreed that in the organization the rules and regulations apply to employees of both gender (M=3.915); 77.4% agreed that each employee is recognized and rewarded for their accomplishments (M=3.699); and 77.4% that the organization treats employees as equals (M=3.678).

Respondents also indicated other ways in which gender diversity affect employee performance in constitutional commissions of Kenya. They explained that when there is gender equality in the organization and equal opportunities for promotions of employees irrespective of their gender, they are motivated even more to put more efforts in their work. Diversification also in organizations, allows provision of better services because they get to understand their clients even better. Advantage of gender diversity is contingent on areas like the strategy of the company, culture, the environment and the people and the company.

The study findings concur with Naqvi, Ishtiaq, Kanwal, Butt, and Nawaz, (2016) that expansion in gender diversity in a group prompts inventiveness and development. They added that the process of making decisions turns out to be better and the final product is improved, boosting the performance of the group. It also agrees with Hoogendoorn, Oosterbeek and Praag (2013) who established that the group whose members were equally mixed in terms of their gender performed better in terms of sales and profitability compared to the groups that were dominated by male.

Table 3: Gender Diversity and Employee Performance

Statement	1 %	2 %	3 %	4 %	5 %	Mean	Std. Dev.
Gender Employment							
The organization employs both genders	2.8	1.8	2.8	80.2	12.4	3.982	1.370
Both male and female employees are given the opportunity to show their potential	4.6	4.6	7.4	75.6	7.8	3.777	1.275
When it comes to employee treatment, they are all treated fairly irrespective of their gender	2.8	2.8	6.0	80.6	7.8	3.889	1.381
Gender Training							
The company encourages career development which involves all employees	6.0	2.8	8.8	77.4	5.5	3.738	1.320
Programs for training and development are created in a way that they fulfill the needs of both genders	1.8	5.1	14.3	77.4	0.9	3.698	1.331
Both genders take part in decision-making	2.8	2.8	6.0	75.1	13.8	3.948	1.263
Gender Promotion							
Both gender have an equal chance of being promoted	2.8	2.8	8.8	78.3	7.8	3.863	1.326
Promotion is a fair process in the organization	4.6	1.4	10.6	72.8	10.6	3.836	1.220
The organization provide female employees with opportunities to grow	2.8	4.6	2.8	78.8	11.1	3.915	1.343
Gender Evaluation							
The organization has an employee evaluation system used to evaluate both genders	5.5	5.5	7.4	74.2	7.4	3.714	1.251
Performance evaluation of both genders is reviewed against set performance standards	4.6	7.4	4.6	75.6	7.8	3.751	1.277
The organization provides feedback after and evaluation process	2.8	6.0	2.8	80.6	7.8	3.856	1.384
Fair Treatment							
The organization treats employees as equals	6.0	8.8	2.8	77.4	5.5	3.678	1.325
Each employee is recognized and rewarded for their accomplishments	1.8	5.1	14.7	77.4	0.9	3.699	1.331
In the organization the rules and regulations apply to employees of both gender	2.8	6.0	2.8	75.1	13.8	3.915	1.267

Employee Performance

This subsection is concerned with investigation of employee performance in constitutional commissions of Kenya.

The findings presented in Table 4 show that 74.2% respondents agreed that over the past five years, performance of employees has improved (M=4.021); 73.7% that highly performing workers get promotions easily in a company than lower performers (M=3.902); and 70.5% that gender diversity in their organization has resulted to improved performance among employees (M=3.738).

The study findings concur with Sabwami (2018) that low performance and not accomplishing the set objectives may be experienced as disappointing or even as an individual disappointment and that highly performing workers get promotions easily in a company than lower performers.

Table 4: Employee Performance in Constitutional Commissions of Kenya

Statement	1	2	3	4	5	Mean	Std. Dev.
Over the past five years, performance of employees has improved	3.2	1.4	3.2	74.2	18.0	4.021	1.265
Highly performing workers get promotions easily in a company than lower performers	3.2	3.2	6.5	73.7	13.4	3.902	1.235
Gender diversity in our organization has resulted to improved performance among employees	6.5	3.2	9.7	70.5	10.1	3.738	1.168

Inferential Results

Relationship between study variables was determined by computing inferential statistics. The study computed correlation and regression analysis.

Correlation Results

Pearson R correlation wad used to measure strength and the direction of linear relationship between variables. The association was considered to be: small if $\pm0.1 < r < \pm0.29$; medium if $\pm0.3 < r < \pm0.49$; and strong if $r > \pm0.5$. The findings presented in Table 5 show that gender diversity had a strong positive and significant relationship with performance of employees in constitutional commissions in Kenya (r=0.793, p=0.000); Based on these findings it can be seen that gender diversity had a significant relationship with performance of employees in constitutional commissions in Kenya.

Table 5: Correlations

Variables		Employee Performance	Gender Diversity
Employee Performance	Pearson Correlation	1	
	Sig. (2-tailed)		
	N	217	
Gender Diversity	Pearson Correlation	.793[**]	1
	Sig. (2-tailed)	.000	
	N	217	217

Multiple Regression Analysis

Multiple regression models were fitted to the data in order to determine how the predictor variables affect the response variable. This study used a multiple regression model to measure the influence of workforce diversity on employee performance in constitutional commissions of Kenya. It was also used to test research hypothesis 1.

Model Summary

A model summary is used to show the amount of variation in the dependent variable that can be explained by changes in the independent variables. From the findings presented in Table 6, model 1 show that the value of adjusted R square is 0.772. This suggests that 77.2% variation in employee performance in state corporations in Kenya can be explained by changes in age diversity, gender diversity. The remaining 22.8% suggests that

there are other factors that can be used to explain variation in employee performance in state corporations in Kenya that were not discussed in this study. The findings also show that the independent variable (gender diversity) and the dependent variable (employee performance) are strongly and positively related as indicated by correlation coefficient value (R) of 0.881.

Table 6: Model Summary for Regression Analysis

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.881[a]	.776	.772	0.13919
a. Predictors: (Constant), Gender Diversity				

Analysis of Variance

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. For the 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 (21.515) was greater than the F-critical value ($F_{5,211}=2.257$); this suggests that the variables, age diversity, gender diversity can be used to predict employee performance in state corporations in Kenya.

Table 7: ANOVA for Regression Analysis

Model		Sum of Squares	df	Mean Square	F	Sig.
	Regression	139.050	2	27.810	21.515	.000[b]
1	Residual	272.731	211	1.293		
	Total	411.781	216			
a. Dependent Variable: Employee Performance						
b. Predictors: (Constant), Gender Diversity						

Beta Coefficients of the Study Variables

The beta values that were developed were used to fit regression equations; the moderated and the un-moderated. For the regression equations fitted, **Y** = Employee performance; X_1 = Gender Diversity. The findings were also used to test the hypothesis of the study.

From the findings of the first model, model 1, the following regression equation was fitted;

Y= 0.920 + 0.388X₁

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

The first hypothesis of the study was: H_{A1} Gender diversity positively and significantly affects performance of staff members in Kenyan constitutional commissions.

The findings also show that gender diversity has significant influence on employee performance in state corporations in Kenya (p=0.029<0.05). The findings also show that the influence of gender diversity on employee performance is positive (β=0.388). These findings suggest we accept the null hypothesis **H_{A1}** and conclude that gender diversity positively and significantly affects performance of staff members in Kenyan constitutional commissions. The study findings agree with Hoogendoorn, Oosterbeek and Praag (2016) that group whose members were equally mixed in terms of their gender performed better in terms of sales and profitability compared to the groups that were dominated by male.

Table 8: Coefficients for Regression Analysis

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	0.920	0.081		11.358	0.000
Gender Diversity	0.388	0.084	0.032	4.619	0.029
a. Dependent Variable: Employee Performance					

V. CONCLUSIONS

The study concludes that gender diversity positively and significantly affects performance of staff members in Kenyan constitutional commissions. The study revealed that gender diversity has significant influence on employee performance in state corporations in Kenya. The influence was also found to be positive. Gender diversity had a strong positive correlation with performance in state corporations.

Recommendations

Managerial Recommendations

There is need to ensure that gender diversity in the organization. When employing staff, it is important to ensure that they are diverse; this will encourage their improved performance. Equal promotion of employees is important because it motivates employees to be dedicated to their work.

Policy Recommendations

Policy makers in state corporations should set a strong example for diversity in the workplace by having policies that make management accountable for promoting inclusion. Hire managers based on their accomplishments and show the staff that gender, age and ethnic background have nothing to do with succeeding at the company.

The study also recommends policy makers to establish a diversity policy that includes a requirement that the board of directors; establish measurable objectives for achieving greater gender diversity; and assess annually both the measurable objectives for achieving gender diversity and the progress in achieving them.

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