EFFECT OF WORKFORCE DIVERSITY ON PERFORMANCE OF NATIONAL POLICE SERVICE IN NAKURU COUNTY, KENYA

Ephantus Mbui Kathimba

Masters of Business Administration (Strategic Management), Kenyatta University, Kenya

Dr. Abel Anyieni

Department of Business Administration, School of Business, Kenyatta University, Kenya

Full Length Research

ABSTRACT

Performance of employees at work place is centered on appreciation, accommodation and rewarding of efforts they commitment to the growth of an organization. Workplace diversity is a type of conflict which occurs in various work stations. Researchers in this area of research have brought out some insight on the most demanding part of diversity in workplaces. According to past studies in workplace diversity, there is still much to be done to understand in depth the difference in outcomes within workplace. This type of diversity can be shaped by environments such as area of education, ethnic grounds, gender, in workplaces and issues that may arise as a result of shift to a new environment. Ability of an organization to embrace and manage diversity may have positive effects on organization performance and overall competitive advantage. Successive entities engage their handling of workplace diversity issues, develop and implement organization diversity plans. Organizations implementing a diverse workforce are able to realize a greater variety of solutions to challenges in service, allocation of organization resources and sourcing. Most workers from differing foundations acquire single encounters and gifts contributing thoughts that are adaptable in adjusting to client requests and fluctuating markets. The main objective of this study was to investigate the influence of workforce diversity on performance of National Police Service in Kenya. The specific objectives were to establish the influence of employee age, gender, ethnicity and education on the performance of the service in Kenya. The study was anchored on similarity/attraction, societal organization and agency theories. The study used a descriptive research design. The target population was all 438 NPS employees within Nakuru County. Due to the large number of the respondents, the researcher used stratified random sampling whereby the entire population was divided into groups and a sample 30% was selected from each stratum forming a sample of 132. The researcher used a questionnaire for data collection. Data was analyzed using inferential and descriptive statistics with the aid of SPSS. Graphs, tables and pie charts, frequencies and percentage were used to present the analyzed data. From the findings, ethnic diversity of the NPS work force significantly added up to performance $p=0.002<0.05$; gender distribution of the NPS work force was significant predictor of performance $p=0.016<0.05$; education diversity of the NPS work force was significant in affecting performance $p=0.015<0.05$ and that age diversity of the NPS work force had significant effect on performance $p=0.034<0.05$. The study concludes that ethnic diversity of the NPS Work force significantly added up to performance, gender distribution of the NPS work force was significant predictor of performance, education diversity of the NPS work force was significant in affecting performance and age diversity of the NPS work force had significant effect on performance. The study recommends that the National Police Service and other organizations in Kenya should promote diversity in their place of work by putting in place proper mechanisms to deal with

discrimination which reduces work morale. All organizations in Kenya including the National Police Service should ensure that feminine gender is advantaged in equal terms as their male counter parts. This will enhance organizational performance. The hiring policy of all organizations in Kenya should factor in age since it improves creativity and innovation within an organization.

INTRODUCTION

For organizations to attract a wider talent pool of workforce, it needs to embrace an organizational culture of employee diversity. This leads to an enhanced strengthened cultural values and corporate image. Childs (2015), opines that workforce diversity is marketplace phenomenon and a global workplace. As a result any organization that intends to succeed must have a wider view and an underlying commitment to ensuring that workforce diversity is part of its business affairs. Diversity in workforce leads to increased multicultural work environment, compliance with anti-discrimination laws, and recognition that different perspectives are important. This diversity includes but not limited to: ethnicity, age, gender, ancestry, physical qualities, sexual orientation, race, educational background, income, geographic location, parental status, marital status, work experiences military experience and religious beliefs (Srivastava, 2012).

According to Bhatia (2008), there are other sources of diversity such as political affiliation, levels of ability, personality, membership or non-membership of unions, socio-economic background of individuals, period and employment, and work style. All these indicate that human beings are different individuals with distinct capacities. Employees therefore work together for organizations but they maintain their unique identities, languages, diverse cultures and lifestyles. According to Madiha (2003), the concept of a global village underscored the need for organization to promote workforce diversity in order to reach to the global markets as a result of the advent of the worldwide web and internet.

Organizations hire their workforce from diverse cultures, countries, life styles and values. While employees expect benefits from the firms, their performance is significant for the organization to succeed. It is therefore paramount to consider the effect of workforce diversity on employee performance. Workforce diversity represents tremendous challenges as well as opportunities to the firms in terms of successful management. The following are some of the challenges that diversity could present to an organization, individual to group fairness, resentment, resistance to change, interpersonal conflict and group cohesiveness, backlash, segmented communication networks and competition for opportunities (Madiha, 2013). It is therefore important to

understand the effect of diversity on business output, such as employee satisfaction, organizational performance and turnover (Sungjo, 2010).

Skaggs and DiTomaso (2014) for comprehensive understanding of the effect of diversity at the work place, researchers should put emphasis on how individuals and their groups interact, the distribution of valued and scarce resources, and the compositional effects of the unit such as firm, occupation, or society. These play important role in decisions of allocating resources and evaluation of processes that enhances employee productivity at the work place. Diversity has always been part of organization and management arithmetic. However, how it was perceived in the past is totally different from the way it is currently viewed. In scientific, classical management thinking, diversity means nothing more than the conflict between the work force and management. It posed little problem, as management had perfect knowledge of what the workers were to do and workers simply did as commanded (Rathe, 1960).

Workforce Diversity

According to Saxena (2014), workforce diversity is simply similarities and differences among the workforce in terms of cultural background, age, disabilities and physical abilities, gender, race, religion, and sexual orientation. Individuals are distinctive in not just race, sexual orientation, social culture, and mental attributes yet additionally in their preferences and points of view. Society had segregated on these viewpoints for a long time. Diversity influences the work to drive heterogeneous. Utilizing enhanced workforce is a need for each association however to oversee such broadened workforce is additionally a major issue for the administration.

Diversity involves how individuals see themselves and also others. These observations influence their engagements. For bigger groups of workers to work viably as an organization, human resource experts need to bargain successfully with issues as versatility, correspondence and change. Fruitful substances perceive the requirement for quick activity and will use human to oversee diversity in the work environment now (Michael, 2009). An association's intensity and achievement relies on its capacity to grasp diversity and understand the outcomes. Successful firm effectively evaluate their treatment of work environment diversity issues, create and actualize diversity strategies. An association utilizing a diverse workforce can supply more diverse answers for issues in, sourcing, administration and allocation of resources. Representatives from different associations bring singular encounters and abilities and in proposing thoughts that are adaptable in adjusting to fluctuating customer demands markets (Chuang, 2014).

According to Kinicki (2008), variation in pools of skills and experiences for example language helps an organization to offer quality services to customers globally. A large pool of qualified staff with required skills and experiences helps an organization to meet the expectations, needs and desires of customers. Business organization embracing diversity at their work places

enhances employee performance and work productivity since staffs are motivated to work. It facilitates the process of strategy implementation and therefore increased revenues for the company. Successful organizations recognize the need for immediate action and are willing to spend resources on managing diversity in the workplace (Saxena, 2014).

Implementation of diversity in organization can be can be the superseding test to all diversity champions. Outfitted with the yields of worker evaluations and research information, they should construct and set up a tweaked technique to expand the impacts of assorted variety in the working environment for their specific association. Diversity preparing isn't sufficient for any association's diversity planning design like in the Kenya National Police Service which attracts a diverse labor force spread across the geographical scope of the Republic of Kenya.

Organizational Performance

Organizational performance is the limit of an organization to proficiently accomplish their plans (Venkatraman & Ramanujam, 1986). One of the components that is measurable are employee performance by efficiency. A few studies have been acquainting different strategies to assess firm performance (Wong and Wong, 2007; Prajogo, 2007). This incorporates the quality, amount, learning or inventiveness of individual towards the proficient works that are as per the duty amid a predefined period as such, the appraisal frameworks must have some standard parameters that can be depended upon.

Fernandez (2013) an enhanced employee's diversity contributes positively in organization and employee performance. An effective diversity management involves considering cultural differences, ideas, skills and abilities with a common goal of enhancing performance at individual and organization level. Hayles and Mendez (2014) noted that there is a correlation between best employee diversity and results. Compelling performance management can be a key determinant in the accomplishment of association goals while augmenting the representative commitment (Cornelius, 2010). A performance evaluation system ought to be applicable, target to the activity and the organization, and reasonable for all representatives and offer favors (Schuler et al., 2010).

Work environment diversity researchers call attention to the risk of unreasonable impediment that is an obstruction to advancement into service whereby multicultural representatives are regularly seen as not having the correct skills to be in managerial level. This makes manufactured obstructions in light of organizational or attitudinal or predisposition that keep qualified people from upward mobility in their organizations (Makori, 2011). As indicated by the Society for Human Resource Management (SHRM) and Fortune magazine (2010), over 70% of reviewed firms have occupied with some sort of diversity activity or programs. Clearly it is vital to see how group composition enhances group performance. It is yet controversial to discover a response to whether work diversity has a positive or negative effect on organization performance.

National Police Service

The National Police Service was created by the National Police Service Act 2011 and the National Police Service Commission Act 2011. In accordance with the provisions, the National Police Service consists of the Kenya Police Service, Administrative Police Service and the Directorate Criminal investigation. The National Police Service is under the independent command of the Inspector General. The Kenya Police Service (KPS), the Administrative Police Service (APS) and the Directorate of Criminal Investigation (DCI) are each headed by a Deputy Inspector General.

The NPS recruits its service men and women from all over the country and even from abroad. The service is open to people from all walks of life including those with disabilities to join the forces. The recruits have diverse educational, marital, age, gender, cultural, ethnic, race, nationality, social, economic and political backgrounds. This requires better approaches in handling, accommodating, appreciating and integrating them into the NPS code of conduct and operations.

According to Article 244 of the Constitution, the NPS shall make progress toward the most astounding principles of polished methodology and forestall abuse, discipline among its individuals, and advance and practice straightforwardness and responsibility, train staff to the highest possible standards of competence, integrity comply with constitution standards of human rights and fundamental freedoms and respect for human rights, dignity, fundamental freedoms and foster and promote relationships with the broader society. This indicates that embracing diversity is a core objective of the NPS. The service has 8 directorates where the directorate of Human Capital Development is the one entitled with human resource activities and workforce engagement and management. The main functions of the directorate are recruitment and selection of human resource, training, employee management, and development, career management, performance management and sports and welfare for the service workforce. The directorate ensures that employees are well selected, trained, managed, appraised and compensated accordingly.

The National Police Service Commission is an independent commission established by the Constitution 2010. The Commission took over, among other functions, the human resource management function of the Police Service. The establishment of the National Police Service Commission to specifically oversee the human resource functions of the National Police Service is not only anchored in the Constitution, but also a culmination of findings and recommendations by various task forces appointed by the Government on the role of the Police in providing security and maintaining law and order.

STATEMENT OF THE PROBLEM

According to Mutuku (2014), the National Police Service is facing among other challenges iincompetence of some police officers, political interference, lack of transparency and accountability in the force, corruption, lack of regular service training for the officers in lower cadre, poor methods of investigation, poor and inadequate transport and communications, poor remuneration, poor relationship between the police and the public and poor working and living conditions. This has contributed to a significant extent on the poor performance of the service since its inception. The police service according to Mutua (2016), is governed by a chain of command where instructions and most communications are downward. The juniours or lower ranks do not have a say but to adhere to the laid down commands and procedures. The serice does not embrace the diverse backgrounds of the recruits or service men/women but only needs them to render services regardless of their religious, age, gender, cultural or ethnic affiliation. Studies recommends that, workforce assorted variety will probably harm resolve, increment turnover and cause noteworthy correspondence issues and strife in the organization if left unmanaged (Roberson et al., 2007). In Kenya today, police service has experienced a lot of problem related to work diversity, recruitment, training; equipping, deployment and promotion of Kenya Police have become ripe grounds for corruption as a result of who knows who kind of an affair (Kipngok, 2013). Skaggs and DiTomaso (2004) opined that examining diversity in the work environment have reliably discovered that associations that stress the requirement for answers for the difficulties postured by workforce diversity. The examination did not investigate how workforce diversity administration influences work performance. Different researchers' sees a bigger number of advantages of working environment diversity than firms that stress independence (Dwyer, et al., 2003). Jayne and Dipboye (2004) discovered that diversity administration techniques, for example, accentuation on cooperation cultivates better connections inside a segment and advances character inside the section or association that moves past surface level differences. This investigation however did not concentrate on how cooperation as diversity management methodology could influence the execution of representatives. This investigation thusly tries to fill up the gap identified in past research by building up the effects of workforce diversity on employee performance at the National Police Service with a special reference to Nakuru County.

GENERAL OBJECTIVE

The main objective of the study was to investigate the effects of workforce diversity on performance of National Police Service in Nakuru County, Kenya.

SPECIFIC OBJECTIVES

1. To establish the influence of ethnicity on performance of the National Police Service in Nakuru County.
2. To determine the influence of gender on performance of the National Police Service in

      Nakuru County.
3. To establish the influence of education on performance of National Police Service in Nakuru County.
4. To assess influence of age on performance of National Police Service in Nakuru County.

THEORETICAL LITERATURE REVIEW

Similarity/Attraction Theory

The similarity or attraction theory was advanced by Byrne Donn (1979). It alludes to the far reaching inclination of individuals to be pulled in to other people who have comparative objectives. Fascination implies needing for or jumping at the chance to be around the individual. Distinctive measurements of likeness have been examined, in both sentimental and kinship and settings. Comparability impacts have a tendency to be most grounded and most predictable for values, states of mind, allure, and action inclinations. Identity comparability has indicated weaker, yet at the same time vital, impacts on attraction.

Social scientific has given extensive help to precepts of the theory since the mid-1900s. Researchers from various fields, for example, promotion, social psychology, political science, and humanism have added to and gathered data from empirical tests of the theory. The hypothesis gives a miserly informative and prescient system for inspecting why and how individuals are pulled in to and affected by others in their social universes. Ellen Berscheid and Elaine H. Walster (1969) and Donn Byrne (1971) opined that individuals are most pulled in to other people who share comparative mentalities. Also individuals who share comparative essential mentalities will probably be pulled in to each other than the individuals who share less imperative states of mind.

There are a few reasons why individuals favor the organization of other people who uphold states of mind, which are like their own (Berscheid and Walster 1969; Byrne 1971). In particular maybe, having comparative states of mind gives confirmation that a man isn't the only one in his or her conviction; they may even be right to hold the mentality being referred to. Different reasons recommended for why individuals lean toward other people who are like themselves are that learning of comparative dispositions may help individuals in giving a prescient "window" into the other's behavioral preferences to anticipate others' future practices, and individuals might probably expect that other people who hold comparative mentalities to themselves have a more prominent shot of being pulled in to them.

Individuals are additionally pulled in to other people who show identity qualities that are like their own. Actually individuals may connect with certain others since they have comparable identities. For instance companions will probably share identity characteristics than non-companions. More so along these lines, accomplices share more comparable identities than individuals in randomly assigned sets (Byrne 1971). This theory indicates that an organization

that is accommodative of work force diversity will have their staff through service embracing diversity aimed at pulling together and rhyming in their work related activities due to appreciation of their diversity by the firm and this makes them be a family hence performing well and appreciating one another.

Social Categorization Theory

This theory was proposed by Haslam in 1997 also, it expresses that the conditions under which a man will see a set of individuals as a group, and in addition the outcomes of seeing individuals in amass terms. In spite of the fact that the hypothesis is regularly presented as a clarification of psychological group formation, it is all the more precisely thought of as general investigation of the functioning of classification forms in social recognition and association that addresses issues of individual way of life as much as groups problems.

The theory was part created to address queries that emerged in light of social character hypothesis about the unthinking underpinnings of social distinguishing proof. The unmistakable intergroup structure of group activities implies that such settings are regularly used to outline self-categorization theory forms (Mcgarty, 2002). Self-categorization theory has been persuasive in the scholastic field of social psychological and beyond. It was first connected to the subjects of social impact, group union, group polarization, and collective action. In recent years the theory, has been applied as a component of the social character approach, leadership, personality and out-group homogeneity.

One principle of the theory is that the self ought not be considered as a foundational part of cognition, yet rather the self ought to be viewed as a result of the psychological framework at work. Or, on the other hand, the self is a result of psychological procedures instead of a "thing" at the core of discernment (Brown and Turner, 2002). McGrath, Berdahl, and Arrow (1995) opined that the discourse concerning diversity frequently confounds diverse sorts of workforce diversity. Legitimate and moral positions on diversity have stressed making representative social class diversity in a firms workforce. While any individual trademark may give the premise to social order, just some features workforce diversity might be practical (Northcraft, Polzer, Neale, and Kramer, 1995). McGrath et al. (1995) watched a few unique sorts of diversity that fit under this functional attributes umbrella, including contrasts inside a workforce in information, aptitudes, and abilities, qualities, and dispositions, and identity, subjective style, and behavioral style. The theory indicates that the environment that an individual is raised, socialized and trained impacts the kind of skills, knowledge and abilities he or she develops to have. It is linked to the background issues surrounding the work diversity of employees.

Agency Theory

Agency theory was developed by Jensen Meckling in 1976. In an agency relationship, one party, called the agent, makes decisions and acts on behalf of another, called the principal. The agency

theory attempts to summarize and solve problems arising from the relationship between a principal and an agent. Agency relationships are common in financial management, due to the nature of the industry. When one person manages another person's financial affairs, an agency relationship exists by default. Understanding the agency theory's application in financial management can give you greater insight as an investor, stockholder or aspiring financial professional.

These problems emerges where the two groups have diverse interests and asymmetric information such that the employer cannot directly ensure that the employee is acting in his interest especially where the services useful to the employer are costly to the employee and where the constituents of the agent are exorbitant for the employer observe. Frequently, the important might be adequately worried at the likelihood of being abused by the agent that they choose not to go into the transaction by any means, when it would have been commonly useful: an imperfect result that can bring down welfare in general.

Besides, every person is attempted to be motivated exclusively without anyone else's input interest (Baiman, 1990). This self-interest can be depicted in an utility capacity that contains two contentions: riches (financial and non-monetary related motivating forces) and relaxation. Impetuses are outward inspirations where pay, rewards or vocation points of view are connected to performance (Bonner and Sprinkle, 2002). Motivators that are not dependent upon performance generally fulfill this model; along these lines, the agency theory recommends that appreciation and accommodation assume a crucial part in motivation and the control of performance since people have utility for increase in wealth (Bonner, & Sprinkle, 2002). The agency theory was used to explain the importance of appreciation and performance contracts in the study. The theory points at technical issues arising from the requirements and obligations between the staff at the NPS and the service. The principal/agency relationship exists between the NPS and the workforce in the service. The work force diversity based on gender, age, education level and ethnicity influence the level of performance of the agent who here is the workforce of NPS.

EMPIRICAL LITERATURE REVIEW

Ethnicity and Performance

According to Makokolo (2010), an ethnicity is a tribalistic grouping. It has a sense of common historic origins, common cultural practices and common destiny. Makori (2010) opined that, studying how people relate is necessitated when the organization becomes more diverse along ethinc lines. Opstale (2009) stated that ethnic diversity have advantages as well as disadvantages. Jackson et al. (2004) cited examples of ethnic diversity disadvantages as conflict and communication problems. When ignored the results may escalate from organization clashes to personal and emotional conflict and adversely affect employee morale and therefore poor employee and organization performance.

According to Fernandez (2013) an enhanced employee's diversity contributes positively in organization and employee performance. An effective diversity management involves considering cultural differences, ideas, skills and abilities with a common goal of enhancing performance at individual and organization level. Hayles and Mendez (2014) noted that there is a correlation between best employee diversity and results. Van Esbroek and van Engen (2008) noted that diversity has a negative impact on an organization performance and therefore administration of diversity is key to help the firm reap from the focal points and lessen the hindrances of ethnic, sexual orientation and race variations that can have negative impact on representative and firm performance. According to Timmermans, Ostergaard and Kristinsson (2011), ethnicity may be advantageous to the organization when viewpoints are broadened.

Gender and Performance

According to Connell (2012), gender refers to a description of femininity or masculinity of a person. Study findings carried out on diversity and performance shows that there is a link between the two. McMillan-Capehart (2003), used the resource-based view theory of the firm to state that gender diversity at the organizational and management levels will enhance a firm with a competitive edge. According to Leonard et al. (2003), gender disparities in firms are biased with men stereotypes therefore men assuming high status. They therefore noted that firms go for men employees perceiving men to be in good position to manage their work. This perception has now been outdated with emerging new human resource practices like flexibility in working time which gives women an opportunity to manage emergency family issues without interfering with work.

Orestein and Isabella (1990) also argued that women do not adhere to the traditional model of career development because women's careers are interrupted more frequently than that of men. This is mainly because of childbearing and child rearing. According to the researchers, the general idea is that, because of the relatively disjointed character of women's career development, which is mainly caused by more interruptions, the influence of professional tenure on their performance will be less strong than it is for men.

Ajala (2004) posit that gender may affect work role and have ramifications for leadership training. According to the scholar, older male executive may be more communal in their work roles, while younger male manager are more agile. Fagenson (1990) report that women and men in upper management see themselves as similar with respect to masculine attributes. In order to advance within power structure, older female executive tends to become more effective and responsive to management training programmes. Thus, they have a more male orientation. At the same time, male become more communal as can be seen in mentoring younger people and sponsoring organizational development programmes.

Education Background and Performance

According to Tracy and David (2011), organizations reject employing people whose experience, training, or education is judged to be inadequate. They argued that, educational background is important to employees and that employees cannot find a job and perform well without adequate educational background. Michael (2009), asserted that different levels and sorts of training have distinctive mobility rates. He contended that as certain knowledge and skill would be necessary for certain tasks, this gives the separation between those possessing certified tertiary papers and those lacking. The research showed that level of performance in relation to level of training depends on tasks. He noted that the more educated an employee is, the more productive the employee will be.

Cohen and Levinthal (2000) contended that an increase in a variety of information structures as reflected in different instructive majors results in an absorptive capacity of the firm. Jehn and Bezrukov (2004), noted that information diversity variety, for example, education and functional areas were emphatically identified with genuine work amass exhibitions, despite the fact that the relationship was interceded by errand struggle. Cohen et al. (2000), however noted that instructive foundation can likewise adversely influence group performance and social mix in groups. Horwitz (2005), found that heterogeneity in training level was related with turnover goal. Jehn, Northcraft and Neale (1999), noted that wide contrasts in educative foundation prompted increment in tasks related verbal confrontations among work groups.

Knight et al. (2009) discovered that instructive diversity was contrarily identified with basic leadership accord in top management groups. They attested that heterogeneous instructive foundations tend to build the level of uneasiness and struggle that may prompt diminished social combination in groups. Be that as it may, as indicated by Eduard (2010), representatives who are less taught are probably going to endure feeling of inadequacy, which to a substantial measure may influence their execution. He contended that such workers may build up a determined sentiment being sub-par. Such representatives wind up feeling socially shaky and they turn out to be less certain at work. He reasoned that the absence of certainty would significantly hinder their execution and could even influence them to build up a negative state of mind toward different workers and the whole association. At some instances, they could become rebellious.

Age and Performance

Ilmarinen (2010) showed that there was no clear relationship amongst age and work execution. Decrease in execution is more probable because of abilities outdated nature than declining mental capacities (Tempest et al, 2002). It is seen from many studies that more established employees are as productive as the new employees. The decrease in work execution with age if any can be repaid by unrivaled performance in different regions, for example, a person's activity experience and critical thinking abilities (Tempest et al, 2002). Without a doubt, that sequential

age was emphatically identified with hierarchical citizenship practices and security performance (Feldman, 2008).

There were additionally positive generalizations about old laborers that they were viewed as being more reliable (Posthuma & Campion, 2009), experienced (Finkelstein et al, 2000) and more astute (Kogan and Shelton, 1960) than more youthful professionals. Along these lines, the cost of age heterogeneity might be repaid with its potential advantages. By having workers of various ages, a firm can shape and keep up better associations with clients from various age groups. A heterogeneous age gathering of employees would in this manner be more profitable than a homogeneous age group (Williams & O'Reilly, 1998; Zenger & Lawrence, 1989).

Research has demonstrated a decrease in authoritative connection among employees who saw age separation in their organization (Hassell & Perrewe, 1993). In firms where the workforce experience an abnormal level of negative age-segregation climate actuated by the social fracture of an age-diverse employees, the firm general performance may decrease (Florian et al, 2013). At the point when the impression of age segregation can be viewed as a rupture of such a standard of correspondence, there is a drop in collective motivation and ultimately in performance. Representatives who see age separation at the working environment are probably going to react with lowered levels of emotional attachment, which thusly negatively influences corporate performance. The same applies to the police force who highly regard young and energetic recruits with the perceptions that those who have aged are not swift and are weak in service delivery.

RESEARCH METHODOLOGY

Research Design

Descriptive research design describes features of a group of people or individuals; it also gives report on the way things are (Kothari, 2009). The design was chosen due to the anticipated many qualitative data to be collected and interpreted. The descriptive design allowed the researcher obtains an appropriate amount of information from a large sample.

Target Population

The target population is a part of a large population with same characteristics in which an overall conclusion can be made regarding a research study (Castillo, 2009). The target population was the 254 Administration police, 162 Kenya Police and 22 DCI staff (NPS, 2017). The employee ranges from Superintendent of Police (SP), Chief Inspector of Police (CIP), Inspector of Police (IP), Non commissioned officer (NCOs) and Constables. Therefore the population will be 438 respondents.

Sample Size and Sampling Design

The study used stratified random sampling to select the respondents. Strata is small set of a was used to select a sufficient significant representations of a population. The only requirement is that each item in the population must fall into one stratum. The target population was the National Police Service Employees. The police within Nakuru County were listed and divided into the three strata; Administration police, Kenya Police and Criminal Investigations Department. The random sampling was done where the elements in each stratum are put in a list and then every k^{th} element in the list will be chosen for inclusion in the sample. A sample of 30%, that is 132, is good enough to represent a target population (Mugenda & Mugenda 2003). However those who were involved in the pilot study were excluded from the study.

Data Collection Techniques

Researcher used semi-structured self-administered questionnaires to collect data. According to Mugenda and Mugenda (1999) a questionnaire gathers information for purpose of analysis. The questionnaire was dropped and picked. The data collection spared time and also permitted simplicity of and took into account uncertainty in filling the questionnaire and in this way an intensive report.

Data Analysis and Presentation

After data collection, data was checked for consistency. The method used to analyze the data was both qualitative and quantitative analysis in order to understand the relationship between the variables. The quantitative data was analyzed using simple descriptive statistics including percentages. This was done with the help of Statistical Package for Social Sciences (SPSS) version 19. Since the study involved in-depth analysis of opinion content analysis was also used. The analysed data was presented using frequency tables. Quantitative data was coded, examined, categorised, tabulated and interpreted. Data was analyzed using descriptive statistics and relationships between independent and dependent variable was represented by the following multi-regression equation while the findings will be interpreted by the researcher using means, standard deviations, percentages, frequencies, graphs, charts and tables based on the objectives of the study and literature reviewed.

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

Where: Y= Performance of NPS work force; β_0= Constant; X_1 = Ethnic diversity of the NPS Work force; X_2 = Gender distribution of the NPS work force; X_3 = Education diversity of the NPS work force; X_4 = Age diversity of the NPS work force; e =Error term of the model; B_1, β_2, β_3 and β_4 = Coefficients of independent variables.

RESEARCH RESULTS

Ethnicity and Work Performance

The first objective of the study was to establish relationship between ethnicity and employee work performance of the National Police Service in Kenya. From the findings, respondents agreed that to a great extent ethnicity; provided better problem solving with with mean of 4.132 and standard deviation of 0.953, provided large pool of resources like knowledge and abilities with mean of 3.902 and standard deviation of 1.023, different cultural characteristics helped in problem solving with mean of 3.872 and standard deviation of 1.2345, promoted diversity at work place with mean of 3.711 and standard deviation of 0.232 and enhanced creativity and innovation with mean of 3.611 and standard deviation of 1.123. Respondents of the study were not sure whether diversity at the work place led to social categorization with means of 3.419 and standard deviation of 0.723; led to discrimination which reduced work morale with mean of 3.221 and standard deviation of 1.232. However, ethnicity led to ethnicity led to communication problems and conflict to a least extent. From regression analysis, ethnic diversity of the NPS Work force significantly added up to performance p=0.002<0.05.

Gender and Work Performance

The second objective was to determine the extent to which gender influence employee work performance of the National Police Service in Kenya. From the findings, respondents agreed that to a great extent, gender; provided large pool of resources like charisma and exposure with mean of 3.901 and standard deviation of 1.293, improved degree of socialization with mean of 3.811 and standard deviation of 0.943, helped in conflict resolution with mean of 3.801 and standard deviation of 0.987 and different gender helped in better problem solving with mean of 3.610 and standard deviation of 0.003. To a moderate extent were; feminine gender are disadvantaged with mean of 3.433 and standard deviation of 1.235 or enhanced creativity and innovation with mean of 3.303 with standard deviation of 0.723. The findings of regression analysis indicated that gender distribution of the NPS work force was significant predictor of performance p=0.016<0.05.

Education Background and Work Performance

The third objective of the study was to establish relationship between education and employee work performance of National Police Service in Kenya. The study revealed that most of the respondents 36% had degrees. Moreover, to a great extent did; level of education affected knowledge and skills with mean of 3.931 and standard deviation of 0.652, education back ground provide large pool of resources like knowledge and skills with mean of 3.901 and standard deviation of 1.111, improved creativity and innovation with mean of 3.711 and standard deviation of 1.234 and improved communication with mean of 3.610 and standard deviation of 0.324. Respondents were however not sure whether high level of education improved present

ability with mean of 3.411 with standard deviation of 0.445. To a least extent however did education back ground promote degree of inferiority with mean of 2.410 and standard deviation of 0.982. Regression analysis established that education diversity of the NPS work force was significant in affecting performance p=0.015<0.05.

Age and Employee Performance

The last objective of the study was to to assess relationship between age and employee work performance of National Police Service in Kenya. From the findings, majority of respondents 47% were middle aged. Furthermore, to a great extent; age had a strong relationship with communication skills as mean was 4.217 with standard deviation of 0.994, old age came with diverse exposure and customer service with mean of 3.911 and standard deviation of 1.234, age helped in conflict resolution with mean of 3.710 and standard deviation of 1.234, age signified experience with mean of 3.701 and standard deviation of 0.234 and age promoted in-house transfer of knowledge and skills with mean of 3.623 and standard deviation of 0.734. However, to a moderate extent did; age improve creativity and innovation with mean of 3.333 and standard deviation of 0.953, young people were fast and hence high performance with mean of 3.101 and standard deviation of 1,234 and age diversity promote stereotypes with mean of 2.910 and standard deviation of 0.873. From regression analysis, age diversity of the NPS work force had significant effect on performance p=0.034<0.05.

REGRESSION ANALYSIS

The researcher carried out multiple regression analysis to establish relationship between the variables of the study. The findings are indicated in subsequent sections.

Table 1: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.8445	.713	.701	10.51960

The Model Summary above indicates a coefficient of correlation R of 0.8445 signifying presence of strong positive correlation between the variables of the study. The coefficient of determination R square is .713 showing that 71.3% change in employee performance at the National Police Service is explained by independent variable Workforce diversity (ethnicity, gender, education back ground and age).

Table 2: ANOVA Analysis

Model	Sum of Squares	df	Mean Square	F	Sig.
Regression	50.12	4	12.53	54.15	.000
Residual	20.13	87	0.231		
Total	**70.25**	**91**			

The ANOVA findings of the processed data at 5% level of significance indicate an F calculated value of 54.15 while F critical Read from F Table is 2.48. This shows that the overall regression model was significant in predicting relationship between the study variables as F calculated is greater than F critical. The p value 0.000 is also less than 0.05 and therefore statistically significant association of the study variables.

Table 3: Regression Coefficients

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	.482	2.262		.213	.161
Ethnic Diversity	.256	.178	.292	1.441	.002
Gender Distribution	.462	.191	.465	2.417	.016
Education Diversity	.128	.046	.281	2.782	.015
Age Diversity	.599	.077	.819	7.796	.034

From the findings, the established equation becomes:

$$Y = 0.482 + 0.256X_1 + 0.462X_2 + 0.128X_3 + 0.599X_4$$

Where: Y= Performance of NPS work force; X_1 = Ethnic diversity of the NPS Work force; X_2 = Gender distribution of the NPS work force; X_3 = Education diversity of the NPS work force; X_4 = Age diversity of the NPS work force

Therefore; when all factors are held constant performance would be at 48.2%. A unit increase in Ethnic diversity of the NPS work force would increase performance by 25.6%, a unit increase in gender distribution of the NPS work force would increase performance by 46.2%, a unit change in education diversity of the NPS work force would affect performance by 12.8% and a unit increase in age diversity of the NPS work force would affect performance by 59.9%.

In view of significance of each individual independent variable at 5% level, ethnic diversity of the NPS Work force significantly added up to performance p=0.002<0.05. According to Van Esbroek and van Engen (2008), diversity has a negative impact on an organization performance. Gender distribution of the NPS work force was significant predictor of performance p=0.016<0.05. McMillan-Capehart (2003) noted that gender diversity at the organizational and management levels will enhance a firm with a competitive edge.

Education diversity of the NPS work force was significant in affecting performance p=0.015<0.05. David (2011) states that educational background is important to employees and that employees cannot find a job and performs well without adequate educational background.

Age diversity of the NPS work force had significant effect on performance p=0.034<0.05. The finding contradicts Ilmarinen (2010) who established no clear relationship amongst age and work execution.

CONCLUSIONS

Ethnic diversity of the NPS Work force significantly added up to performance. Ethnicity provided better problem solving and large pool of resources like knowledge and abilities. Different cultural characteristics helped in problem solving, promoted diversity at work place and enhanced creativity and innovation. Gender distribution of the NPS work force was significant predictor of performance. Gender provided large pool of resources like charisma and exposure and improved degree of socialization, helped in conflict resolution. Different gender helped in better problem solving. Education diversity of the NPS work force was significant in affecting performance. The level of education affected knowledge and skills, education back ground provided large pool of resources like knowledge and skills and improved creativity and innovation. It also improved communication. Age diversity of the NPS work force had significant effect on performance. Age had a strong relationship with communication skills. Old age came with diverse exposure and customer service. Age helped in conflict resolution, signified experience and promoted in-house transfer of knowledge and skills.

RECOMMENDATIONS

The National Police Service and other organizations in Kenya should promote diversity in their place of work by putting in place proper mechanisms to deal with discrimination which reduces work morale. There is need to enhance communication channels of NPS. All organizations in Kenya including the National Police Service should ensure that feminine gender is advantaged in equal terms as their male counter parts. This will enhance organizational performance.

All organizations in Kenya with emphasis to the National Police Service should be aware that high level of education improves present ability of their organizations. The top management of such organization should clearly understand that education back ground promote degree of inferiority in their organizations. The hiring policy of all organizations in Kenya should factor in age since it improves creativity and innovation within an organization. There is need to balance between old and youthful generation for continuity of an organization. This is because young people are fast and hence high performance. Creation of stereotypes at the work place of most organization should be avoided at all costs.

REFERENCES

Allison, P.D. (2010) Measures of Inequality, *American Sociological Review*, Vol. 18, pp.865-880

Ancona, D.; Caldwell, D.F. (2012) Bridging the Boundary: External Activity and Performance in Organizational Teams, *Administrative Science Quarterly*, Vol. 37, pp.634-665

Ancona, D.; Caldwell, D.F. (1992) Demography and Design: Predictors of New Product Team Performance, *Organization Science*, Vol. 3, pp. 321-341

Anderson, T.; Metcalfe, H. (2003) *Diversity: Stacking Up the Evidence*: A Review of Development

Bartel, A.P. (1994) Productivity Gains from the Implementation of Employee TrainingProgram, *Industrial Relations*, Vol. 33, pp. 411-422 108

Bedeian, A.G.; Mossholder, K.W. (2000) On the Use of the Coefficient of Variation as a Measure of Diversity, *Organizational Research Methods*, 3, pp. 285-297

Berger, C.J.; Cummings, L.L. (1979) Organizational Structure, Attitudes and Behavior, in B.M. Staw (Ed.), *Research in Organizational Behavior* Vol. 1, pp. 169-208

Berscheid, E.; Walster, H. (1978) *Interpersonal attraction*, Reading, MA: Addison-Wesley

Blau, P.M. (1977) *Inequality and Heterogeneity*, New York: Free Press

Chatman, J.; Polzer, J.; Barsade, S.; Neale, M. (1998) Being Different yet Feeling Similar: The Influence of Demographic Composition and Organizational Culture on Work Processes and Outcomes, *Administrative Science Quarterly*, Vol. 43, pp. 749-780

Cox, T. (1993) *Cultural Diversity in Organizations: Theory, Research and Practice*, San Francisco, Berett-Koehler

Cross, E.Y.; Katz, J.H.; Miller, F.A.;Seashore, E. (1994) *The Promise of Diversity:Over 40 Voices Discuss Strategies for Eliminating Discrimination in Organizations*, Burr Ridge, Ill :Irwin

Donnellon, A. (1993) Cross-functional Teams in Product Development: Accommodating the Structure to the Process, *Journal of Product Innovation Management*, Vol.10, pp.377-392

Gorski, L. (2002) Demand Performance, *Best's Review*, Vol. 102, pp. 85-88

Hambrick, D.C.; Mason, P.A. (1984) Upper Echelons: The Organization as a Reflection of its Top Managers, *Academy of Management Review*, Vol.9, pp. 193-206

Hambrick, D.C.; Cho, T.S.; Chen, M. (1996) The Influence of Top Management Team Heterogeneity on Firms' Competitive Moves, *Administrative Science Quarterly*, Vol. 41:pp. 659-684

Hambrick, D.C.; Davison, S.C.; Snell, S.A.; Snow, C.C. (1998) When Groups Consist of Multiple Nationalities: Towards a New Understanding of the Implications, *Organization Studies*, Vol.19, pp. 181-205

Harrison, D.A.; Price, K.H.; Bell, M.P. (1998) *Beyond Relational Demography: Time and the Effects of Surface and Deep-level Diversity on Work Group Cohesion*, Academy

Harrison, D.; Price, K.; Gavin, J.; Florey, A. (2002) Time, Teams, and Task Performance: Changing Effects of Surface, and Deep-Level Diversity on Group Functioning, *Academy of Management Journal*, Vol. 45, pp. 1029-1045

Hogg, M.A.; Cooper-Shaw, L.; Holzworth, D.W. (1993) Studies of Group Prototypicality and Depersonalized Attraction in Small Interactive Groups, *Personality and Social Psychology Bulletin,* Vol.19, pp. 452-465

Hunter, L.W. (1996) *When Fit Doesn't Happen: The Limits of Business Strategy as an Explanation for Variation in Human Resource Practices*, Paper presented at the 56[th]annual meeting of the Academy of Management, Cincinnati

Jackson, S.E.; Joshi, A. (2004) Diversity in Social: A Multi-attribute, Multilevel AnalysiS of Team Diversity and Sales Performance, *Journal of Organizational Behaviour*, Vol. 25,pp. 675-702

Jackson, S.E.; May, K.E.; Whitney, K. (1995) *Dynamics of Diversity in Decision Making Teams*, in: R.A

Jackson, S.E.; Joshi, A.; Erhardt, N.L. (2003) Recent Research on Team and Organizational Diversity: SWOT Analysis and Implications, *Journal of Management*, Vol. 29, pp. 801-830

Janssen, M.; Steyaert, C. (2003) *Theories of Diversity Within Organization Studies: Debates and Future Trajectories*, FEEM working paper No. 14

Jehn, K.E.; Northcraft, G.B.; Neale, M.A. (1999) *Why Differences Make a Difference: A Field Study of Diversity, Conflict, and Performance in Work Groups*, Administrative Science Quarterly, Vol. 44, pp. 741-763

Mehra, A. (1996) Resource and Market Based Determinants of Performance in the U.S. Banking Industry, *Strategic Management Journal*, Vol. 17 pp. 307-322

Michaéla C.S.; Deanne, N.D.H.; Paul, L.K.; Janique, A.W. (2003) Diversity and TeaM Outcomes: The Moderating Effects of Outcome Interdependence and Group Longevity and the Mediating Effect of Reflexivity, *Journal of Organizational Behavior*, Vol. 24 (6),pp. 779-802

Milliken, F.J.; Martins, L.L. (1996) Searching for Common Threads: Understanding the Multiple Effects of Diversity in Organizational Groups", *The Academy of Management Review*, Vol.21 (2), pp. 102-133

Mor Barak, M. (2005) *Managing Diversity: Towards a Globally Inclusive Workplace*, Thousand Oaks, California CA: