

Workforce Diversity and Organizational Performance of Faith-Based Organisations in Nairobi City County, Kenya

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ABSTRACT

Faith-based organizations community members who perform a significant part in the economic prosperity and progress of their neighborhoods; however, these faith-based organizations have also reported low-performance outcomes and inefficiencies in delivering on its mandate. There has been cases of biases, stereotypes, and disagreements which make the workplace unfit and record poor performance. This study focused on workplace diversity to improve organizational performance. The main objective was to assess how workforce diversity affects organization performance in the faith-based organizations in Nairobi City County. The study was guided by the following objectives to examine the effect of gender diversity, age diversity, ethnic diversity and educational diversity on organization productivity of the faith-based organizations. The study was grounded on balanced scorecard and supported by social categorization theory, similarity-attraction theory and institutional theory. The study used descriptive research design and cross-sectional approaches. The target population entailed the 18 registered faith-based organizations that operate in Nairobi City County. Through purposive sampling method, the study obtained a sample size of 90 respondents which includes one head of human resource, head of programs, regional/branch coordinator and two field officers for each of the faith-based organizations. From the 90 respondents, only 74 filled and returned the semi-structured questionnaires such that the response rate 82.2%. The questionnaire was first pilot tested using 9 employees working at The National Council of Non-Government Organizations headquarter offices. An aggregate Cronbach Alpha values of 0.781 confirmed fitness of the instrument as the scores were higher than the threshold of 0.7. The descriptive analysis showed that respondents agreed that components of workforce diversity improved performance in the faith-based organizations. Inferential statistics through correlation analysis showed that age diversity (r

=.548), ethnic diversity ($r = .707$) and educational diversity ($r = .778$) all had positive and significant effect to performance, while gender diversity ($r = .478$) was moderately affected to performance of the faith-based organizations. The regression analysis showed that 52.9% change in performance was influenced by workforce diversity components. The findings also showed that educational diversity had the largest effect to performance at ($\beta = 0.516$), followed by ethnic diversity at ($\beta = 0.494$), then gender diversity at ($\beta = 0.355$) and lastly age diversity with ($\beta = 0.309$). The study concluded that workforce diversity with aspects of gender, age, ethnic and educational diversities led to improved performance outcomes in the Faith based organizations. The study recommended to the human resource managers to gain more skills and knowledge on how to handle employees drawn from diverse backgrounds. To improve performance, the study also suggests forming divergent work teams having a combination of old/young or educated/semi and uneducated/ both genders and all ethnicities wrapped in an open organizational structure. The study was found to be significant to Human Resource Practitioners and the leadership in the Faith Based Organizations in gaining an understanding of how to improve performance of its employees, whilst embracing different employee workforce diversity aspects and still holding on faith demands.

1. INTRODUCTION

1.1. Background to the Study

Organizations serve customers and markets with varied characteristics in terms of age, gender, religious affiliations, socio-economic status and from different cultural backgrounds. To effectively serve and have products that meet the market's needs, organizations are looking into ways of managing the diverse workforce that is seemingly inevitable in the current times. According to Davis (2022) diversity is increasing in the world as organizations get representation of minority groups, women, age-groups, cultures and religious backgrounds. Hussain, Sheikh, Timmons, Stickley and Repper (2020) shared that diversity has different dimensions, meaning, implications and applications in society. Thus, workforce diversity is worried about the various capacities and experiences that each employee contributes to the success of the organization. Amsi, Kiflemariam and Ngui (2022) argue that organizations that view diversity as an asset, embrace the differences resulting in innovations, expanded horizons and gained competitive advantages. The concept of diversity has evolved to become a part of strategic targets in organizations that improve employee performance which reflects positively on overall organizational performance (Moon & Christensen, 2020).

Globally, Oshin, Ayanleke and Gazal (2023) confirmed that performance was influenced by workforce diversity and age diversity which resulted in employee efficiency and high rating scores for customer satisfaction. Since different races in the USA are treated differently, then

having race diversity for some enterprises worked to improve efficiencies and customer satisfaction. The researchers Shrestha and Parajuli (2021) recorded higher employee performance scores in the Nepalese banks, this is when the workplace had gender, education, age and ethnic diversity. Different employees were able to cater for the needs of the wide consumer base as the nation is multi-lingual and multi-ethnic; resulting in positive perception of the commercial banks and retention of customers. Workforce diversity has no impact on performance outcomes, unless it is effectively balanced, then it creates a good work environment for better organizational performance outcomes (Rafaqat, Rafaqat, Rafaqat & Rafaqat, 2022).

Arslan-Erbaş (2023) found that FBOs in Turkey plan was to employ women on a voluntary basis but not professional basis in the non-institutionalized organizations. But the institutionalized organizations employed women in a professional capacity due to the nature as emotional, patient and manageable character. Though the essential religion and patriarchal society has denied women a chance, the situation is changing with increased diversity in the globe. According to Seliverstova and Pierog (2021), worker diversity in the United States of America (USA) boosts worker productivity by bringing in a variety of viewpoints, ideas, and methods of thinking, as well as alternative approaches to tasks and problem-solving techniques. According to Sharma and Panicker (2022), Indian companies with a varied staff are probably more inventive and creative as diversity brings a range of perspectives to the table.

Regionally, Antwia, Mensah and Glover (2023) while assessing the Sub-Saharan Africa region noted that growth and international presence of organizations has brought the concept of workforce diversity into play as the basis for high employee performance. Workforce diversity aspects including age, gender, ethnicity, educational qualifications were the antecedents of information sharing that improve the performance of organizations. In Zambia, Hapompwe Mulenga, Siwale and Kukano (2020) regarded human capital as an important asset of any organization and those organizations with employees displaying a wide range of characteristics were more desirable. This is because age and sex diversity had a bearing on employee productivity and ultimately organizational performance. Since employees work in teams, then diversity should be properly managed to avoid discrimination and biasness. Toriola (2023) on age diversity, gender diversity and nationality diversity had different effects to academic staff productivity in Uganda. Age and nationality had little effect but male employees were more productive than females, showing that workforce diversity had little effect to academic staff performance. It was suggested that rewards can be an extra incentive to improve academic staff performance.

In Kenya, researchers such as Milkah and Orwa (2023) stated that to resolve the employee performance challenge in faith-based organizations, the management in the FBOs set policies to deal with the changes in society and inclusion of diverse workforce. The policies guarded against

undermining religious beliefs and behavioral orientation that can have negative influence on performance. Employee performance was influenced by other factors besides religion and beliefs including gender, educational and experiences, race and age. The Kenyan Constitution (2010), which forbids laws and practices that encourage discrimination against any individual based on their age, race, ethnic background, spirituality, class, color, physical disabilities, or mental ability, is a fundamental part of the country's conception of diversity (Yvonne, 2021). Therefore, it is envisaged that all business entities in Kenya, including FBOs and civil society groups, would implement measures to reduce workplace discrimination and encourage multiculturalism in employees.

1.1.1. Organizational Performance

Performance is the degree of output, efficacy, and efficiency shown while carrying out activities at work (Shrestha & Parajuli, 2021). According to Ngalo, Ogohi, and Ibrahim (2023), it is a gauge of how successfully a company can satisfy the demands and expectations of its clients, consumers, and markets. Organizational performance can use qualitative and quantitative measurement indicators such as satisfaction and output levels and also in terms of earnings, sales volume and profit margins. In addition, Mio, Costantini and Panfilo (2022) mentioned that performance is about the effective and efficient execution of tasks and attaining the mandate of each program or project or initiative. The organization should also be able to deliver services and products in a timely manner and the products are of quality to meet market standards. It is about work execution and work quality done by employees of an organization towards attaining the overall organization's goal.

Iteiyo and Rotich (2024) measured of organizational performance using indicators such as achieving the college and university's goal, satisfaction with the job and growth in student numbers for higher earnings. Toe (2022) in assessing workforce diversity, and engagement for performance, and measured performance using constructs such as quality, efficiency, quantity and accountability of the services delivered to the public and customers of the banks. In linking workforce diversity and organizational success, the measures of success included high profit margins, margin share and organizational effectiveness (Pokhrel, 2023). Financial metrics may be used to assess an organization's success. Ahiawodzi and Kumah (2024) state that measuring organizational performance is based by linking inputs versus outputs and meeting set goals. Therefore, measuring the performance of FBOs used indicators such as the public or community members' satisfaction with services and products provided by the organizations. It was also measured as delivering the mandate, output levels and efficiency of initiatives undertaken by the FBOs.

1.1.2. Workforce Diversity

Workforce diversity is defined as organizations having employees with different features and characteristics (Mwangi, 2021). Organizations are adopting workforce diversity as a means of improving performance and productivity. Workforce diversity entails different aspects, as such the diversity dimensions are categorized into three; primary dimensions covering the in-born dimensions (age, disability, gender, race); the secondary dimensions are those that can be changed (marital status, education level, lifestyle, nationality, religion, language) and tertiary dimensions that are based on assumptions made of the nucleus of a person's identity, covering aspects such as feelings, values, attitude, perceptions, beliefs and group norms (Moon & Christensen, 2020). Diversity has also been defined using measures such as gender, age, race, ethnicity, religion and nation of origin. Additionally, Lekaitau and Juma (2023) consider diversity using extended parameters such as marital status, lifestyle, socio-economic status, personality, language, values, beliefs and educational and academic qualification.

Workforce diversity can be assessed in terms of educational background, ethnic, age and gender diversity, similar to the perspective of Barang'a and Maende (2019) or according to the outlook of Hapompwe et al. (2020) who only covered age and gender diversity and revealed these two factors did not affect employee performance. Ngalo et al. (2023) noted that workforce diversity in Nigerian banking sector consisted of age, gender, income, education, belief, gender and cultural diversity. These diversity measures had different effects to performance outcomes while education diversity had no effect to performance in the banks. The workforce diversity variables of age, gender, socioeconomic status, culture, and education were used by Kipsang and Kagwe (2022) to examine how these aspects affect NGOs' performance. This research examined the effects of ethnic, educational, gender, and age diversity on organizational performance.

Gender diversity is one of the components of workforce diversity and considers equity or equality and inequalities at the workplace informed by bias and stereotypes (Setati, Zhuwao, Ngirande & Ndlovu, 2019). For example, Gemzøe (2021) shared that gender stereotypes and biasness in the media industry led to male employees getting higher salaries, growing to senior management levels and higher status compared to females. Chepkemoi, Rop and Chepkwony (2022) assert that organizations need to focus on embracing and enforcing workforce diversity and especially gender diversity to increase efficiency, productivity and performance. Alternatively, Amsi et al. (2022) noted the presence of some existence of discrimination of women employees in terms of job promotion, assigned roles and functions, salaries and representation. This study considered gender roles, policies to prevent stereotyping and discrimination against genders of the employees, equity and equality and representation as measurement aspects of the specific objectives on gender diversity.

Age diversity at workplaces is the involvement and acceptance of employees who are in different age groups to participate and contribute towards the success of the organization (Nasirov, Chapman, Hughes & Hughes, 2023). Age diversity has been associated with gains within the organization with the capacity to tackle complex tasks from access to employees with variety of skills, experiences, knowledge and perspective (Hussain et al., 2020). Age diversity can be an asset leading to improved productivity and performance outcomes. Mwangi (2021) argues that handling employees who are spread out across the five age groups (baby boomers, generation X, millennial, and generation Z) can be a daunting task and if not done well, then cases of discrimination and preferential treatment might arise. Tensions and conflicts and lack of trust between the older and younger employees can cause a culture of resentment and competition with negative impact on individual and organizational productivity. However, effective management of age-diverse teams can result in mutual learning, sharing of skills, networks and knowledge; resulting in better performance (Mothe & Nguyen-Thi, 2021). In this study, age diversity took the perspective of age differences and group, inclusion of employees from all ages in decision making and participation in all organizational activities and implement schemes to ensure proper employee relations at the FBO.

Ethnic diversity is the acceptance and inclusion of workers from varied cultural and ethnic backgrounds and identities. Management that recognizes and appreciates unique perspective, origins, and cultural experiences gains in terms of reduced conflicts, complaints and turnover and on the other hand gain from increased efficiency, productivity and revenue earnings. Ethnic diverse workers, enable the organization to expand its customer base and career to needs of a diverse market (Hale, 2023). With the inter-marriages, relocation and intermingling, Setati *et al.* (2019) noted that ethnic diversity is a reflection of the changing world and marketplace, but there is need for trainings and monitoring the interactions of workers to ensure a cohesive work condition and working space, where everyone feels a sense of belonging. Lekaitau and Juma (2023) found that ethnic diversity can enhance creativity and innovation through adopting perceptions and perspective of employees whose ethnic background, practices, values, vices and taboos are different. The focus is creating a harmonious working relationship and respecting each other, creates a good work environment resulting in high performance outcome. In this study, ethnic diversity was measured in terms of ethnic and cultural differences, recognition and acknowledging of the different ethnic practices, identities, norms and beliefs practiced by the employees at the FBOs.

Educational diversity denotes differences in qualification, skill-set, experiences, knowledge and trainings among the workers of an organization (Kamweru, Were, Muchelule & Karihe, 2023). In most cases, education level dictates the recruitment process, as some organizations do not believe that highly educated employees perform better and others view the less educated

employees as likely to underperform which also affects the earnings, pay grade and wages (Kabara, Khatib, Bazhair & Sulimany, 2022). Educational diversity is a reflection of the organizations becoming heterogeneous as a means to respond to fast-changing market conditions, socio-economic factors and continual economic growth. Additionally, Barang'a and Maende (2019) posited that organizations can use the educational diversity to get a mix of employees with both soft and hard technical skills. Gaining higher education has improved the attractiveness of an individual and appeal to getting a desirable job. In this study, education diversity covered the aspects of academic qualification, course differences to gain varied technical skills and knowledge and impacting the recruitment process and career growth in the organization.

The diversity seeks to promote a conducive working space that increases innovation, creativity, problem-solving and inclusion in decision making for better performance outcomes. Therefore, these four aspects of workforce diversity, age, gender, ethnic, and educational were analyzed on their influence on organizational performance in Faith-Based Organizations in Nairobi City County. This is on the basis on the need for effective and efficient service delivery by the FBOs to communities.

1.1.3. Faith-Based Organizations in Kenya, Nairobi City County

FBOs have traditionally supported overseas development and are now interested in social and environmental sustainability. Anyango and Oluoch (2019) found that FBOs impact Kenya's democracy process and directly affect the public. They promote religion and offer social, educational, healthcare, and philanthropic services to communities. FBOs, like non-governmental organizations and community-based organizations, cooperate with the government to offer public goods and services. FBOs vary from NGOs since they are religious and promote morality and justice (Muriithi, 2022).

A diversified religious landscape may be found in Kenya, with Christianity, Islam, and indigenous African religions being the most prominent forms of religious activity observed there. The primary functions, practices, and culture of the FBOs are a reflection of the religious beliefs, values, and standards that are accepted by these faiths. FBOs in Kenya are registered with the Registrar of Societies, and they are engaged in a variety of activities, including community development, advocacy and social justice, education, healthcare, and social services. Additionally, they have a religious impact. According to a research published by the World Bank, faith-based organizations (FBOs) are organizations that are committed to certain religious identities and often include a social or moral component while doing so. There are non-governmental organizations (NGO) in every nation, and they provide chances for cooperation and advocacy on a wide variety of most important development concerns. According to the

findings of a research conducted by Karani (2021), charities and evangelical enthusiasm have been the driving forces for the involvement of faith-based organizations and agencies in development work for a very long time. In the previous years, missionaries were the ones who first presented the concept of mission work, which is where these deeds originate.

According to Ogalo (2019) FBOs are organizations with functions extending beyond a nation's boundaries, this implies that its workforce must also reflect a people from diverse backgrounds such as race, gender, age, language, culture and ethnicity. Additionally, success and enhanced capability to deliver on the FBOs agenda, stems from proper and effective management of the diverse workforce. As such, every member of the workforce, must feel they belong, are appreciated and valued for the contribution they make to the organization as well as society. However, Rutto (2018) cautions that diversity is an important tool that contributes to individual and organizational productivity, if it is well managed. Thus, this study sought to assess how workforce diversity contributes to performance of the FBOs.

1.2. Statement of the Problem

Faith Based Organizations (FBOs) play an important role in the growth and development of socio-economic factors in the country. The FBOs are an integral construct in policy development especially on delivery of social amenities to local communities. These organizations also create employment opportunities directly through hiring staff and indirectly through the workers contracted to handle its projects, programs and initiatives (Karani, 2021). Despite the critical role handled by FBOs in society, these organizations face numerous challenges in delivering its mandate due to inability to attract, train and retain competent employees. Milkah and Orwa (2023) found the general public being dissatisfied with services provided by FBOs and challenge of accessing resources that have a negative effect on performance outcomes. Some have been unable to sustain operations and eventually close-down operations.

The survey and report generated on FBOs in Kenya (2019) shared that these organizations are unable to attain the stipulated mandate and deliver services and products as demanded by civil society and local communities. FBOs report 26 percent average annual employee turnover, which causes shortage leading to inability to achieve the mandate of the organizations. The report also shared that the FY 2019/20 saw a drop in efficiency levels by 6 percent resulting in poor service delivery, delays and reduced quality of products made for the local communities. Milkah and Orwa (2023) argues that stereotypes, biasness, misunderstandings and failure to properly address conflicts and grievances has affected communication, teamwork, cohesion and collaborative efforts within FBOs. Jepkorir (2021) suggested that proper management of diversity at the workplace can help create a conducive work environment resulting in higher employee and organizational performance output of the FBOs. Workforce diversity is linked to

feelings of belongingness to the organization resulting in higher performance (Lekaitau & Juma, 2023). But will the same reflect in FBOs in Kenya which is the focus of this study to link workforce diversity to organization performance.

Numerous studies have examined workforce diversity and employee performance, including Ngalo et al. (2023), which investigates workplace diversity in Nigeria's banking industry and its impact on employee performance. The study conceptualized workplace diversity as age, gender, ethnic, belief, income and education diversity and found that gender, income, belief and ethnicity improved employee performance but age and gender had no effect. Thus, the study created conceptual gaps since it used different constructs to measure workplace diversity and not assessing organizational performance. The conceptual gap was based on covering banking sector in Nigeria. In their study Odero and Egessa (2023) on board nationality and educational diversity and influence on organizational performance, it was revealed that board effectiveness was influenced by nationality and educational diversity of board members that resulted in high organizational performance. There might be restriction in generalization of findings since its focus was on the board as part of corporate governance in organizations. It also created contextual gaps by focusing only on the board and conceptual gaps based on the constructs of national and education diversity aspects on organizational performance.

Krishnan (2020) on gender diversity effects on employee performance and noted that interaction at the workplace of people from diverse backgrounds is important to cater for globalization effect. The results also indicated that gender diversity predicted employee performance but the performance differed based on work experience and gender. The study created conceptual gaps by assessing only one aspect of workforce diversity that is gender and creating a need to assess the other diversity measures. A study by Chiri (2019) on employee productivity as influenced by workforce diversity in some selected departments in Nakuru County. It was established that gender, physical ability and skill inventory diversity significantly influenced employee productivity while ethnic diversity had negative effects and age diversity had no effect. Conceptualization of workforce diversity used metrics that are different to the current study.

The performance issues in the FBOs and the discovered deficiencies in the evaluated studies necessitated more investigation in this domain. This research aimed to examine the impact of workforce diversity on organizational performance in Faith-Based enterprises within Nairobi City County, Kenya.

1.3. Objectives of the Study

The study was guided by the following objectives:

1.3.1 General Objective

The general objective of this study was to assess how workforce diversity affects organizational performance of Faith-Based organizations in Nairobi City County, Kenya.

1.3.2 Specific Objectives

The specific objectives of this study were:

- i. To determine the effect of gender diversity on organizational performance of Faith-Based organizations in Nairobi City County, Kenya.
- ii. To establish the relationship between age diversity and organizational performance of Faith-Based organizations in Nairobi City County, Kenya.
- iii. To evaluate the impact of ethnic diversity on organizational performance of Faith-Based organizations in Nairobi City County, Kenya.
- iv. To examine the contribution of educational diversity on organizational performance of Faith-Based organizations in Nairobi City County, Kenya.

1.4. Research Questions

This study sought to answer the following research questions:

- i. What effect does gender diversity have on organizational performance of Faith-Based organizations in Nairobi City County, Kenya?
- ii. How does age diversity relate to organizational performance of Faith-Based organizations in Nairobi City County, Kenya?
- iii. What is the impact of ethnic diversity to organizational performance of Faith-Based organizations in Nairobi City County, Kenya?
- iv. What is the contribution of educational diversity on organizational performance of Faith - Based organizations in Nairobi City County, Kenya?

1.5. Significance of the Study

The study will be useful to the Faith-Based Organizations as it highlights the extent to which various diverse groups have been included in its workforce and how this diversity has impacted performance. Specifically, the organizations will be able to know how each aspect of diversity affects performance and thus develop policies and programs that link the positive aspects of workforce diversity and performance. The study will also be beneficial to the employees of the Faith-Based Organizations as it seeks to highlight how diversity issues affect them and their performance. If recommendations of the study are implemented, they will improve how diversity is managed within the FBO resulting in a better work environment.

The study will also be of significance to policy makers including the Ministry of labor and social protection and the department of registration of community-based organizations in understanding the important role of FBOs play in the society. Thus, develop regulations, policies and laws that help these organizations operate efficient and continue serving the local communities. The policies will also guide human resource managers in the FBOs to ensure a good working condition for improved employee performance.

The study will also benefit academicians including researchers and scholars as findings and recommendations will add on to the body of knowledge that exists on workforce diversity. This study will be used as a source of literature review and referencing material in future research studies. The study will also give suggestions on areas for further studies thus supporting future research on the subject of workforce diversity and performance.

1.6. Scope of the Study

The aim of this study was to examine workforce diversity on the organizational performance in Faith-Based organizations in Nairobi City County. The geographical scope of the study was based in Nairobi City County for ease of access during data collection. The conceptual scope entailed investigating the influence of gender diversity, age diversity, ethnic diversity and educational diversity on organizational performance of Faith-Based organizations in Nairobi City County. Methodological scope entailed use of descriptive design; population of study constituted the head of Human Resources, programs and regional/branch coordinator of the Faith-Based Organizations in Nairobi and primary data was collected by use of semi-structured questionnaires. The time scope comprised of collection of data on organizational performance for the three financial years from 2021 to 2023 and the research study was completed within a six-month timeframe.

1.7. Limitation of the Study

Research Bias: In situations when researchers' expectations or beliefs influence the observations or interpretations, the observer bias might occur. This could lead to misinterpretations of data and skewed conclusions. Respondents might provide answers that they believe the researcher wants to hear or that align with social norms, rather than their true beliefs or experiences. This can lead to inaccurate data and skewed study outcomes. To curb this, the researcher asked the respondents to be honest, and build their confidence by assuring them that the information was used in this study and their identities were kept secret.

Data Analysis Limitation: In situation where the data analysis methods are not chosen appropriately by the researcher or are misapplied, the results can be misinterpreted. This may lead to drawing incorrect conclusions or overemphasizing certain findings. Inadequate

understanding or application of statistical techniques may also lead to sampling errors, where the sample's characteristics may differ significantly from the population it is meant to represent. This affects the generalizability of the findings and as such, the researcher consulted with research experts and university supervisor in developing the instrument, collecting, and analyzing the data

1.8. Organization of the Study

The research project is divided into five parts, the first chapter providing a background of the study, the statement of the problem, objectives, research questions, significance, scope and limitations of the study. The second chapter presented reviews of past literature and it is arranged in terms of the theoretical review, empirical review and its summaries and concludes with the conceptual framework. The third chapter on research methodology, has sections showing the adopted research designs, the target population, sampling technique and sample size made up of the respondents. It also discusses the research tool, pilot testing, collection of data and how the data will be analyzed and presented. The chapter concluded with ethical considerations on how the researcher seek to abide by the research ethics. Chapter four shared the study results in tables and figures and interpreted its meanings. The last chapter, five presented discussions on the study summary, conclusions and recommendations.

2. LITERATURE REVIEW

2.1. Introduction

The chapter examines the literature review conducted by various researchers and writers. The chapter is split into parts addressing theoretical literature, empirical literature, literature summaries, and the conceptual framework. These parts were examined in depth to scrutinize the primary research components of diversity at work and diversity in the workforce effectiveness.

2.2 Theoretical Literature Review

The arguments for this study were supported and justified by different theories. In this study, the anchoring theory was the balanced scorecard that is used to find the productivity of organizations. The supporting theories included the social categorization theory based on how work groups are formed in workplaces based on individual personalities and characteristics. The similarity-attraction hypothesis that is helpful in justifying the way in which attraction is formed and its influence on placement of employees in departments and work stations. The institutional theory for formation of organizational structure based on features of the diverse workers that influence organizational performance outcomes.

2.2.1. Balanced Scorecard

It was developed and introduced by Kaplan and Norton (1992). The model operates on the concept of measuring organizational performance using other metrics beyond financial. The focus is seeking a broad range of performance indicators to be used. The concept addresses criticism that organizational performance evaluation mostly focuses on financial metrics. The balanced scorecard model (BSC) provides an evaluation that takes into account financial as well as non-monetary variables organizational operational efficiency. The balanced scorecard (BSC) methodology assesses organizational performance using financial and non-financial metrics. The four essential components of the Balanced Scorecard, which assess organizational performance, are: learning and development, business processes, customer perspective, and financial perspective. These indicators link strategy formulation, its implementation, and performance results (Kaplan, 2009). Financial factors like profits and market share as well as non-financial factors like effectiveness, efficiency, and customer happiness are used to gauge performance (Zizlavsky, 2014).

Under the financial component, it seeks to improve organizational performance outcomes, by focusing on attaining high grading scores that is needed to rate the success of the organization. It is also a means of dictating the sustainability level of the organization and its operations (Perkins, Grey & Remmers, 2014). Financial metrics can include revenues and market share, but also entail services that are delivered in a timely and effective manner to respond to customer needs. From the standpoint of the customer, it is seen that the client and their opinion of the items are the main focus. Along with meeting the needs of the general public, Duwe, Barongo and Mallya (2023) argues that the services should be provided effectively and promptly. The goal of internal business processing is to establish a workspace that facilitates effective task completion. The learning and development perspective concentrates on activities meant to enhance employees' competencies, skills, and talents within the firm through educational, experimental, and training programs (Utomo, Machmuddah & Setiawanta, 2019).

The Faith-Based Organizations (FBO) can assess its performance outcomes after a period of time, using these four perspectives under the framework known as the scoring system. Using the business processes, the FBOs are able to assess efficiency levels of the different initiatives they are undertaking. This ensures there is no wastage and loss of resources and focus is on minimization of inputs and maximizing outputs. It also leads to high output levels and the internal processes are checked to align strategy, implementation and delivering on the mandate. The customer viewpoint, allows the FBOs to measure how their services and products satisfy the needs of the general public and local communities that consume them. The FBOs can adopt the learning and growth aspect, by training, empowering and sharing experiences with its staffs for efficient processes that deliver quality services to satisfy the public. This balanced scorecard is

capable of providing an explanation the study's dependent parameter on organizational performance.

2.2.2. Social Categorization Theory

The theory was developed by Tajfel, Turner, Austin and Worchel (1979) and its main construct is the categories that individuals classify each other and themselves into different groups. It describes phenomenon and circumstances that make individuals perceive themselves and others as part of a group. In most case, the categorization is based on observable features displayed by people including age, gender, ethnicity, and social status. The proponents of the theory Turner and Oakes (1986) shared that categorization is for purposes of social identity and inform on attitudes, practices, behaviors and social interaction with the general public. Initially, the theory was adopted to explain the formation of psychological groups, but recently, it has been used to explain the general functioning of groups of people based on categorization, interaction and social perceptions (Hogg, 2001).

The social categorization theory, as shared by Rhodes (2013) has the 'big three' categories based on gender/sex, race/ethnicity and age, but other dimensions include social status, and sexual orientation. These categories inform on behavior and awareness of the conduct that is based on stereotypic association that often form harmful bias and assumptions. For instance, a group of youths can be viewed as reckless based on individual act, or a race termed hostile or harsh based on stereotypes and bias and negative attitudes framed against black/negros communities in western society. According to Liberman, Woodward and Kinzler (2017) categorization influences behavior and perception of the public either positively or negatively that dictate performance and productivity outcomes.

The theory is criticized for forming groups that have unequal relations and influence such that there is an in-group (people with similar backgrounds) and out-group (people having different backgrounds). There is favoritism and bias with in-group favored and the biases on perception of the out-group and homogeneity. The favoring of the in-group and biasness against the out-group causes inter-group conflict, discrimination and lack of cohesion that impact negatively on group performance (Liberman *et al.*, 2017). The theory assumes that variations in demographic features in people within a group influence the functioning and processes in the group that result in either good or bad group performance (Crisp & Hewstone, 2007). This accounts for declining employee performance, low morale levels amongst employees and high turnover rates experienced in organizations, hence the need to critically consider ways of reversing the situation through accurate categorization of work groups.

The inductive inferences for social categorization of groups, especially based on the three key groupings of age, gender and ethnicity are valuable in organizations. The management must seek means of handling stereotypes, bias, favoritisms in the process of creating a conducive work environment for improved productivity and performance. Thus, the theory explains how the faith-based organizations can be cognizant of the categories of its workers based on gender, age, ethnicity and educational qualification as part of the social status; in creating teams, groups and departments where there is cohesion and improve employee performance. The managers help in shaping the workplace dynamics and promote diversity as part of the strategy to improve individual, group and organizational performance. The theory is linked to all the four specific study variables on age, gender, ethnicity and education that influence employee performance. Thus, the constructs of workforce diversity were assessed as influencing factors for organizational performance.

2.2.3. The Similarity-Attraction Theory

The similarity-attraction theory is attributed to the authors Berscheid and Hatfield (1969) in their book on interpersonal attraction. The theory explains that people are attracted and feel a liking to others who are similar to them. The theory's proponent Byrne (1971) noted that when an individual finds any others who share their interests, opinions and viewpoints, they form a sort of an association based on attraction. According to Montoya and Horton (2013) individuals seek out relationships with others who have similar belief system, share values and interests. This is associated with created sense of familiarity, reinforcement of individual beliefs, values and interests and validation of the same. Therefore, people easily form relationships and interact with others who are in the same age group, gender/sex, ethnic background, religious affiliation and social status such as wealth status, residence, education and experiences.

According to Treger and Masciale (2018), it is easier for an individual to share their views and opinions with someone having similar backgrounds. This implies that when handling different assignments and projects, people prefer working with individuals sharing skills, experiences, and comparable features (Byrne, 1997). For instance, a deeply religious worker, would prefer to work with someone having similar beliefs as opposed to an atheist or an individual from a professing another religion that is Christian and Muslim. The reason for the attraction is based on lowering risks of working closely with someone with unknown beliefs, values and interests. The theory is based on predicting the attraction level by analyzing the similarity features among people within a group. It explains what managers must do in developing effective work groups and teams that can deliver on the assignments and mandate of the organization.

The theory is criticized on relying on similarity to explain attraction and foregoing the concept that opposites may attract, where features of two people may complement each other perfectly;

forming the basis for the attraction. Singh and Tan (1992) further mentioned that individuals may seek novelty in the different features in others and hence attracted to those with opposite features to themselves. Based on the laws of attraction, people adopt a complementary view in seeking partnerships and relationships with others who can complement their personalities, conduct, interests and desires (Froehlich & Segers, 2021). Alternatively, the theory is based on dissimilarity or repulsive view that motivates the social interactions which exerts opposite effects to liking. Therefore, in an organizational setting, the management must assess the attraction levels of workers when doing placement of employees in work teams and departments. For higher productivity, the employees must be placed in groups with members who are attracted to them for integration and cohesion which is important in creating a good work environment and conditions needed for higher employee performance (Treger & Masciale, 2018).

The theory explains employee performance in the faith-based organizations as influenced by placement of employees in work groups sharing similar attributes. The employees are able to execute their tasks better, when placed with co-workers who they are attracted to and share similar features, interests and values. It is therefore, important for employees to be placed in work teams that are attracted based on similar features that can improve work productivity and performance of employees. The theory explained how the four study variables on gender, age, ethnic and educational diversities as constructs of workforce diversity help in forming the attractions needed in creating a good workplace for improved organizational performance. This theory also explained the four independent study variables.

2.2.4. Institutional Theory

The concept was developed by Meyer and Rowan (1977) and focuses on the internal organizational structure as based on social systems and the work environment. It operates based on routines, norms and rules at the workplace that establish the positions and authority. Therefore, to understand the structure and practices in an organization that influence the behavior and conduct of employees, there is need to consider that employees are limited to legislature, regulations and social systems. Raineri (2018) shared that the differences in practices and conduct are also informed by individual diversity features such as social status, and demographic characteristics including age, gender, race, religious and cultural beliefs and educational background of the people. These features inform on exhibited attributes that is essential in execution of work tasks and attainment of individual and organizational work goals.

Organizational structure is anchored on norms and regulations such that there is need to conform operating structure and acceptable behavior at workplaces that influence socio-cultural systems at the workplace. According to Amenta and Ramsey (2010) the institutional theory operates based on three pillars namely cognition, normative and regulative dimensions that are necessary

in decision making, strategy formulation and formation of structures at the workplaces. The focus of the theory is thus to reduce uncertainty and unclear practices and norms. This is done by recognition of the divergent features of the workforce by analyzing the differences in the employees in terms of age, gender, social status and ethnicity. Ferner, Almond and Colling (2005) noted that management team deals with diversity and its consequences by making comparisons and benchmarking with other industry leaders. The management team borrows its perspective by consideration of what competitors and other Organizations in the same industry are doing when dealing with employees from diverse backgrounds.

The institutional theory is criticized for its assumption that the administrative and governing structure with its regulations, laws and practices is abided by all employees which results in success in delivery of services and products. But in reality, it is impractical for all employees to abide by the structure of the organization and at the same time, success or failure is not linked to employees but other factors such as market conditions and external environment (Lewis, Cardy & Huang, 2019). Alternatively, Willmott (2015) noted that the theory is narrow-sighted since it does not consider multinational companies that attract diverse workforce and operate in complex environments. Therefore, it is easier for small companies to abide by the structural and administrative rules imposed since its employees do not come from diverse backgrounds and hold different viewpoints.

The behavior and practices of employees in an organization is informed by the institutional rules and regulations. At the same time, the organizations seek to align their rules and regulations to merge with perspective and opinions of the diverse background. This works to create a good work environment that is necessary for execution of assignments and improving individual performance outcomes. Therefore, the theory explains how the faith-based organizations can improve its employees' performance through its internal organizational structure, incorporating the rules, regulations and laws. An effective structure will help create a good work environment necessary for execution of work tasks and realization of better employee performance. The theory explains the dependent variable on employee performance as influenced by the organizational structure developed in cognition of workforce diversity characteristics.

2.3. Empirical Literature Review

This phase reviews past literature and interrogates the perspective of past researchers on the four aspects of workforce variation aspects including gender diversity, age diversity, cultural and educational variation as they affect employee efficiency. The section also highlights the created research gaps that make it needful to research on the current investigation.

2.3.1. Gender Diversity and Organizational Performance

Krishna (2020) research was on gender diversity in workplaces and how it affects performance of employees. The globalization effect has caused greater levels of interactions between people from diverse backgrounds as the work environments is no longer narrow. The firms have diversified to satisfy the needs of global marketplaces in order to optimize profits. This research examined the heterogeneous workforce regarding gender and performance within the food processing sectors of Kerala. The research used a descriptive survey approach and gathered data from 230 individuals across several sectors. The analysis included correlation, descriptive statistics, and regression, revealing that gender diversity positively influenced and predicted employee efficiency. The results showed that gender diversity affected employee productivity in relation to work experience and work group dynamics. The study concluded that proper management of gender diversity reduced conflicts and ensured fitness between the job, the assignment and organization that resulted in improved performance of employees. However, the study created contextual gaps because it focused on food processing industries located in Kerala, while the current study will focus on FBOs in Kenya.

Chepkemoi, Rop, and Chepkwony (2022) performed a research examining the throughout the Bomet County Government in Kenya, there is a link between gender equality and staff effectiveness. Gender diversity is crucial for using the distinct capabilities of both genders in the work environment. The research was based on the social identity theory was used, and a correlational research methodology was utilised. The target population included all county workers, and using Fisher's method, the sample size consisted of 91 responders. Primary data was gathered by structured questionnaires, followed by correlation and regression analysis. The results indicated that gender diversity positively correlated with employee performance in the county. The findings indicated that gender diversity affected employee performance, leading to the recommendation for the county and others to promote gender diversity within their workforce to improve performance. The research established a contextual gap since the backdrop setting was inside the county administration.

Abbey and Adu-Danso (2022) researched on gender diversity and productivity of manufacturing firms in six Sub-Saharan African (SSA) countries. The researchers collected data from 1,082 manufacturing firms distributed across these countries of DRC, Tanzania, Zambia, Kenya, Ghana and Uganda. The study shared that gender diverse workforce enables the firms to access large variety of talents, skills, perspective and knowledge that is important on improving innovativeness and performance. The study used structurally different -heterogeneity and industry without smokestacks (IWOSS) classification to assess the association between the findings. The findings show a non-linear relationship between gender diversity and productivity. Further results show that increase in female-owned manufacturing firms and increase in full-time

female employees initially contributed to high firm productivity but with time the effect is low and neutral. The study concluded that gender diversity promoted firm productivity but there was displacement in the long-run. The study created methodological gaps by not disclosing the target population, sampling, data types and collection process. Conceptual gap was also created since gender diversity was linked to firm productivity that is divergent to this study's focus on organizational performance.

Musa (2023) research was on gender diversity and firm performance in Nigeria. Gender diversity is seen as important in Nigerian corporate space due to weak implementation of governance laws, cultural and religious factors and push for higher inclusion and representation of female workers. The study was grounded on the stakeholder, stewardship, agency and resource based-view theory. Gender diversity focused on absolute number of female board members, governance channels and inclusion of females in board meetings, attributes in terms of qualifications, experiences, skills and nationalities and representation of females and influence on firm performance measured as return on assets. The study tested the hypothesis using longitudinal method, the static panel and generalized method moments and used the data collected from 118 firms for 18-year period from 2002 to 2019. The findings revealed that gender, educational level, representation and attendance by females in board meetings contributed to high firm performance. The nationality of female board members had no effect on firm performance. The study concluded that gender diversity improved performance of the firms listed in the Nigerian Stock Exchange market. Contextual gaps as the background setting was in Nigeria and its female board members.

2.3.2. Age Diversity and Organizational Performance

Strenitzerova and Komackova (2023) research was on age diversity and employee loyalty and turnover in the postal sector of Slovakia. The study noted that aging population has a big impact on labor markets and hence the need for age management as part of strategic HR management. The purpose of this article was to link age diversity to performance of the company for sustainability of operations. The study collected data from employees of postal sector and also obtained secondary data from audited books of account. The study found a trend of aging workforce in the postal sector that reflected on increased age diversity at the workplace. The largest age group was in the 44-58 years of workers and many of them have been working in the sector for a short period of less than five years. Age diversity was found to impact loyalty and low turnover rates for older employees and the younger employees were more on transient impacting on loyalty and organizational turnover. The study created conceptual gap since age diversity was not linked to performance and contextual gap since the study focused on the postal sector in Slovakia.

Kembu (2021) conducted research on age diversity's influence of organizational performance at the Kenya Urban Roads Authority (KURA). The researcher noted that due to globalization effect, interaction of people in organizations is needed for operating and competing on the global framework. The study was done at KURA headquarters using the descriptive research design and with population of 150 employees and targeting 45 of them to form the sample size list. The quantitative data collected was analyzed using multiple regression, descriptive and correlation and revealed that age diversity contributed to organizational performance at KURA. Thus, the study recommended that Human Resource managers at KURA to adopt age diversity measures by recruiting and placing a mixed group of youthful employees that have high-tech skills and older experienced workers to improve on performance of the authority. A mix of older and younger employees encourages skill acquisition and knowledge sharing that is needed to improve performance. The study created contextual gap as the focus was on the infrastructure sector under KURA.

Nasirov, Chapman, Hughes and Hughes (2023) researched on workforce age diversity and innovation performance as mediated by societal tolerance effect. The paper noted that the current workplace has seen an increase in generational interactions at the workplace. The focus was on age diversity informing innovation performance and how innovation is important in survival and success of organizations. The study shares that variety and polarization of workforce age diversity has an effect on innovation. The findings indicate that heterogeneity of the age groups in an age-diverse workforce contributes to innovation based on acquisition of knowledge and skills and networking. The results also show that age differences are part of social categories and fragments that contribute to age-polarized workforces which would result in negative innovation effects. Findings further indicate that societal tolerance was able to reduce workforce age variety effects on innovation and negative effects of age polarization of the workforces. The study concluded the age diversity with mediation from society tolerance which resulted in higher innovation performance. There was creation of conceptual gaps since workforce age diversity was linked to innovation performance and conceptualization of age diversity is different to focus of the current study.

Bashir, Hameed, Bari and Ullah (2021) carried out a-research paper on age-diverse workforce and impact on organization performance. The association between age diversity and organizational performance was mediated by job crafting. Age-diverse workforce was measured as either young or old employees and organizational performance was measured using both financial and non-financial metrics. The researchers used survey approach and distributed 450 questionnaires to employees of the post office in Pakistan. There was a response rate of 64% and data was analyzed using partial least squares–structural equation modeling. The findings indicated that age-diverse workforce consisting of young employees (below 40 years) and older

employees (above 40 years of age) contributed to organizational performance in terms of financial and non-financial returns. The results also showed that job crafting mediated the relationship between younger employees and organizational performance but failed to mediate the link of older employees and performance outcomes. In conclusion, age-diverse workforce contributed to financial and non-financial performance of organizations. There was creation of contextual gaps as study was done in Pakistan's post office while this study will focus on employee performance.

Karimi and Busolo (2019) study was on age diversity and influence on organizational performance as a case study of AAR Group. This study adopted descriptive research design and targeted 90 employees of the AAR insurance company who filled the research instrument in collection of primary data. The study's findings indicated that respondents age groups diverted from 20 years to 55 years, and most of the respondents were males. The conducted Pearson correlation revealed that age diversity was significantly and positively linked to organization performance. Age diversity through constructs of creativity and innovation, perceived quality, decision making and intra-organizational communication led to improved organizational performance. The study concluded that age diversity is critical for sustaining workforce and operations and hence it was recommended that organizations embrace age diversity for gaining competitive advantages through creativity and innovativeness. As a case study, application of the findings might be limited to stated organization which creates methodological gaps.

2.3.3. Ethnic Diversity and Organizational Performance

Mande, Imbambi, Ng'ong'a and Awiti (2020) study was on ethnic diversity and employee performance in public universities located in Western Kenya. The study employed positivism philosophy, descriptive and survey designs and targeted heads of departments in four universities. Primary and secondary data was collected using questionnaires and review of past journals and published articles. From the conducted descriptive and inferential statistics, the study found a positive and significant relationship between ethnic diversity and employee performance. The 120 respondents agreed that ethnic diversity at the public university from staffs having dissimilar ethnicities such as language spoken, culture and value system, led to improved individual worker performance outcomes. The study concluded that majority of the employees had positive perspective on ethnic diversity practices of respect and consideration of others' cultures, values and customs that contributed to better employee performance. The study creates contextual gaps as it covered the education sector and the public universities.

Kifordu and Ejindu (2022) conducted a study on ethnic diversity management for organizational performance in the commercial banks in Nigeria. The study specifically focused on ethnic diversity management through the effects of age and gender diversity and impact on

organizational performance. The researchers collected data from 267 employees of two commercial banks, who filled the structured questionnaire that adopted the five-point likert scale. The data was analyzed using descriptive statistics and correlation matrix and the hypotheses were tested using multiple regression analysis. The findings showed that gender and age diversity as aspects of ethnic diversity management were significantly and positively associated with organizational performance. These findings made the researchers conclude that ethnic diversity management contributed to high organizational performance of the commercial banks. The study created contextual gaps as focus was on commercial banks in Nigeria.

Stiftinger (2022) research was on ethnic diversity and effect on team performance for the highly skilled teams in Austria. The study was informed by global and technological developments that have increased the frequency of highly diverse ethnic-based teams. Therefore, effect of ethnic diverse teams can be neutral, positive or negative as dependent on context. The researcher conducted a survey and respondents from the highly-skilled teams self-reported on level of satisfaction will quality of cohesion and performance of the team. The findings showed ethnic diversity decreased team performance due to communication, trust, bias, conflicts and stereotype issues especially in heterogeneous teams. Further results indicated that ethnic diversity improved team performance through gaining new knowledge, perspectives and insights. Thus, it was concluded that ethnic diversity based on country of origin, language, and practices affect team performance but have no effect on team cohesion. The study creates conceptual gaps since ethnic diversity is assessed on effect on team performance and cohesion while organization performance was not measured.

Kong, Kong, Qin and Yu (2023) conducted a study on ethnic diversity, trust and corporate social responsibility as moderated by marketization and language. The study was based on need to extend knowledge from link of ethnicity conceptualized as culture and financial management to how ethnic diversity affects corporate social responsibility. The research was grounded on social identity and neo-institutional theory in linking ethnic diversity to CSR and the boundaries and mechanisms in different regions in China. The study found that ethnic diversity of the differently distributed ethnic groups affected CSR performance in firms in a negative manner. Trust mediated the negative ethnicity resulting in poor CSR performance and marketization and linguistic diversity mitigated the ethnic diversity -CSR performance of firms in China. The study concluded that ethnic diversity influences corporate behaviors and has an impact on ethical practices and implications that inform on promotion of CSR activities in firms. The study created conceptual gaps since the link was on ethnic diversity and CSR where performance was not analyzed, sources of data, data and analysis was not disclosed creating methodological gaps and contextual gap as the study was done in China.

2.3.4. Educational Diversity and Organizational Performance

Kamweru, Were, Muchelule and Karihe (2023) research was on school variation and employee efficiency in the Kenyan County Governments. The research was built on the foundation of human capital ideology and employed research methodology based on surveys. The researchers purposively selected five counties and sampled 392 employees to be part of the respondent group in the research. The basic data was gathered via the use of surveys and later analyzed using descriptive and regress analysis. The findings indicated that educational relationships that were both favorable and substantial related to diversity with employee productivity. The conclusion was educational diversity informed on employee performance in the counties and thus, policy makers needed to have policies to promote inclusion, accountability and recruitment based on accomplishments. The study context was in the county governments in Kenya which is different to the faith-based organizations operational space.

Bartolj (2023) research was on educational diversity of workforce and the impact on firm's educational structure and sales growth. The study's focus was on educational diversity of employees in terms of education levels, education field and diversity in education levels and influence on sales growth measured as total and foreign sales that can make an employee an exporter. The study also examined whether educational diversity and sales growth differed in knowledge-intensive and in the high-tech firms. The results indicated that employees with diverse specialization and having diverse educational background fields led to higher firms' sales growth. The results also showed that workforce heterogeneity in terms of education levels had no effect on firm productivity measured with regard to of the expansion of business. Further results show that educational diversity of the human funds and the success of the company differed in sector of the firms. The study concluded that educational diversity of employees provided mixed results on influence on firm performance based on educational field and level and sector and industry. The research introduced new conceptual voids since organization performance was not measured as influenced by educational diversity.

Kakenya and Lituny (2019) carried out research on educational diversity and influence on workforce productivity at the Cooperative Bank of Kenya. The study was on coming up with strategies to deal with diversities at workplaces as informed by increased globalization effect for improved productivity. Educational diversity was viewed in terms of level of education, skills and competency, knowledge and talents and education on related tasks and their influence on employee productivity. The research was based on descriptive survey design and 83 employees individuals who were chosen on purpose to take part in the research by filling the questionnaires. Linear regression, descriptive and correlation analysis was conducted and findings showed that educational background was used as a tool to bring diverse experiences to the workplace and enhanced productivity. The study concluded that education diversity was observed in the bank as

all employees had some education qualifications that enhanced their individual productivity. Contextual gaps were formed as a result of the research since it was conducted in the banking sector and specifically, the Cooperative Bank of Kenya.

Bello-Pintado and Bianchi (2020) research was on Cultural diversity in the job market schooling system and a tendency for management and creativity of work. The study's focus was on the predisposition for innovation as a component of the development of the company as influenced by horizontal educational diversity for technological innovation. The relationship was moderated by knowledge sharing role. The study was anchored on conception of the resource-driven perspective and hypotheses testing were done on the secondary collected data from 2004 to 2015 from manufacturing firms in Uruguay. The results show positive, strong and significant relationship between horizontal educational diversity and technological innovation. The relationship was informed by employing of activities related to technological advancement both inside and outside the organization and moderated by knowledge sharing aspects. The study concluded that workforce horizontal educational diversity led to improved innovation propensity and technological innovation activities in the Uruguayan firms. The study created conceptual gaps since education diversity was not linked to firm performance, it is going to be the primary focus of the present investigation and its context was in the manufacturing firms in Uruguay.

Nkuru, Adeleke, Akintimehin, Nwamaka and Olamide (2019) on education diversity and Nigerian manufacturing companies that are innovators in their field. The study focused on education diversity on employees' innovativeness and employed the descriptive survey design. The research collected data using self-administered close-ended questionnaires that were distributed to 522 employees in 12 randomly selected manufacturing firms in the South-Western region. After the information was examined, the findings showed that education diversity created opportunities for innovativeness. Educational diversity positively and significantly contributed to employee innovativeness in the selected manufacturing firms. Based on these findings, the investigations recommended the need for manufacturing companies to make investments in training and development programs for its employees for improved innovativeness. The study created contextual gaps as it covered the manufacturing sector in Nigeria and conceptual gap since education diversity was linked to innovativeness, whereby organization performance which was not assessed.

2.3.5. Workforce Diversity and Organizational Performance

Iteiyoy and Rotich (2024) research was on workforce variation and organizational productivity of public colleges and in Western Kenya, there are universities. The study measured organizational performance using measures as meeting the set goals, high satisfaction rates and higher earnings. The performance was based on workforce diversity aspects including cultural and demographic

disparities. In another research by Pokhrel (2023) on assess influence that a diverse staff has on the performance of an organization. Success measurement was based about the efficiency of the banks in Nepal's organisational structure as influenced by these aspects of diversity, age, gender, ethnicity, and educational attainment.

Gidi, Debela and Kero (2024) assessed the impact of having a diverse staff in higher educational institutions in Ethiopia to organizational performance outcomes. The performance was measured using academic merits including high academic scores and high productivity of staff. The performance was based on climate, identity, organizational justice and communication as diversity that led to improved performance. The findings were sector-specific hence the need to consider the faith-based organizations in Kenya. Welman, Edwinah and Nwoke (2022) research on workforce diversity link to organizational through equity theory as the theoretical perspective. The findings showed that age and ethnic diversities improved performance measured as efficient processes, overall well-being of the organization and the accomplishment of the mission and goals of the organization. It was concluded that having employees displaying different characteristics led to improved organizational performance outcomes.

The measurement indicators were based on the sector and organizational type. This study will assess performance of FBOs as public satisfaction with services provided, meeting and the mandate of the organization, the output levels and efficiency of initiatives undertaken by the faith-based organizations.

2.4. Summary of Literature and Research Gaps

A summary of the empirical studies reviewed and the gaps to be explored in presented in Table 2.1 below.

Table 2. 1: Summary of Literature and Research Gaps

Author	Objective of the study	Findings of the study	Gaps	Focus of the current study
Musa (2023)	Gender variation and productivity in firm Nigeria	The gender variation and improved productivity of the firms listed in Nigerian Stock Exchange	Contextual voids have been formed as a result of the work done in the listed company in Nigeria	Linked gender diversity to organizational performance in the faith-based organizations in Kenya

Strenitzero va and Komackov a (2023)	Age variation and employee loyalty and turnover in the postal sector of Slovakia.	Age diversity was found to impact loyalty and low turnover rates for older employees, while younger employees were not loyal and created high turnover	Conceptual voids since age diversity was not linked to organizational performance Contextual gap -as the study was done in postal sector in Slovakia	Assessed how age diversity affects productivity of the organization in the FBOs in Nairobi City County, Kenya.
Kong, et al. (2023)	Ethnic variation, trust and CSR as moderated by marketization and language	Findings indicated that ethnic diversity influences corporate behaviors and has an impact on ethical practices and implications that inform on promotion of CSR activities	Conceptual gaps - ethnic diversity was linked to CSR Methodological gaps -data sources, type and analysis were not revealed Contextual gap -it was done in China	Assessed the link between ethnic variation and organizational productivity in FBOs in Nairobi City County in Kenya
Bartolj (2023)	The educational diversity of workforce and the impact on firm's educational structure and sales growth.	Findings show the employees with diverse specialization and having diverse educational background fields led to higher firms' sales growth.	Conceptual gaps were created since education diversity was not linked to performance but on sales growth of firms	Assessed education diversity to organizational performance in faith-based organizations
Chepkemoi et al. (2022)	Gender variation and employee productivity in the Bomet County Government in Kenya	The findings indicated that gender variation had a positive association with employee performance in the county.	The background setting of the study was in the county government, which creates contextual gap	Assessed gender variation and organizational productivity on the faith-based organizations in Nairobi City County
Stiftinger	The ethnic	Results show that	Conceptual gap	Linked ethnic

(2022)	diversity and effect on team performance for the highly-skilled teams in Austria	ethnic diversity decreased performance due to communication, trust, bias, conflicts and stereotype issues especially in heterogeneous teams	diversity was created as team focus was on team performance and firm performance was not assessed	diversity to organizational performance
Kembu (2021)	The age diversity's influence of organizational performance at the Kenya Urban Roads Authority (KURA).	Findings revealed that age diversity contributed to organizational performance at KURA	Conceptual gaps were created when employee performance was not linked to age diversity	The aim was to assess how age diversity affects organizational performance in FBOs in Nairobi
Bashir et al. (2021)	Age-diverse workforce and impact on organization performance.	The age-variant workforce consisting of a mix of young and senior workers contributed to organizational productivity in terms of financial and non-financial returns	The gap is in context as it was done in Pakistan's post office	Assessing link between age diversity and organizational performance in FBOs in Kenya
Krishna (2020)	The gender diversity in workplaces and how it affects performance of employees	It was found that gender diversity contributed and predicted employee performance due to work experience and group	Contextual gap -the study was done in food processing industries in Kerala	Assessed how gender diversity affects organizational performance in FBOs in Kenya
Mande et al. (2020)	Public institutions in Western Kenya that are	There was positive perspective on ethnic diversity practices of respect and	Covering the education sector with the public universities creates	Assessed how ethnic diversity influences organizational

	based in consideration of contextual gaps performance in Western cultures, values and faith-based Kenya and customs that organizations possess ethnic contributed to better diversification employee performance and employee satisfaction
Karimi and Busolo (2019)	Age variation and influence on organizational productivity as a case study of AAR Group. Results showed that age diversity led to improvements of organizational productivity. As a case example of AAR, there was creation of methodological gap. Conceptual gap was due to not linking age diversity to productivity. Assessed effect of age diversity to performance of organizations in the FBOs.
Kakenya and Lituny (2019)	Educational diversity and influence on workforce productivity at the Cooperative Bank of Kenya. It was found that education diversity was observed in the bank as all employees had some education qualifications that enhanced their individual productivity. The study created as carried out in the financial industry, the underlying vacuum was filled up with focus on cooperative bank of Kenya. Study assessed education diversity in faith-based organizations in Nairobi City County in Kenya.

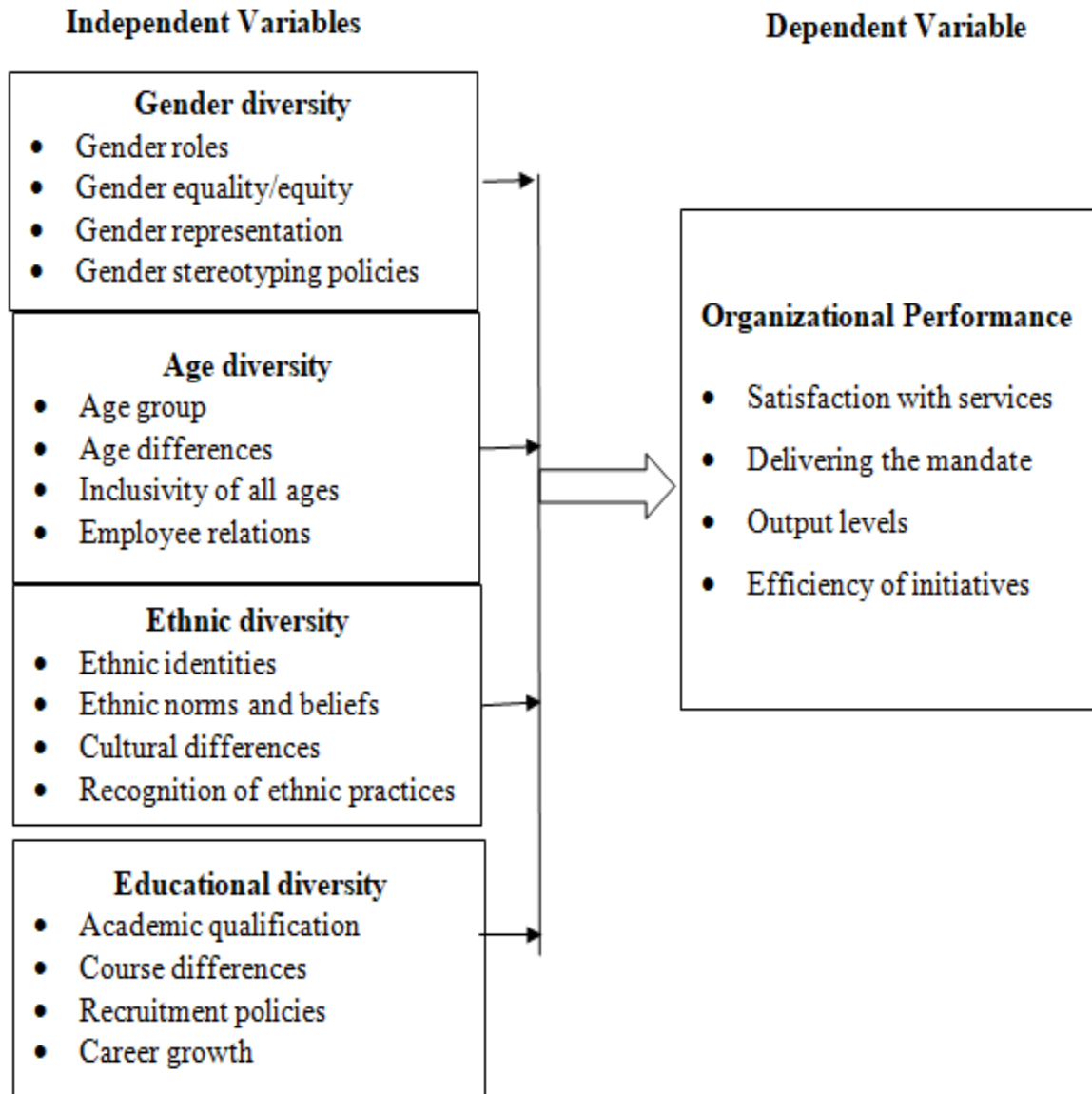
Source: Researcher (2024)

2.5. Conceptual Framework

The conceptual framework presents a pictorial edition of the association between study variables. In this study, the framework highlights workforce diversity and its elements and link to employee performance. It shows workforce diversity constructs of gender, age, ethnic and educational diversity and their measurement indicators are linked to organizational performance.

This is presented in the framework in Figure 2.1

Figure 2. 1: Conceptual Framework



Source: Researcher (2024)

3. RESEARCH METHODOLOGY

3.1. Introduction

The chapter explains the different research methodologies that were used in getting data to answer the research questions. The chapter has sections including research design, target

population, sampling and sample size; it also had sections on research instrument, piloting, and the process of collecting and analyzing data. The last section is on research ethics that guided the researchers' activities.

3.2. Research Design

It is a comprehensive structure showing the blueprint of all research activities that are executed by researchers and research assistants in handling different types of researches (Abbott & McKinney, 2013). Researchers must carefully select research designs that can help in collecting, treating and analyzing data to answer all research questions (Asenahabi, 2019). In this study, descriptive research design was used. Omair (2015) noted highlights the why, when, where and how of a phenomenon. This design is ideal since the findings are presented as they are without any adjustments, hence the findings are accurate. The study approach was also cross-sectional such the study analyzed the faith-based organizations operating in Nairobi. The design enabled the employees of the faith-based organizations to describe workforce diversity aspects in their workplace and align it to performance outcome of employees. The respondents got a chance to describe what is happening in their organization in terms of workforce diversity and influence on employee performance.

3.3. Target Population

A study population refers to all elements or persons that have information that is needed to answer the research questions (Flick, 2020), while the target population refers to only the elements that are of interest to the researcher. In this study, the population included all faith-based organizations in Kenya, while the target encompassed FBOs that are affiliated to a religious body from which its objectives and values are drawn from and those that handle broad range of activities. Based on this categorization, this study targeted 18 registered and operational FBOs (Appendix II) as per the list generated by the NGO Board (2024). The unit of analysis was the 18 FBOs and the unit of observation included the head of human resource, head of programs, a regional coordinator or branch manager and field officers; this group of people were chosen based on the knowledge they have on workforce diversity, FBO's activities and performance of the organization. Table 3.1 shows the distribution of the target population.

Table 3. 1: Target Population

Description	Target Population	Percent
Head of HR	18	20%

Head of Programs	18	20%
Regional /Branch Coordinator	18	20%
Field Officers	36	40%
Total	90	100%

Source: Records at the NGO Coordination Board (2024)

3.4. Sampling Technique and Sample Size

The process of sampling in research entails selecting a small group from the entire population to take part in the study (Sharma, 2017). In this study, purposive sampling technique was employed, where the researcher selected the respondent group because of working in the registered faith-based organizations. The head of human resource, head of programs and regional/branch coordinator and for this case, Nairobi regional coordinator; were purposively selected to participate in the research. This is because they have sufficient information on the operations and functioning of the FBOs and hence answer the research questions on workforce diversity and employee performance.

Obtaining the sample size involved a census of all the 18 registered FBOs located in Nairobi. The targeted population is also small accounting for 90 respondents which is less than the standard in research set at 200. Thus, all the 90 targeted respondents were included in the final sample size list in this study.

3.5. Data Collection Instrument

The researcher collected primary data using questionnaire as the research tool. The questionnaire was semi-structured having closed and open-ended questions that helped collect both qualitative and quantitative data. There was adoption of the five-point likert scale, where ratings range from 1 =no effect and 5 =very great effect. Ali and Bhaskar (2016) shared that questionnaire is a good research instrument that can collect large volume of data, easy and cheap to use and still keep identities of respondent's secret and maintain confidentiality.

The researcher designed the questionnaire to have sections including the demographic information of the respondents and sub-divided sections for the independent variables (gender, age, ethnic and educational diversity) and the last second was on the dependent variable on employee performance.

3.6. Pilot Study

A pilot study is small test done to check the research procedures, recruitment strategies, research techniques and data collection instrument. This study gives researchers confidence that the data collected in the final study will be good (Kitagawa, 2015). To check for validity and reliability of the instrument a pilot study was done to confirm the instrument lacks any errors. This was done at The National Council of NGOs headquarters offices at Nyayo building-Nairobi, using 9 respondents. These respondents account for 10% of the sample size group in this study. According to Lowe (2019) noted that a good pilot study group comprises of between 1% to 10% of the sample size, and the 10% fits within the stipulation. This pilot study helped identify errors, ambiguous terms used, spacing issues and formatting, that once corrected improved the research tool and help collect valid and complete data.

3.6.1. Validity of Research Instrument

It is defined as the accurateness of any research tool to measure what it is intended to measure (Kitagawa, 2015). To check that an instrument is valid, several tests can be done including face, construct and content validity. In this study, validity of the questionnaire was checked using content validity method, where the assessment was checked that the research questions cover all study aspects. The content validity testing was done with the help of the university supervisor, research experts and classmates, and with the views they shared, the instrument was adjusted to deliver a final ideal research tool.

3.6.2. Reliability of Research Instrument

Reliability is defined as ability of any instrument used in research to give similar results every time they are used (Heale & Twycross, 2015). To check if the instrument is reliable, researchers can use the test re-test methods, or internal consistency or inter-rater, split-half and parallel forms reliability methods. This study used the internal consistency method where contents of the questionnaire were compared with what is in the study's objectives, literature and conceptual framework. The respondents filled the questionnaire, then the data was analyzed and results compared with Cronbach Alpha coefficient. The Cronbach Alpha index is set at a standard of 0.7 and alphas of 0.7 and above indicate a reliable instrument, while those below 0.7 show that some elements are not reliable and hence, they were adjusted. According to Chan and Idris (2017) an ideal and fit research instrument is one that delivers Cronbach alpha coefficient index of 0.7 and above.

Table 3. 2: Reliability Test Results

Variables	No. of Variables	Cronbach Alpha	Remark
Gender Diversity	7	0.861	Reliable
Age Diversity	8	0.707	Reliable
Ethnic Diversity	7	0.734	Reliable
Educational Diversity	7	0.789	Reliable
Organizational Performance	5	0.812	Reliable
Aggregate scores	34	0.781	Reliable

Source: Pilot Test Results (2024)

The study sought to confirm the reliability of the questionnaire. this was done by testing the results from the filled questionnaires with Cronbach alpha. The findings showed that all the study objectives had alpha values of 0.7 and above and the aggregate score of 0.781. This is a confirmation that the questionnaire was reliable and fit for use in the present research.

3.7. Data Collection Procedure

A research permit from NACOSTI, approval and introduction letter from Kenyatta University, and permission from the leadership at the faith-based organization headquarters in Nairobi and its employees (respondent group) were sought by the researcher. After that, then the researcher booked appointments and on specific times, administered the questionnaires to the respondents at their workplace. This was to avoid interference and increase response rate. The researcher waited for the respondents to fill the instrument, before collection and the focus was on avoiding data contamination and responding to any queries raised during the process of filling the questionnaire. Once all the data had been collected, then data analysis phase commenced.

3.8. Data Analysis and Presentation

The collected data was cleaned, analyzed and recorded and then all the data were entered into the Social Science Statistical System (SPSS v.28.0) and Ms. Excel for further analysis. Since the data were in different formats, descriptive analysis was performed to obtain the measure of central tendency (count frequency, mean, standard deviation and percentage). Inferential statistics include Pearson correlation to test the relationship between variables and multiple

regression tests to test the strength and direction of the relationship between independent variables and variables.

A model based on multiple regressions followed this format:

$$Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + \epsilon$$

Y = Organizational Performance

β_0 = Constant value

β_1 to β_4 = Coefficients for determination on workforce diversity measures

X_1 = Gender Diversity

X_2 = Age Diversity

X_3 = Ethnic Diversity

X_4 = Educational Diversity

ϵ = Error term

A content and theme analysis a qualitative investigation was carried out on the collected information derived from the open-ended questions. This involved grouping the data into themes as per the study purpose. All the findings were thereafter presented in tables, figures and discussion format.

3.9. Ethical Consideration

The investigator sought to abide by research ethics while carrying out all the research activities to avoid harming the respondents and get valid data. This entailed seeking approvals and permissions from the university, NACOSTI and management of the faith-based organizations. The participants were requested to in order to take part in the research and it was on willing and voluntary basis with no bribery and coercion. The identities of the respondents were kept secret and collected data was generalized to reflect the viewpoints of employees in the FBOs. Therefore, the respondents were requested to be truthful and to give true and honest representation of the position in the organization in regard to workforce diversity and employee performance. All the gathered information was used for academia reasons and all sources were acknowledged in recognition of research work done by other researchers.

4. RESEARCH FINDINGS AND DISCUSSIONS

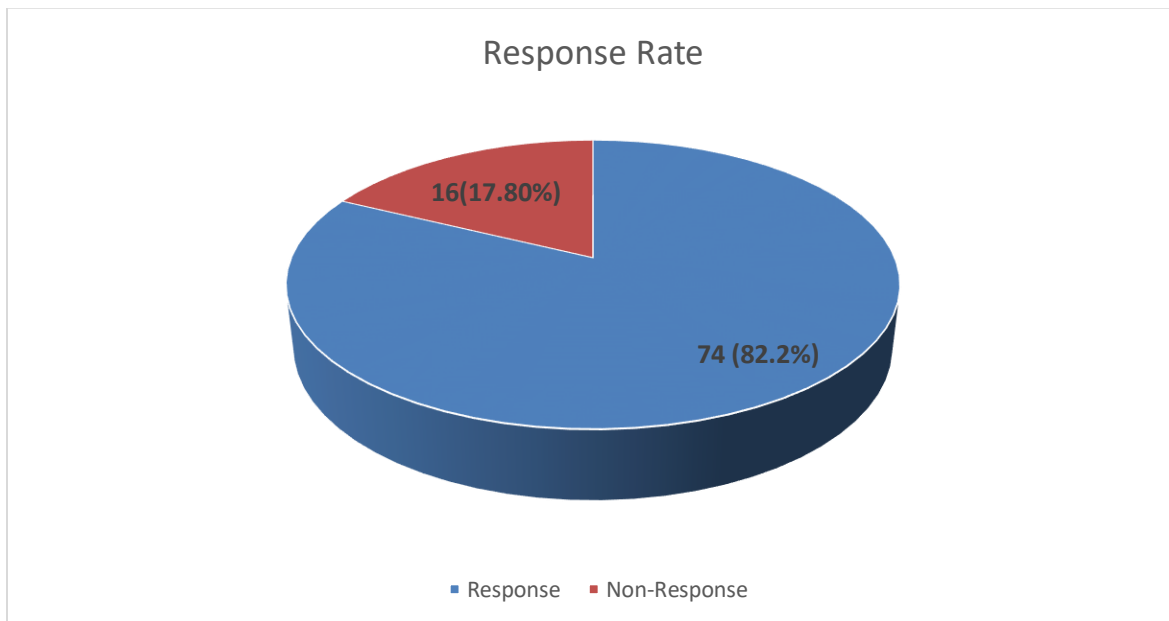
4.1. Introduction

This phase presented the results from the conducted investigation. The information is presented in sections that include feedback quota, the demographic instruction shared about the participants outcomes and discourse from the conducted descriptive, correlation, multiple regression and content analysis. The information is also shared in figures and tables.

4.2. Response Rate

The investigator dispersed a total of 90 questionnaires to the targeted population from which 74 were filled and returned. This information is summarized and presented in figure 4.1

Figure 4. 1: Response Rate



Source: Research Data (2024)

The results in Figure 4.1 show that 74 surveys were completed and sent back, which made the study's feedback quotation of 82.2%. According to the stipulation of Elfil and Negida (2017) a good response rate should be 50% and above and therefore, the study's response rate of 82.2% is good enough and sufficient for generalization of findings. The drawn conclusions and recommendations reflect on performance outcomes from majority of the targeted respondents about the Faith-Based Organizations.

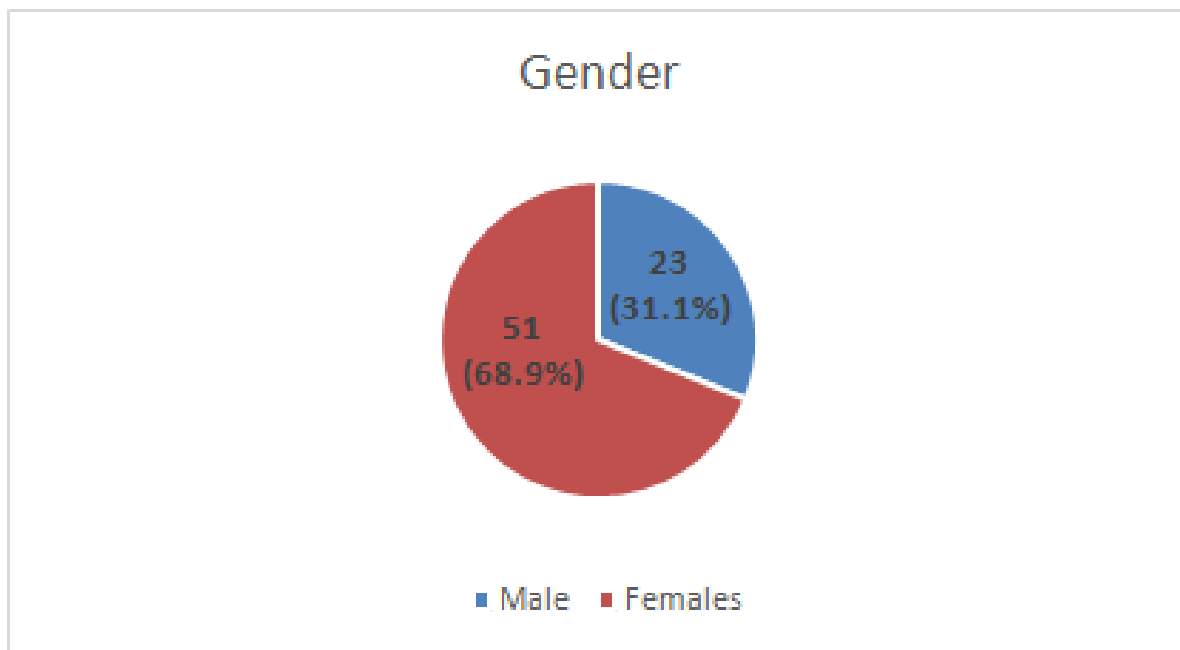
4.3. Demographic Information of the Respondents

The study sought individual details about the participants that included their gender, the position they held within the FBO's, how long they had been holding the same position, period of service or stay in the stated FBO and their highest academic qualifications. These findings were presented in figures in sub-sequent phases.

4.3.1. Respondent's Gender

It was requested of those who responded that they confirm their sexes, and the information that was gathered from their replies was compiled and shown in Figure 4.2.

Figure 4. 2: Respondents' Gender



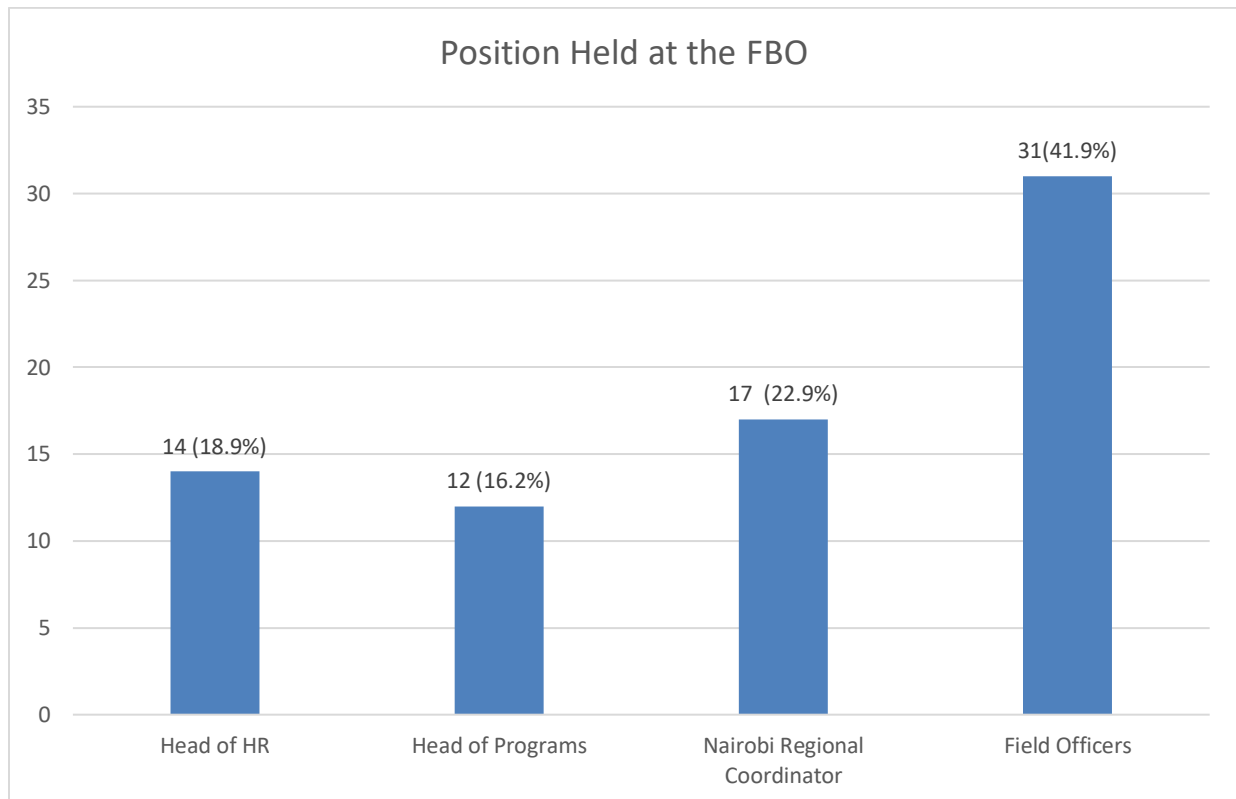
Source: Research Data (2024)

The results shown in Figure 4.2 indicate that large majority of those who responded were of female gender, as accounted by 68.9% of the response group. The results also show that minority of the Participants were of the masculine type at 31.1%. The nature of tasks and work handled by FBOs is in social setting and hence more suitable to the females and could explain, why the female respondents were the majority. In addition, the researcher included both genders to avoid gender bias.

4.3.2 Position at the FBO

The investigators asked the participants to indicate the position they were holding in their FBOs. The results are as indicated in Figure 4.3

Figure 4. 3: Respondent’s Position in the FBO



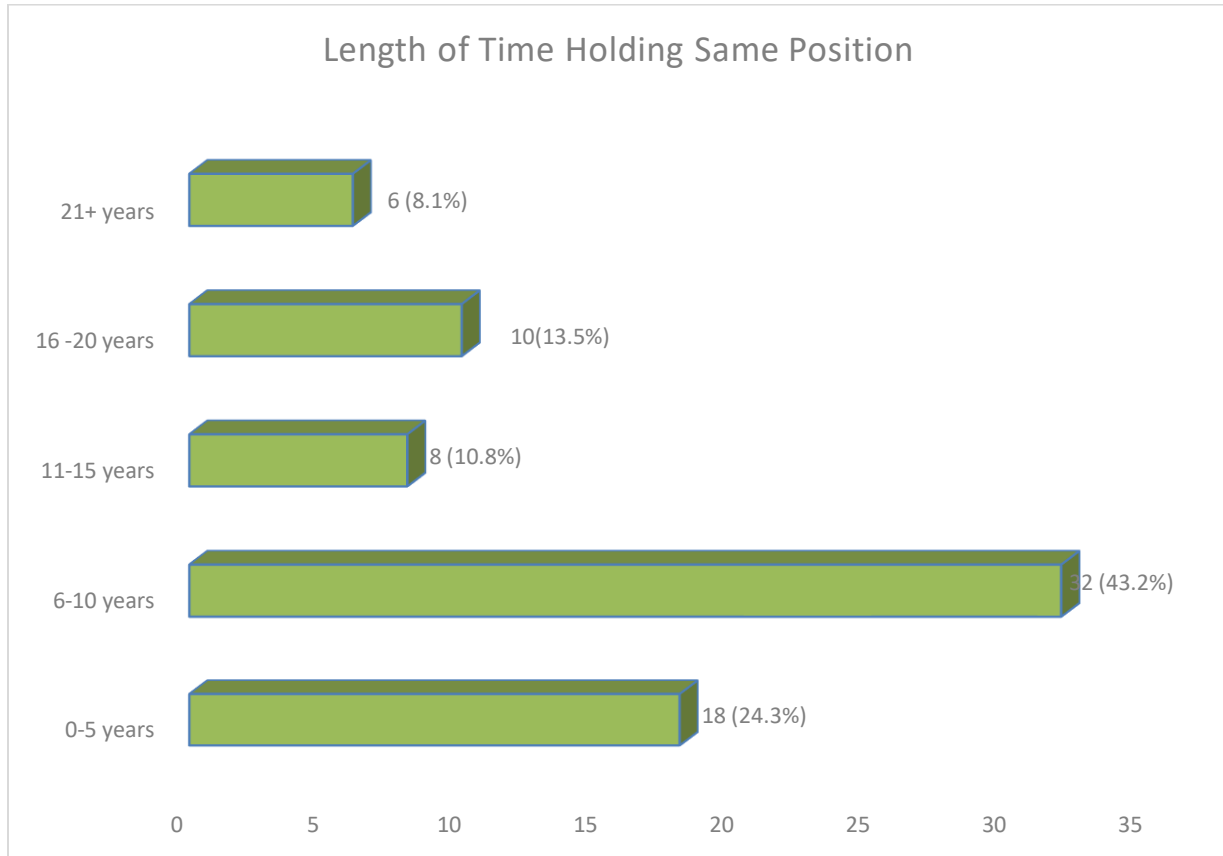
Source: Research Data (2024)

The findings concurred that most of respondents in this study were field officers, who accounted for 41.9%. The rest of the participantsheld different positions including 22.9% who handled the Nairobi regional coordination post, 16.2% were head of programs and 18.9% were heads of Human Resources in the assessed FBOs. The respondents were drawn from different positions as a means of getting variances in perspectives. This helped to enrich the study and incorporated different viewpoints.

4.3.3. Length of Period in the above-named Position

The researcher wanted to know period of service each respondent held in the same position. This information was sought and provided, it was summarized and presented in Figure 4.4.

Figure 4. 4: length of Time Holding the Same Position



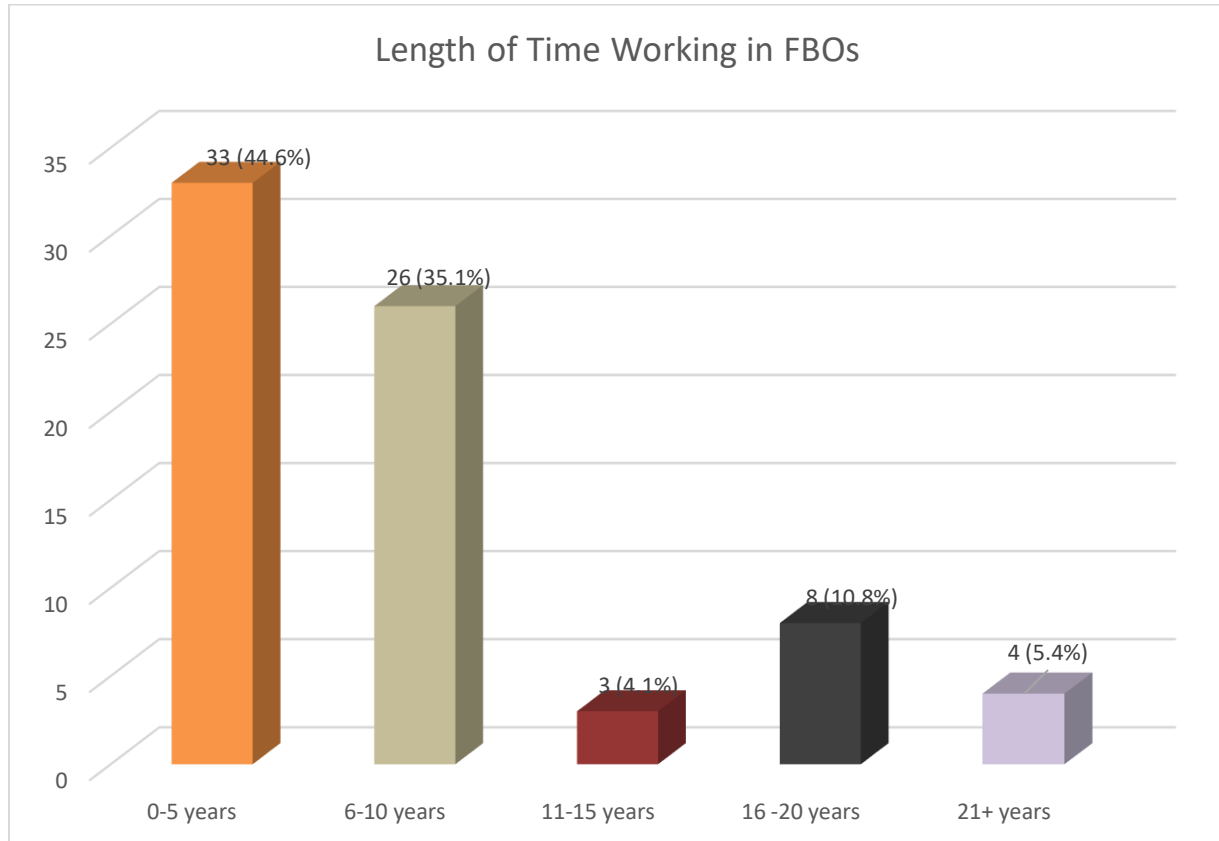
Source: Research Data (2024)

From the findings presented in Figure 4.4 showing that majority of the respondents at 43.2% had held the same position for a 6 to10-year period, and this was followed by those who held the same position for 0-5 years. This implies that most of the respondents held the same position for less than 10 years and this could affect continuity of operations, seamless operations and performance outcomes. The rest of the respondents had worked for a bit longer such that 10.8% for 11 to 15 years, 13.5% of respondents had worked for 16-20 years and only 8.1% of the respondents had held the same position for more than 21 years.

4.3.4. Length of Time Working in the FBOs

The study sought information on how long each study respondent had worked in the Faith-Based Organizations in Nairobi City County, Kenya. The provided responses from each respondent were summarized and then presented in Figure 4.5

Figure 4. 5: Length of Time working in the FBOs



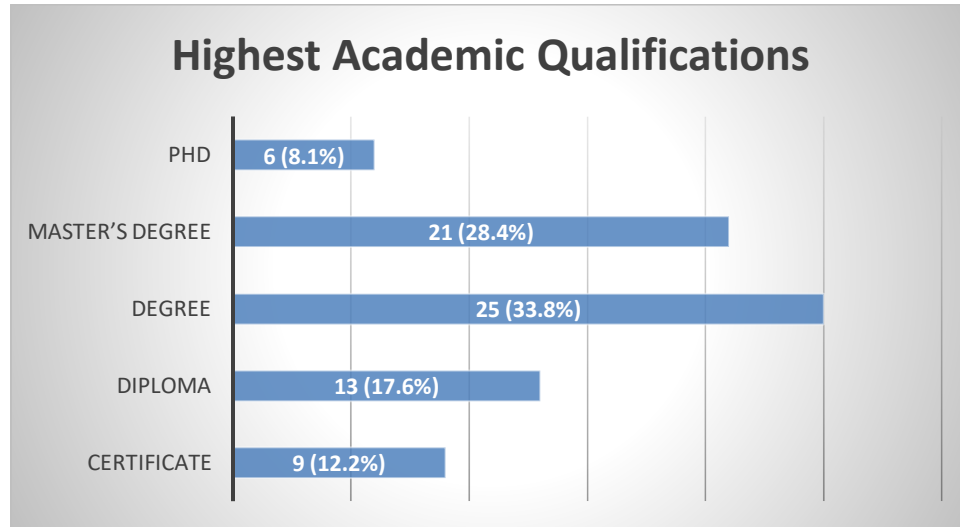
Source: Research Data (2024)

According to the findings, the majority of those who participated were employees in the FBOs for a period of time ranging from 0 to 5 years, which was experienced by 44.6% of the people polled. Additionally, 35.1% of the respondents had worked for a period of time ranging from between the ages of six. These results imply a challenge of retaining employees in the FBOs. At the same time, the results explain the nature of work in the FBO sector, which is project-based or programme-based and upon completion of the project some employees leave. The results further show that only 4.1% had worked for 11 to 15 years in the FBOs, then 10.8% had worked for 16-20 years and only 5.4% had worked in the FBOs for more than 21 years.

4.3.5. Highest Academic Qualifications

In order to determine the individuals' greatest academic credentials, the individual conducting the study had asked them to provide their responses.. The answer given in the questionnaires were summarized as shown in Figure 4.6

Figure 4. 6: Highest Academic Qualifications



Source: Research Data (2024)

The finding in Figure 4.6 above showcases academic qualifications of the participants. There were 33.8% of those surveyed who indicated that they have first degree, followed by 28.4% with Masters’ degree. The additional results showed that 17.6% of the responders were Diploma holders, while 12.2% were certificate holders and only 8.1% of the respondents held Doctor of Philosophy degrees. The results imply that study respondents had tertiary level education and therefore, they were able to read, comprehend and respond to the research questions. The academic levels also impress on quality of information obtained and valid data accessed in answering the research questions.

4.4. Descriptive Analysis Results

The researcher tried to find the views of the responders on how workforce diversity influences performance of the FBOs. The provided responses were descriptively analyzed, through the use of likert scale to rate the findings. On the Richter scale, 1 represented no effect, 2 represented a mild effect, 3 represented one that was moderate, 4 represented a strong effect, and 5 represented a very high impact. This helped in getting means (M) and standard deviation (SD). The mean score rating was interpreted as aggregate scores of 0-1 as having no effect with the statement; aggregate scores of 1.1 -2 meaning little effect, aggregate scores of 2.1-3 showed moderate effect, aggregate scores of 3.1-4 implying strong agreement that the statement had a high effect and aggregate scores of 4.1 -5 showing very strong agreement that the statement had a very high effect. For the standard deviation, scores of 0-2 show respondents agreeing with the statement

and scores of 2+ showing disagreement with the statement. The interpretation was used in explaining the descriptive analysis results in Tables 4.1 to 4.5

4.4.1. Gender Diversity and Organizational Performance of FBOs

The study tried to understand how respondents agreed and to what extent on how gender diversity affected performance of FBOs in Nairobi City Municipality, Kenya. The findings and discussions are provided in the following sections:

Table 4. 1: Gender Diversity and Performance of FBOs

	Mean	Std. Dev.
The FBOs have defined gender roles for all its employees	2.972	1.181
Work tasks are equally distributed across both genders	3.041	0.913
There are instances where females are discriminated causing gender bias in the FBOs	3	1.020
Gender stereotypes have led to male employees enjoying better salaries/benefits	2.959	0.801
All ranks in the FBOs have equal gender representation	3	0.950
All genders are treated with equity at the workplace	3.135	1.231
Gender diversity in assigning or rewarding jobs has resulted in improved firm performance	3.081	0.932
Aggregate Scores	3.027	1.004

Source: Research Data (2024)

The results in Table 4.1 shows that the aggregate scores of (M =3.027, SD =1.004) indicating that the respondents agreed on gender diversity having great effect on performance of Faith-Based Organizations. Just as Krishna (2020) shared that globalization effects have led to increased levels of interactions by people who come from different backgrounds. In addition, gender diversity had contributed to better performance of employees in the food processing firms in Kerala. The researchers Setati, et al. (2019) advocated for equity and equality of both genders as a means of improving performance outcomes.

The results show that a moderate score rate (M =2.972, SD =1.181), the respondents agreed that in their individual FBOs there were defined roles as per the gender of the employees. The findings echo what Krishna (2020) found out that gender diversity helped in proper management of work. This is because management operated on basis of matching the job assignments and tasks to the appropriate gender which led to improved performance outcomes. Toriola (2023) noted that having male employees helped in staff productivity levels in Uganda.

Further results showed that the participants concurred to a high extent on the statement of the work tasks being equally distributed across both genders. This is based on recorded scores of (M

=3.041, SD =0.913). Based on sentiments shared by Chepkemoi, et al. (2022) by noting that gender diversity allowed the organization to distribute assignments according to the different abilities of employees as per their gender in the workplace. However, Amsi et al. (2022) revealed the presence of discrimination where women representation, salaries and chances for promotions were low.

In addition, the study respondents were in agreement that in some instances there was discrimination of females that caused gender biasness, as confirmed by respondents with scores of (M =3, SD =1.020). Similarly, Abbey and Adu-Danso (2022) revealed that increase in female-owned firms in the Sub-Saharan African region; caused disproportionate employment of more women than men. The use of female employees in the manufacturing firms initially caused better performance but over time the performance declined.

On the statement about gender stereotype, such that male employees enjoyed better or higher salaries and benefits; the average score was (M =2.959, SD =0.801). This implied a moderate agreement by the respondents who took part in the research. The findings echo what Gemzøe (2021) established that gender stereotyping in media industry had caused male employees to enjoy better salaries compared to their female counterparts. According to Musa (2023) whose findings were contrary in that there was focus on inclusion of females as board members, but the results was little to effect on performance outcomes of the firms.

The research revealed that respondents agreed to high extent that all the ranks had equal gender representation in the FBOs. The statement was based on average scores of (M =3, SD =0.950); and at scores of (M =3.135, SD =1.231), the study found that the respondents agreed to a high extent that both genders were treated with equity within the workplaces in the FBOs. Gemzøe (2021) argument is different to the position of the current study, in such that gender stereotypes and bias had made males employees grow to higher ranks and the senior management levels compared to their female counterparts.

The study findings showed that the responders were in agreement that gender diversity informed by assigning tasks and thereafter rewarding them, having resulting in improvement of performance in the FBOs. The recorded scores of (M =3.081; SD =0.932) showing high agreement extent by the study respondents. Just as Abbey and Adu-Danso (2022) found that gender diversity caused improvement in firm productivity. The same results were revealed by Chepkemoi, et al. (2022) who found that gender diversity was associated with better employee performance in the counties. Therefore, gender diversity played a contributory effect that improved performance in the faith-based organizations.

When asked to describe how each individual FBO organization had ensured there was gender diversity in the workplace. These are some of the responses given: One respondent shared that gender diversity was ensured through purposely advertising and recruiting specific gender for a vacant role. A respondent shared that in their organization, diversity was intentionally structured to draw employees from a wide pool. The diversity policy encouraged and accommodate employees from different backgrounds. Where the placed advertisement will specifically indicate that females are encouraged to apply, as an indication that there were higher chances for a female applicant who is fit to take up the role. Another way that ensured gender diversity was having equal opportunities, same pay rate for both genders and consideration of work-life balance to encourage mothers with small children, or young males to apply for the position. Alternatively, there was a respondent who stated that there were no clear structures in their FBO that ensured gender diversity.

The participants were also asked to describe the impact that gender diversity had on performance of FBOs. The shared responses showed that inclusion of males in senior management led to efficient and fast-completion of assignments. This was linked to the logical approach adopted by males when handling assignments. Another respondent indicated that having more females in senior leadership created chaos because of a lot of gossip that fueled office politics. This has had a negative effect on performance outcome in the FBO. This makes it clear that the presence of both genders in leaders as well as other roles within the hierarchical structure in the FBOs, resulted in better performance outcomes. The results show that when the FBOs include all genders then it has a resultant effect of improving performance outcomes.

4.4.2. Age Diversity and Organizational Performance of FBOs

The study wanted to find out how respondents thought of the age diversity and its effect on performance of FBOs in Kenya. The results are presented here:

Table 4. 2: Age Diversity and Performance of FBOs

	Mean	Std. Dev.
The workforce constitutes employees from all age groups in the FBO	2.838	1.182
Our FBO has a policy framework that encourages acceptance of employees drawn from different ages	3.094	0.981
The management is equipped to handle employees spread across the five age groups (baby boomers to Gen Z's)	3.189	1.189
Inclusion of age-diverse team has helped in mutual learning through information sharing	3.162	1.170
The employee relations is based on networks formed by teams of people from different age groups	3.027	1.072
The decision-making process in the FBO is made by a team	3.338	0.880

compromising of people spread across all ages		
The FBO's focus is on removing a culture of resenting the different ages in the workplace	3.081	1.224
Collaborative efforts are made amongst diverse workforce for higher productivity	3.297	1.030
Aggregate Scores	3.128	1.091

Source: Research Data (2024)

The results presented in Table 4.2 shows that on average the respondents at scores of (M =3.128, SD =1.091) indicated that the respondents agreed to a high extent that age diversity contributed to better performance in the Faith-Based Organizations. Similar results were shared by Kembu (2021) who found that age diverse workforce in the KURA -Kenya Urban Roads Authority was a big contributor to high organizational performance. According to Hussain, et al. 2020) age diversity workforce has gains including successful firms based on knowledge and experiences of the workforce.

The study found that responders were in agreement to a moderate extent on the fact that the workforce in the FBOs constituted of employees drawn from different age groups. This statement was based on recorded scores of (M =2.898, SD =1.182). Similar to sentiments shared by Nasirov, et al. (2023) that age diversity is about accepting, engaging and involving employees from different age groups to contribute to success of the firm. Hussain, et al. 2020) shared the same thoughts and noted that employees drawn from different age groups had different levels of skills, knowledge, perspectives and experiences, that when combined together enhances performance outcomes in the firms.

Based on these scores (M =3.094, SD =0.981), showing that participants concurred to a high extent that there was presence of policy framework to accept all employees regardless of their age. Just as Strenitzerova and Komackova (2023) advocated for age management as a component of strategic HR management in organizations. The age management based on age diversity induced loyalty amongst the employees and reduced turnover rates. For Mothe and Nguyen-Thi (2021) effective management of an age-diverse work team was essential to reduce conflicts, work tensions and confusions, which yields better performance outcomes.

It was found that the management in the FBOs were equipped to handle employees from across the five age groups. This was agreed by many respondents since the scores were high at (M =3.189, SD =1.189). In their research, Karimi and Busolo (2019) shared that proper management of age diverse workforce was critical in sustaining operations of the workforce. There was embracing of workers from different age groups which influenced creativity, and innovativeness for better performance. In the same line, Mwangi (2021) noted the need for the managers in the

human resource departments to have the capacity to handle employees from vast age groups including baby boomers to generation Z.

The results showed that when the FBOs included an age-diverse work team, there was mutual learning from sharing of information. At scores of ($M = 3.162$, $SD = 1.170$), the respondents agreed with the statement. According to Kembu (2021), the recruitment of employees from a diverse age group led to introduction of youthful employees who had hi-tech skills and taught the older generation. This was necessary and contributed to the recorded better performance at KURA. Nasirov, et al. (2023) also shared that age diverse workforce increased innovativeness that was informed by sharing of knowledge and skills.

Further results showed that participants approved to a high extent that employee relations in the FBOs was based on formed networks in the workplace as drawn from people in different age groups. The recorded scores of ($M = 3.027$, $SD = 1.072$) imply the respondents agreed with this statement. These results are similar to what Nasirov, et al. (2023) found and shared that workforce made of employees from different age groups led to higher innovation. Innovation was necessary for the success and survival of organizations.

The study findings show that a high agreement extent was made by the respondents on the statement where the decision-making process was based on team of people drawn from all ages. The obtained scores of ($M = 3.338$, $SD = 0.880$). From the results in the research done by Karimi and Busolo (2019), it was indicated that age diverse workforce was critical for creativity and innovation. The researchers showed that diversity based on age enhanced quality of decisions made and contributed to better organizational performance at the AAR Group.

The study also found that the FBOs were working to remove the culture of resenting the different age groups in the workplace. This was shown by scores of ($M = 3.081$, $SD = 1.224$). The sentiments by Nasirov, et al. (2023) are such that with social tolerance, negative impacts of age polarization could be reduced. The practices if tolerance and acceptance allowed all employees despite their varied ages to feel comfortable in the workplace, leading to improved innovation and performance. Study results showed that at scores of ($M = 3.297$, $SD = 1.030$), the responders concurred to a high extent on presence of collaborative efforts to work together amongst the different ages of the workforce. This led to higher productivity in the FBOs, just as Bashir, et al. (2021) found that age diverse workforce consisting of both young and old employees are necessary for better organizational performance.

When asked to share how the different age groups in the workplace have impacted on productivity of the FBOs, the respondents shared that there was a disconnect between the secretariat and senior management team that were mostly in their 50's and above years and the

field officers and program coordinators who were in the 20's. the disconnection led to poor performance. On the other hand, the respondents noted that having a workforce drawn from different age groups was beneficial in terms of combining competencies that improved performance outcomes. Another respondent stated that the millennials and Gen-Z's workforce was largely ignored in the decision-making process. This resulted in inefficiencies and slowed down productivity levels in the FBOs. The results underline the value of inclusion, engagement and involvement of workforce that spreads across all age groups. Another response was age diversity expanded knowledge and increased innovation and creativity that is needed for better performance outcomes. Therefore, when seeking to improve performance, the respondents acknowledge the need for having employees drawn from different age groups.

4.4.3 Ethnic Diversity and Organizational Performance of FBOs

The purpose of the research was to assess how check the degree to which participants concurred or opposed and to what extent on ethnic diversity in the FBOs. The focus was on seeking to understand how ethnic diversity influences organizational performance outcomes. The results and discussions are presented in these sections:

Table 4. 3: Ethnic Diversity and Performance of FBOs

	Mean	Std. Dev.
The FBO's management recognizes differences of origin of ethnicity in the workers	3.622	1.016
There is focus on creation of a cohesive work place through acknowledging differences in people	3.649	0.957
The FBO has created a working environment that respects employees who hold different beliefs/norms/practices	3.729	0.848
Adopting perceptions of employees from different backgrounds enhances creativity when handling tasks	3.324	1.148
The FBO works to create harmony at the workplace for better productivity	3.040	1.078
The employees are drawn from different cultural backgrounds	3.689	1.006
Ethnic diversity at the workplace has improved efficiency in carrying out tasks for high performance outcomes	3.283	1.104
Aggregate Scores	3.477	1.022

Source: Research Data (2024)

On average with scores of ($M = 3.477$, $SD = 1.022$), the respondents shared that ethnic diversity was instrumental in enhancing performance outcomes in the FBOs. In addition, the study found that the FBOs recognizes the different origins, as shared by scores of ($M = 3.622$, $SD = 1.016$). This was mentioned by Hale (2023) who found that an ethnic diverse workforce increased efficiency, productivity and revenue earnings. This was made possible through expansion of the customer base and market from the diversity of the employees. In sharing similar results, the researchers Kifordu and Ejindu (2022) found that ethnic diversity was associated to the reported improved organizational performance.

Further results indicate that a cohesive workplace was created in the FBOs through acknowledgement of differences in people. The results showed scores of ($M = 3.649$, $SD = 0.957$). In the words of Setati, et al. (2019) as the world changes because of inter-marriage, relocation and mingling, the workplace reflects these changes. The respect and acknowledgement of these differences were essential in creating a cohesive workplace. This improved the sense of belongingness and comfortability hence concentrating on work assignments. Failure in recognizing and acknowledging differences in ethnicities, as noted by Kong, et al. (2023) created bad corporate behaviors that resulted in poor performance outcomes.

The respondents agreed to a high extent on getting respected even when professing different norms or practices or beliefs. The recorded scores show ($M = 3.729$, $SD = 0.848$). According to Mande, et al. (2020) having positive perceptions, respect and consideration of the differences in ethnic diversity was essential in having a good work environment and leading to better performance of the employees. In the same line, Kifordu and Ejindu (2022) argues that better ethnic diversity management ensures all differences based on ethnicities are accepted. This ensures that none of the employees feels left-out.

The results showed there was enhanced creativity since the FBOs adopted perceptions of the workers drawn from different backgrounds. This is based on scores that were ($M = 3.324$, $SD = 1.148$). Similar findings were shared by Lekaitau and Juma (2023), who argues that ethnic diversity enhanced creativity and innovation. This was accomplished by adopting the perceptions and perspectives of the all employees, despite the differences in ethnic backgrounds.

The study findings showed that the FBOs worked to create harmony that was necessary for better productivity. This was confirmed by high extent agreement with scores of ($M = 3.040$, $SD = 1.078$). additionally, Lekaitau and Juma (2023) shares that respecting the differences in ethnicity helped in creation of a harmonious workplace, with good work conditions, environment and relationships. Stifinger (2022) found that dealing conflicts, bias and stereotypes using effective communication and trust-building initiatives led to better team performance.

In addition, the respondents agreed a high extent on the fact that the employees working in the FBOs were drawn from different cultural backgrounds. The statement was confirmed by high scores of ($M = 3.689$, $SD = 1.006$). Just as shared by Mande, et al. (2020) sharing dissimilarities in ethnicity inclusive of language, culture values and practices, but nevertheless these features were essential in improving worker performance. Stiftinger (2022) shared that a better team caused by having an ethnic diverse work team resulted in improved performance outcomes.

The study also found that the improved efficiency causing high performance in the FBOs was linked to ethnic diversity. The reported scores were ($M = 3.283$, $SD = 1.104$). The differences in work patterns and practices, according to Stiftinger (2022) were linked to diverse ethnicities. The efficiency was improved since employees gained skills, insights and knowledge from employees who are drawn from different ethnicities. On the contrary, Kong, et al. (2023) shared that negative ethnicity led to poor performance in firms in China. This because attitudes about ethnic determine corporate behaviors that have a direct impact on outcomes.

The respondents were asked to share their thoughts on how ethnic diversity of the employees within the FBO had affected performance outcomes. Some of the main effects shared included increased coordination and cooperation when handling different tasks. There was respect and acknowledgement of different practices and norms assumed by employees from various ethnicities. Another respondent shared that having co-workers who are from a different ethnic background improved the quality of services, efficiency and effectiveness. This was informed by better problem solving and decision-making processes. There is a respondent who shared that employees working in their FBO were drawn from only three communities; namely Kikuyu, Luhya and Luo and created favoritism that negatively impacted performance outcomes. Negative ethnicity was witnessed as a manager would push for a project to be done in their rural village, even without merit. Or a manager choosing to work with program coordinators and field officers from his/her tribe, which created negativity in the workplace resulting in inefficient implementation of programs.

When the respondents were asked to give suggestions about the ways in which things might be improved efficient outcomes anchored on having an ethnic diverse employee group. Some of the written responses included having a policy that operates on basis of recruiting and placement of employees drawn from various ethnic backgrounds. Another respondent stated that proactive measures must be taken to include employees from marginalized and minor communities in the country. This is based on having a broad recruitment framework that can attract applicants from wide pool. In addition, a respondent shared that FBOs operating in one community or region, should have more employees drawn from the community. But FBOs that have operations and activities spread across the country must incorporate ethnic diversity in recruitment procedures, placement and allocation and distribution of assignments that ensures representation of all

communities. Another share response, was admission of a problem and the solution was through training all employees to stop/avoid profiling their work colleagues.

4.4.4. Educational Diversity and Organizational Performance of FBOs

The study sought information on resultant effect of educational diversity on operations efficiency in the FBOs. The findings are shown in the following subsequent table and paragraphs.

Table 4. 4: Educational Diversity and Performance of FBOs

	Mean	Std. Dev.
The employees have attained different academic qualifications	3.635	1.165
The FBO has drawn employees who have different skill-sets that enriches the workplace	3.716	1.000
The employees have knowledge in their area of specialization	3.581	1.006
The FBO adopts recruitment policy focusing on getting the most qualified candidate selected to fill the vacant position	3.5	1.196
The workforce in the FBOs consists of people having soft and hard skills	3.5	1.137
Career growth in the FBO is based on acquisition to higher academic qualifications.	3.689	1.058
Gaining higher education qualifications is a requirement to grow career-wise	3.445	0.967
Aggregate Scores	3.581	1.076

Source: Research Data (2024)

The results in Table 4.4 show that The responders were in agreement to a high extent on educational diversity expressed in the FBOs contributing to better performance. This is based on high scores of (M =3.581, SD =1.076). The study also shared that the respondents agreed that the employees had different academic qualifications, as the scores were (M =3.635, SD =1.165). Similar results as shared by Kamweru, et al. (2023) found that educational diversity in the employees contributed to improved employee performance that eventually reflects positively on overall organizational performance.

The study results show that at scores of (M =3.716, SD =1.000), those surveyed accepted that the employees had different skill-sets that enriched the workplace. In the words of the researchers Kakenya and Lituny (2019) the educational diversity of the employees was based on varying levels of skills-set, competency, knowledge and talents level. This led to better productivity levels at Cooperative Bank in Kenya. In lieu of these findings, Kabara, et al. (2022) who shared having educational diversity is one way of the organization to respond to changes in the market and growing it.

In addition, the respondents agreed at high scores of ($M = 3.581$, $SD = 1.006$) that the employees had knowledge on their areas of specialization. Just as the perspective of Bartolj (2023) the diversity in terms of education was also based on skill specialization that was essential in enhancing firms' performance. The human capital professing educational diversity was informed by sectors and hence its specialization. In the words of Barang'a and Maende (2019) highly educated employees are elevated in the workplace and hence gain specialized skills. The education background differentiation informs on pay grade, earnings and wages.

At scores of ($M=3.5$, $SD =1.196$) the respondents agreed to a high extent on having a recruitment policy which focused on getting qualified candidates to fill any vacant posts in the FBOs. Just as shared by Kamweru, et al. (2023) that an effective policy promotes the recruitment of qualified employees who can enhance the firm's accomplishment. Additionally, Kakenya and Lituny (2019) noted that the banks ensured it only employed staff who had the requisite educational qualifications as a mandate and in the quest to enhance productivity in the bank.

In addition, the respondents agreed that the FBOs insisted on having a workforce that had both soft and hard skills. The scores were ($M = 3.5$, $SD = 1.137$) and as noted by Nkiru, et al. (2019) diversity in educational backgrounds means the employees display different skills. These skills are what enhances innovativeness that informed the reported better performance outcomes in the manufacturing firms in Nigeria. In addition, Barang'a and Maende (2019) shared that incorporation of educational diversity in workplaces ensures that organization is able to acquire employees who have both soft and hard skills.

The study also discovered that those surveyed were in agreement to a high extent on career growth being anchored on acquisition of higher academic qualifications. The scores were ($M = 3.689$, $SD = 1.058$). Additionally, growth of careers is anchored on acquiring higher educational qualifications with the scores of ($M = 3.445$, $SD = 0.967$). These findings echo what Bello-Pintado and Bianchi (2020) found that development and growth was based educational diversity and acquisition of advanced skills and academic qualifications. Barang'a and Maende (2019) further notes that acquisition of higher education makes an employee desirable and is bale to grow up in the career ladder.

In addition, the respondents were asked to openly describe if there was any variation in organizational performance outcomes in the FBOs, as linked to educational background of the employees. A respondent shared that well-learned employee brought a wealth of information and wide-range of perspectives that improved efficiencies at the workplace. Another one indicated that most of the senior managers had more educational qualification which was a necessary instrument that causes one to make better judgements. The extensive experiences of the employees reflected positively on performance outcomes in the FBOs. On the other hand, there

was a respondent who shared that performance was low or indiscriminate linked to biasness and office politics. This was shown as highly qualified employees were denied chances to contribute to the success of the FBO. In some instances, the positions for junior officers with higher academic qualifications were threatened. Qualified junior officers suffered job insecurity and often kicked out for fear of exposing the senior managers who had lowly academic qualifications. Such practices created toxic workplaces, which resulted in low performance outcomes based on poor motivation levels and low commitment levels.

4.4.5. Organizational Performance of FBOs

In seeking to assess the resultant the influence of the accomplishments of the organization in the Faith-Based Organizations; the researcher did a descriptive analysis. The results are summarized in the table and discussions provided in paragraphs after the table.

Table 4. 5: Organizational Performance in Faith-Based Organizations

	Mean	Std. Dev.
The FBOs report efficient quality services delivered to local communities	3.459	1.184
The general public is satisfied with products and services by the FBO	3.702	1.119
The FBO has been able to deliver on its mandate	3.243	1.236
There is efficiency in initiatives/programs/projects undertaken by the FBO	3.432	1.250
The FBO reported high output level	3.337	1.138
Aggregate Scores	3.435	1.185

Source: Research Data (2024)

Table 4.5 presents the conclusions of the survey, which indicate that those who participated noted an improvement in organizational performance. The scores that are compiled involve (M =3.435, SD =1.185) imply that there was a high agreement extent confirmed improvement of performance in the Faith-Based Organizations. The study findings showed that at scores of (M =3.459, SD =1.184) the respondents noted improvement in efficient, and quality services. This led to higher satisfaction of services by the FBOs to the general public, as scores were high of (M =3.702, SD =1.119). As shared by Mio, et al. (2022) performance of an organization is based on effectiveness and efficiencies in execution of work tasks. Similarly, Toe (2022) measured performance as the quality, efficiency and quantity of work outcomes and services. Therefore, meeting the set mandate, delivering quality, efficient and effective services were some of the measures that indicated good performance outcomes in the FBOs.

The findings also report the ability of the FBO to deliver on its mandate, as the scores were (M =3.243, SD =1.236). In addition, the initiatives undertaken by the FBOs recorded efficiency, as

confirmed by scores of (M =3.432, SD =1.250) and the output was high as confirmed by high scores of (M =3.337, SD =1.138). In light of these results, the results Iteiyo and Rotich (2024) that confirmed that workforce diversity enhanced organizational performance. The performance was measured as satisfaction rates with products and services and the capacity to meet the set goals. The researcher Pokhrel (2023) found that diversity of the workforce was impactful in the success within the Nepalese banks. In addition, Welman, et al. (2022) share that workforce diversity, conceptualized as age and ethnic diversities improved performance. The adopted performance measures entailed attaining the set goals and objectives of the organization. Lastly, Gidi, et al (2024) found better performance outcomes in higher educational institutions in Ethiopia. Some of the merits used to measure performance included attaining high academic scores, and better productivity by the academic and non-academic staffs. This implies that performance measures were reflective and aligned with the specific organization or sector.

4.5. Pearson Moment Correlation Analysis Results

The researcher conducted Pearson Moment Correlation analysis in seeking to determine the relationship that is formed between the variables. The obtained r values show the power of the connection between the two as values closer to 1 imply a close and connection that is more powerful than those that are closer 0 imply a weak of correlation. The results are as shown in Table 4.6

Table 4. 6: Correlation Analysis Results

		Organizational Performance	Gender Diversity	Age Diversity	Ethnic Diversity	Educational Diversity
Organizational Performance	Pearson Correlation	1				
	Sig. (2-tailed)					
	N	74				
Gender Diversity	Pearson Correlation	.478*	1			
	Sig. (2-tailed)	.000				
	N	74	74			
Age Diversity	Pearson Correlation	.548*	.370**	1		
	Sig. (2-tailed)	.000	.000			
	N	74	74	74		

Ethnic Diversity	Pearson Correlation	.707*	.311**	.084**	1	
	Sig. (2-tailed)	.000	.000	.000		
	N	74	74	74	74	
Educational Diversity	Pearson Correlation	.778*	.067**	.122**	.417**	1
	Sig. (2-tailed)	.000	.000	.000	.000	
	N	74	74	74	74	74

*. Correlation is significant at the 0.05 level (2-tailed).

** . Correlation is significant at the 0.01 level (2-tailed).

The results in Table 4.6 show the relationships between various segments of staff members and its elements and effect on the overall accomplishments of the organization. The interpretation adopts the explanation made by Kothari (2014) in stating that r values of 0.5+ indicate a strong correlation. The r values ranging from 0.49 – 0.3 show moderate correlation and 0.29 -0 imply a weak correlation. Therefore, as per this interpretation, then gender diversity with (r =0.478) has a moderate association to organizational performance. Age diversity (r =0.548) has a strong correlation to performance in the FBOs. The additional findings indicate tha both ethnic diversity (r =0.707) and educational diversity (r =0.778) showing strong correlation and closeness to performance outcomes in the Faith Based Organizations. The components of workforce variation were all positively linked to the performance in the FBOs in Nairobi City Administration, Kenya.

4.6. Multiple Regression Analysis Results

In this study, examination of several regressions was conducted to identify the impact of each individual component of workforce diversity to company productivity in the Faith Based Organizations in Nairobi City Municipality, Kenya. This aim was met by conducting the regressions under the model of summary, the analysis of variance and beta coefficient.

4.7 to 4. 9 are the tables that include the outcomes of the study.

Table 4. 7: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.745 ^a	.555	.529	0.558135

a. Predictors: (Constant), Gender Diversity, Age Diversity, Ethnic Diversity, Educational Diversity

Results in Table 4.7 show that workforce diversity components of 52.9% of the difference in the managerial results in the FBOs could be attributed to the presence of gender inclusion age plurality, ethnic variety, and educational disparities. This is confirmed by the values of the adjusted R Square (Adj R² =0.529) as change in performance was linked to workforce diversity. The results also show that there were other factors that contributed to performance in the FBOs. This is because there is a residual impact attributable to 47.1% of the components that are outside the scope of the current research and can be the focus of future researches.

Table 4. 8: ANOVA Test

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	6.751	4	1.687	4.38181	.000 ^b
	Residual	26.538	69	0.385		
	Total	33.289	73			

a. Dependent Variable: Organizational Performance

b. Predictors: (Constant), Gender Diversity, Age Diversity, Ethnic Diversity, Educational Diversity

The conducted ANOVA test findings is as indicated in Table 4.8 showing that the regression model was robust and fit for use in this research. The results show the regression was statistically significant at (F (df. 4, 69) = 4.38181, p =0.000 < 0.05), implying that workforce diversity influences organizational performance at the Faith Based Organizations in Nairobi City Municipality, Kenya.

Table 4. 9: Beta Coefficient Regression Results

Model	Unstandardized Coefficients		Standardized Coefficients		Sig.
	B	Std. Error	Beta	T	
1 (Constant)	3.264	1.071		2.192	.000
Gender Diversity	.355	.264	.296	1.345	.000
Age Diversity	.309	.135	.381	2.288	.010
Ethnic Diversity	.494	.361	.567	.855	.017
Educational Diversity	.516	.538	.745	.959	.003

a. Dependent Variable: Organizational Performance

Source: Research Data (2024)

In assessing the predictor effect of each component under workforce diversity, the beta coefficient showed the changes in the dependency parameter as informed by a unit increase in the dependent variable. The resultant equation from the multivariate regress occurs as:

$$Y = 3.264 + 0.335X_1 + 0.309X_2 + 0.494X_3 + 0.516X_4$$

According to the findings shown in Table 4.9, at constant level, productivity in the Faith Based Organizations will be at 3.264. In addition, sex variation has a good and meaningful impact linked to organizational effective operation in the FBOs as informed by the beta coefficient results ($\beta = 0.335$, $t = 1.345$, $p = 0.000 < 0.05$). These results echo what the researchers Chepkemoi, et al. (2022) found significant association between gender diversity and performance of employees in Bomet County Government. Krishna (2020) also shared that sex variation led and predicted better employee efficiency in the firms in Kerala. But, Abbey and Adu-Danso (2022) found non-linear relationship between gender diversity and productivity. This was likely linked to focusing on female-owned manufacturing firms with more female employees, since females might be unable to handle some heavy tasks demanding more muscles suited in male employees. These reviews concentrated on employee performance in different contexts and hence the need to assess the same concepts in the Faith Based Organizations in Nairobi, Kenya.

Further results show a positive and significant effect that age diversity has to performance of the FBOs operating in Nairobi Municipality. The beta coefficient at ($\beta = 0.309$, $t = 2.288$, $p = 0.010 < 0.05$) confirm the association to be positive and significant. The results of Strenitzerova and Komackova (2023) showed that age diversity impacted the loyalty of Postal workers in Slovakia and induced low turnover rates. According to Kembu (2021) age diversity influenced conduct that is more satisfactory at the Kenya Urban Highways Administration. The researchers Nasirov, et al. (2023) found that an age diverse workforce contributed to innovation which was taken as a measure of performance. This implies that age diverse workforce predicted better performance through innovation, creativity and networking that allowed information sharing. For Bashir, et al. (2021) improved organizational performance using financial and non-financial metrics was predicted by having an age-diverse workforce.

These results in Table 4.9 also shows how ethnic diversity shown a favourable and strong impact predicted improved performance in the analyzed Faith-Based Organizations. The reported beta coefficient results at ($\beta = 0.494$, $t = 0.855$, $p = 0.017 < 0.05$). These results echo what Kifordu and Ejindu (2022) found significant and positive association that ethnic diversity management in Commercial banks in Nigeria and its performance outcomes. There were contrary results shared by Stiftinger (2022) noting that ethnic diversity resulted in poor team performance. This was influenced by stereotypes, bias, poor communication and lack of trust among the team members. While Kong, et al. (2023) also found that ethnic diversity negatively affected performance in firms in China. This implies that poor management inside companies, the presence of cultural variation may result in negative and poor performance outcomes. Therefore, the FBOs in seeking to enhance performance must effectively manage ethnicity in the workplace. There is need to acknowledge, respect and positively encourage working in teams from people drawn from

different ethnicities. The study results also indicate a relationship that is both favorable and meaningful within educational diversity in the employees and resultant predicted effect to the organizational performance in the FBOs. This is informed by the recorded beta coefficient results of ($\beta = 0.516$, $t = 0.959$, $p = 0.003 < 0.05$). Similar results by Kamweru, et al. (2023) showed revealed worker productivity was positively and significantly correlated with educational diversity.

At the same time, Bartolj (2023) noted that workforce reflecting different educational diversities contributed to higher sales growth in the firms. The results showed in the research by Bello-Pintado and Bianchi (2020) indicate a positive, strong and significant relations that horizontal educational diversity had on technological innovation. The results also echo what Nkiru, et al. (2019) discovered that employee innovativeness in Nigerian manufacturing enterprises was positively and significantly impacted by educational diversity.

5. SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

5.1. Introduction

The rest of the chapter presents a detailed discussion on the synopsis of the research that also highlights the key analyses as per the objectives. There is a section on conclusions drawn and the recommendations made for policy and practice in addition to that suggesting sites for future study.

5.2. Summary

This research focus was assessing how workforce diversity affect organization performance of the Faith-Based Organizations. The specific objectives entailed establishing the the impact of having a diversified gender, age diversity, ethnic diversity and educational diversity on performance in the FBOs. The study was done in Nairobi City County, Kenya and covered the 18 FBOs that were operational in the county. There was use of cross-sectional research design with the head of human resource, head of programs, a regional coordinator or branch manager and field officers forming the respondent group that filled the semi-structured questionnaire. The collected quantitative and qualitative data was analyzed using descriptive, correlation, multiple regression and content analysis. The results from the analysis and key findings are presented as per the objectives in these upcoming paragraphs.

The first objective aimed to ascertain how gender diversity affected and organizational productivity outcomes of the Faith Based organizations. The study findings report that gender diversity was positively and significantly associated to performance of the FBOs in Nairobi City County, Kenya. The beta coefficient results showed that gender diversity had a predictor effect to

performance outcomes in the FBOs. The respondents shared on work tasks being equally distributed across both genders and presence of gender representation in all ranks/positions. The respondents also agreed on rewards given to both genders and all genders being treated with equity at the workplace. There were also incidences of gender bias and discrimination, but ultimately gender diversity contributed to better performance in the analyzed Faith Based organizations.

The second study objective aimed at establishing how age diversity affects organizational performance of the FBOs. The results informed from the conducted beta coefficient indicated that age diversity was one of the predictors and contributed to better performance. The study respondents agreed to a high extent on all age groups being incorporated during the decision-making process, equipping of managers to handle an age-diverse workforce and presence of collaboration between workforce in different age groups. Furthermore, the respondents shared on creation of positive culture that removed attitudes and resentment of workers in different age groups. There was a recruitment policy framework that works to accept and encourage networking amongst employees from diverse age groups. The age diversity concept allowed for mutual learning and sharing of information, experiences and skills that contributed to enhanced performance in the FBOs.

The third objective aimed at evaluating how ethnic diversity contributes to organizational performance. The findings from the beta regression coefficient is that ethnic diversity was one of the predictor factors influencing performance in the Faith-Based Organizations. Respondents who were given the opportunity to score how much they agreed or disagreed with various statements believed that respect for various beliefs, customs, and behaviors held by other co-workers, acknowledging and recognizing the differences helped in creating a cohesive and harmony in the working environment. The respondents also shared that working with co-workers who were drawn from different ethnicities enhanced creativity and innovation that led to better performance outcomes. The repliers agreed that ethnic diversity was essential as perspectives and viewpoints of the different ethnicities improved efficiencies which was imperative in high - task performance.

On the fourth objective, the study sought to examine the contribution of educational diversity in influencing organizational productivity. The results obtained from the Faith-Based organizations in Nairobi City County, Kenya, indicated that the entire workforce consisted of employees having different academic qualifications. The respondents accepts to a high extent that the employees had different skills-set and had knowledge on their area of specialization. In addition, the respondents shared that the FBOs had a recruitment policy which focused on attracting qualified candidates and those selected to join the organization had both soft and hard skills. The respondents also agreed on career growth being anchored on attaining higher academic

qualifications. In general, the respondents agreed that educational diversity contributed to better organizational performance in the FBOs. Based on the beta coefficient results, the study found that educational diversity positively and significantly affected the reported improved performance outcomes in the Faith-Based organizations in Nairobi City County, Kenya.

The study also found that there was an improved in organizational performance in the analyzed eighteen Faith-Based organizations in Nairobi City County, Kenya. This was influenced by workforce diversity and the four specific study variables of differences in gender, years of age, ethnicity, and educational achievement.

5.3. Conclusions

According to the findings of the descriptive research that was carried out, correlation, regression and content analysis that showed workforce diversity improved organizational performance in the Faith -Based Organizations. The study draws these conclusions that workforce diversity and its components were essential and contributed to the improved performance outcomes. Thus, the study concludes that workforce diversity resulted in better performance outcomes. The performance measures included efficient quality of services, high output level and the general public being satisfied with the services and products delivered by the FBOs. The study further concludes that there was efficiency in initiatives and programs undertaken by the FBOs and the diversity of the workforce enabled the FBOs meet its set mandate.

Based on the findings that showed educational diversity had the biggest effect on performance outcomes of the FBOs, followed by ethnic diversity, next diversity based on gender, and finally diversity based on age having the least effect to performance. Therefore, According to the findings of the research, educational diversity presented that the employees had different skills-set, both hard and soft skills and that they had knowledge aligning to their area of specialization which grew up the career ladder that is based on attaining higher academic qualifications. These features led to improved performance outcomes in the Faith-Based Organizations in Nairobi City County, Kenya.

The findings of the research shows that ethnic diversity based on proper management, respect, acknowledging and recognizing differences in beliefs, practices and norms were essential factors in creating a good work environment. Harmony and cohesive workplaces were created by a positive attitude and open-organizational culture which contributed to efficiency, effectiveness in implementing different initiatives. The differences in ethnic background led to better performance outcomes.

Inclusion of both genders in the organizational structure, equal distribution of assignments, gender representation and fair and equity in treatment of the workforce, was found to influence

performance. Having both genders is essential in solving some work problems as the two genders take different perspectives and emotional standing when handling challenges. This eventually eases operation and resulted in better performance output. Thus, conclusions show that gender diversity influenced performance outcomes in the Faith-Based Organizations.

According to the findings of the research, age diversity had the least impact on the level of accomplishment outcomes in the FBOs. Even though the component of age diversity had a low influence to performance, it is still an important component that impact performance outcomes. There is need of inclusion of all age groups, equip the managers in handling of workforce stemming from Gen-Zs to baby boomers and include everyone in the decision-making table. This helped in mutual learning and gaining new knowledge that enhanced the efficiency and effectiveness with regard to goods and services done by the FBOs.

5.4. Recommendations for Policy and Practice

In seeking to solve the declining performance, inability to attract and retain top performing employees and meeting its mandate. Additionally, some of the services have been of poor quality leaving the general public dissatisfied. Therefore, the study aimed at assessing how workforce diversity can help reverse the bad performance outcomes and lead the FBOs to success. In lieu of the above, the study recommends for the managers and especially human resource managers to equip themselves with knowledge on how to effectively manage a diverse workforce. The FBOs should allocate financial and technical resources in training programs for the managers on proper management of diverse workforce. The study also suggests forming of work teams that comprise of old and young employees; educated and uneducated, male and female and workers drawn from different ethnicities. Such a team will be able to gain from the different perspectives of the employees and result in better performance outcomes.

The study further recommends that the FBOs adopt an open organizational structure where all employees feel they belong. Such a structure and culture will ensure that the work environment is good and therefore all employees focus on their tasks which lead to better performance outcomes thus promoting employee engagement levels. The management team should reject and remove any employee who exhibits bias, stereotyping and discrimination against other employees. The study also suggests that whenever the managers notice imbalance of the workforce either in terms of gender or only one or two age groups and ethnicity and employees displaying similar skills and education background; then the managers must quickly seek means or rectifying the anomaly. This can be done by purposely encouraging the application and selection of the minor gender or employees from a marginalized communities or having specific skill-set.

The study recommends the NGOs Coordination board and Ministry of Interior and National Administration to oversight all operational functions of the Faith-Based Organizations. The two organs should develop and distribute operating manual and regulations that create a good work environment for better outcomes in the FBO. The study suggests recruitment framework and policy that encourage creating a widely versed work environment, having workers drawn from different backgrounds. The operating policy should cover sections on unconscious bias, promote equity pay, acknowledge holidays of the different cultures, set days to celebrate diversity at the workplace and mix up the work teams. This will lead to having an inclusive workplace that is essential in seeking better performance outcomes.

5.5. Suggestion for Further Research

The current study covered Faith-Based Organizations operating in Nairobi City County, thus a suggestion to cover other FBOs spread across other regions in the country. The study also suggests covering other types of organizations similar to FBOs such as Local and Global Non-Governmental Organizations (NGOs), Community Based Organizations (FBOs), and so on. This will allow comparisons of workforce diversity. . Variation in performance of the FBOs was 52.9% and created a residual effect of 47.1% of other forms of workforce diversity that influence performance. Thus, the suggestion that future researchers can assess what other workforce diversity affects performance in the FBOs.

DEDICATION

I dedicate this research project to my husband Moses Sifuna Mwangula and our three loving children Wendy Anne Sifuna, Lorine Dorcas Sifuna and Eli Isaac Mwangula not leaving behind my house manager Margaret Jambani, my mother and siblings who have collectively provided selfless support during this journey. Their presence, understanding and encouragement continues to inspire and strengthen me to press on with my research project work.

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ABBREVIATIONS AND ACRONYMS

CSR	Corporate Social Responsibility
FBO	Faith-Based Organization
HR	Human Resource
IWOSS	Industry Without Smoke Stacks
KURA	Kenya Urban Roads Authority
NACOSTI	National Commission for Science, Technology and Innovation
NGO	Non-Governmental Organization
SPSS	Statistical Package for the Social Sciences
USA	United States of America

OPERATIONAL DEFINITION OF TERMS

Age Diversity	It consists of the involvement of employees who are in different age groups to participate and contribute towards the achievement of the the business's goal. It also the inclusion of all age groups and differences and having a system to maintain proper relations for efficient work execution.
Educational Diversity	It denotes differences in academic qualification and course undertaken to equip the employees. It is also the skill-set, experiences and knowledge that make an individual attractive during the recruitment process and for career growth that motivate and realize better performance outcomes.
Organizational Performance	This refers to the FBOs delivering on its mandate through output levels. It is also efficiently executing its initiatives to meet and satisfy the needs of the general public or targeted community with the products

and services.

Ethnic Diversity

Is the acceptance and inclusion of workers from varied cultural and ethnic backgrounds and identities. The inclusivity of employees who have unique norms and beliefs and recognition of the practices help create a good work environment for improved performance.

Faith-Based Organizations

These are organizations that are involved in social and environmental sustainability initiatives, and they also push for moral practices and justice. The organizations are grounded on faith and religious practices.

Gender Diversity

It refers to roles handled by each gender, equality and equity in handling each gender and representation of both genders. The stereotyping policies help reduce biases for bettering performance of the FBOs.

Workforce Diversity

It is whereby an organization has employees exhibiting different features and characteristics involving age, gender, relationship status, and ethnicity , educational level, nationality, mode of living, religion and language; that impact on work execution and performance.