Workforce diversity and organizational performance of Kenya Tea Development Agency in Nairobi County, Kenya

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Abstract

The current changes in the business environment have exposed several challenges such as workforce diversity, which is a natural phenomenon that has both negative and positive impacts on the performance of the organization depending on how well it is managed. Failure to effectively manage diversity in the workforce can lead to poor performance of the organization. Consequently, this study sought to establish the influence of workforce diversity and the organizational performance of Kenya Tea Development Agency (KTDA) in Nairobi County, Kenya. The major purpose of the study was be guided by two specific objectives. The first specific objective was to establish the influence of age diversity on the organizational performance of KTDA in Nairobi County, Kenya. The second specific objective was to establish the influence of gender diversity on the organizational performance of KTDA in Nairobi County, Kenya. The study was guided by resource based view theory and social identity theory. Census method was used to study all the 68 senior managers drawn from 5 subsidiaries and the head office of KTDA in Nairobi County, Kenya. Structured questionnaires were used to collect data and the data was generalized by using descriptive statistics. Multiple Linear regression analysis to establish the association between the variables.The descriptive analysis results revealed that KTDA promotes age diversity and gender diversity. The multiple regression analysis results observed that age and gender diversities significantly boost the organizational performance of KTDA in terms of quality production of services, operational efficiency, profitability and effective service delivery. The government and the management of KTDA to formulate policies that would ensure that KTDA's workforce contains both the old and young employees. Moreover, the government and the management of KTDA should formulate policies that ensure equal mix of both men and women in not only the managerial positions of the firm but also the junior roles across all of its departments. Since women have outstanding attributes that positively affects the strategic decisions of an organization.

Keywords: Age, Gender, Diversity, Organizational Performance

1. Introduction

The changing nature of the workforce has become one of the major significant aspect as well as a challenge for organizations across the world. People from different races, genders, regions, cultures etc. are coming to work together on the same platform (Suhartini, 2015). The diversity in the workforce is increasing all over the world. According to Swasto (2016) organizations these days have a wide composition of diverse employees. This employee diversity can affect many aspects of the organization.

Organizations need to improve the level of diversity and recruit talent from a wider pool in order enhance their outputs and deal with the diverse marketplace. They also need to adopt a diversity approach to support equal employment and tackle with discrimination at the workplace (Carr, 2013). Workforce diversity is the variety of demographic characteristics that constitute a company's workforce particularly in terms of age, gender, colour, origin, race, culture, disability (Dessler, 2011). Different people come with different perspectives and provide a wide range of options to tackle obstacles. Therefore, it can be argue that having a diverse workforce and managing it properly is an important factor on improving the performance of the organization.

Age is one of the most commonly diversified demographic variables observed among the workforce of many organizations. This according to Hassell and Perrewe (1993) which argue that as the organization performance is highly influenced by the individual employee performance, the positive outcomes of age diversity at the employee level would also act as intrinsic as well as extrinsic motivational factor for them. Baltes and Finkelstein (2016) observe that companies are confronted with the fact that their workforce is getting both older and more age diverse due to the aging of their employees and shortages in the labour pool. These changes imply that companies who have historically had a largely homogenous, young workforce have to integrate an increasing number of older employees, which in turn creates an increasingly age-diverse labour force.

Gender diversity is associated with resources that can provide a firm with a sustained competitive advantage. These resources include market insight, creativity, innovation and improved problem solving capabilities (Nkomo & Cox, 2013). Men's and Women's differences may provide insights into the different needs of male and female customers. Bae and Skaggs (2017) argue that men and women may also have different cognitive abilities. A combination of different cognitive abilities in a gender diverse team may enhance overall team cohesion, creativity, and innovation leading to improved organizational performance.

In the year 1960 the colonial government of Kenya founded the Special Crops Development Authority (SCDA) to encourage tea production by Africans under the Ministry of Agriculture (KTDA, 2019). After Kenya gained independence the Kenya Tea Development Authority was incorporated through legal notice No. 42 of 1964 which subsequently absorbed SCDA to foster tea production in small farms which was perceived to be unviable (KTDA, 2019). In the year 2000, the Kenya Tea Development Agency ltd was founded as a private company under (CAP 486) of the Kenyan laws thus turning out to be one of the biggest private tea management agencies (KTDA, 2019). The firm presently controls 69 factories in small scale tea industry in Kenya (KTDA, 2019).

The current changes in the business environment have exposed several challenges such as workforce diversity which is a phenomenon that has both negative and positive impacts on the performance of the organization depending on how well it is managed (Armstrong & Mkamwa, 2010). Failure to effectively manage diversity in the workforce can lead to poor performance of the KTDA. Therefore, for KTDA to remain relevant, successful and competitive then it needs to adopt strategies aimed at maximizing workforce diversity in the workplace.

Concerning the studies conducted to establish the influence of age diversity on performance, there have been inconsistencies in the research findings. Some studies (Kerga & Asefa, 2018; Anjiri, 2018; Darwin & Palanisamy, 2015) observed no significant relationship between age diversity and performance. On the other hand, some studies (Odhiambo, Gachoka & Rambo, 2018; Li et al., 2019; Karimi & Busolo, 2019; Kumar & Suresh, 2018) revealed that age diversity, positively influences performance. While a study conducted by Darwin (2014) revealed that age diversity negatively influences performance. Due to the inconsistencies and owing to the fact that there were limited studies conducted in the context of KTDA. This study was motivated to establish the influence of age diversity on the organizational performance of KTDA in Nairobi County, Kenya.

Moreover, there have been inconsistencies in the research findings on the influence of gender diversity and performance. Some studies (Anjiri, 2018; Kumar & Suresh, 2018; Subhash & Archana, 2017; Augustine et al., 2016) have revealed that gender diversity has a positive significant influence on performance. On the other hand, some studies (Kerga & Asefa, 2018; Darwin & Palanisamy, 2015) observed no significant relationship between gender diversity and performance. Additionally, limited studies had been conducted in KTDA to establish the influence of gender diversity on organizational performance. Consequently, this study sought to establish the influence of gender diversity on the organizational performance of KTDA in Nairobi County, Kenya.

1.1 Purpose of the study

The general objective of this study is to establish the effects of workforce diversity and the organizational performance of Kenya Tea Development Agency in Nairobi County, Kenya.

1.2 Research objectives

The research objectives were to:
  i. To establish the influence of age diversity on the relationship between workforce diversity and organizational performance of Kenya Tea Development Agency in Nairobi County, Kenya.
  ii. To determine the influence of gender diversity on the relationship between workforce diversity and organizational performance of Kenya Tea Development Agency in Nairobi County, Kenya.

1.3 Research questions

The study sought to answer the following research questions:
  i. What is the effect of age diversity on the relationship between workforce diversity and organizational performance of Kenya Tea Development Agency in Nairobi County, Kenya?
  ii. What is the effect of gender diversity on the relationship between workforce diversity and organizational performance of Kenya Tea Development Agency in Nairobi County, Kenya?

1.4 Theoretical framework

Resource Based View (RBV) theory by Grant (1991) was used to guide the study. According to Grant (1991) the Resource Based View (RBV) theory approach to competitive gain contends that internal sources are extra important for a firm than external factors in achieving and maintaining organizational competitive gain. In this regard, organizational performance is frequently determined with the aid of internal sources which include physical resources, human resources and organizational resources (Barney, 1991). The mix amount and nature of a firm's internal assets must be taken into consideration first and fundamental in devising techniques that may lead to sustainable

competitive advantage (Barney, 1991). Bestowing on resource-based view theory, workforce diversity can be a resource of sustained competitive advantage (Richard, 2000). This is because it is hard to be imitated by competitors, rare and very valuable (Subhash & Archana, 2017).

Workforce diversity boosts competitive advantage by instituting a better organizational image thus consequently enhancing employee or organizational performance (Bleijenbergh et al., 2010).Thus, the resource-based theory hypothesizes a positive significant relationship between workforce diversity and performance. Most studies have upheld the theoretical proposition of the theory (Odhiambo, Gachoka& Rambo, 2018; Karimi & Busolo, 2019; Kumar & Suresh, 2018; Augustine et al., 2016) that workforce diversity significantly boosts performance. While some studies (Kerga & Asefa, 2018; Darwin & Palanisamy, 2015) disregarded the theoretical proposition by establishing that some workforce diversity factors (age, gender, ethnicity and work experience diversity) had no significant influence on performance.

This theory was relevant to this study since it sought to test its theoretical proposition that workforce diversity (age and gender diversity) significantly boosts organizational performance in the context of KTDA in Nairobi County, Kenya. The theoretical proposition was tested by two specific objectives that sought to establish the influence of age and gender diversity on organizational performance of KTDA in Nairobi County, Kenya.

This study was also guided by Social Identity Theory (SIT) as advocated by Tajfel (1978). The author begins with the premise that individuals define their own identities with regard to social groups and that such identifications work to protect and bolster self-identity. The theory explains that part of a person's concept of self comes from the groups to which that person belongs. An individual does not just have a personal selfhood, but multiple selves and identities associated with their affiliated groups. A person might act differently in varying social contexts according to the groups they belong to. Social identity theory posits that a portion of one's self-concept is dependent on the importance and relevance placed on the group membership(s) to which an individual belongs (Turner & Oakes, 1986). Social identity theory presumes that people hastily stereotypes and discriminates people who come from different backgrounds that are dissimilar from theirs (Jarry & Pitts, 2005).

Thus, in a diverse work team or firm, it is anticipated that there will be lack of trust, communication and problems of cooperation in carrying out job assignments (Jarry & Pitts, 2005). As a consequence, the job processes will be very difficult which will result to lower productivity (Jarry & Pitts, 2005). Therefore, this theory hypothesized a negative association between workforce diversity and performance (Jarry & Pitts, 2005). Most studies (Odhiambo, Gachoka & Rambo, 2018; Karimi & Busolo, 2019; Kumar & Suresh, 2018; Augustine et al., 2016) rejected the theoretical proposition of social identity theory by establishing that workforce diversity positively significantly influences performance. There is only one study that was conducted by Darwin (2014) which upheld the theoretical proposition of social identity theory by establishing that age diversity negatively influences performance.

This theory was relevant to this study since it sought to test its theoretical proposition that workforce diversity (age and gender diversity) significantly reduces organizational performance in the context of KTDA in Nairobi County, Kenya. The theoretical proposition was tested by the two specific objectives that sought to establish the influence of age and gender diversity on organizational performance of KTDA in Nairobi County, Kenya.

2. Literature Review

This section presented the studies conducted and the findings observed on the relationship between age diversity and performance together with the relationship between gender diversity and performance.

2.1 Age diversity and performance

There have been various studies (Darwin & Palanisamy, 2015; Anjiri, 2018; Kerga & Asefa, 2018; Odhiambo, Gachoka & Rambo, 2018; Gowrishankar, Kanagaraj & Krishnana, 2017; Li et al., 2011; Li et al., 2019; Karimi & Busolo, 2019; Darwin, 2014) carried out to establish the influence of age diversity on performance. Kerga and Asefa (2018) conducted a study to establish the influence of age diversity on employee performance in Ethio-telecom south-west Addis Ababa zone. The study used questionnaires to collect data on a sample of 80 respondents. Multiple Linear regression model was employed for analysis. The results revealed that age diversity has no significant influence on employee performance.

Anjiri (2018) also established that age diversity had no significant influence on organizational performance of information technology firms in Nairobi County. Considering that, the study employed a descriptive survey methodology just like Kerga and Asefa (2018) with the only difference being that the study assessed performance as organizational performance. Additionally, a study conducted by Darwin and Palanisamy (2015) also established that age diversity had no significant influence on employee performance in Singapore manufacturing and service organizations.

The findings observed by Darwin and Palanisamy (2015), Kerga and Asefa (2018) and Anjiri (2018) could mean that organizations have failed to effectively use the skills and knowledge of old workers (Davey, 2006; McGregor & Gray, 2002). Due to stereotypes that they are costly, they cannot adapt to new technology and cannot perform well when compared to younger employees (Davey, 2006; McGregor & Gray, 2002). Moreover, firms rarely commit themselves to enhance age diversity unlike gender and ethnic diversity (Darwin, 2014). Darwin and Palanisamy (2015) on the other hand contended that employees in Singapore neither appreciates nor underplays age diversity as a resource that can assist them in performing well.

Odhiambo, Gachoka and Rambo (2018) conducted a study to establish the relationship between age diversity and employee performance of public universities in Western Kenya. The study retrieved primary data by using questionnaires on 120 head of departments drawn from 4 public universities in Western Kenya. Descriptive, correlation and regression analysis were employed to address the objective of the study. The results of the correlation and regression analysis revealed that age diversity had a positive significant influence on public universities in Western Kenya. The findings of Odhiambo, Gachoka and Rambo (2018) conflicted with the research outcome of Darwin and Palanisamy (2015), Kerga and Asefa (2018) and Anjiri (2018) who revealed that age diversity had no significant influence on performance. The findings of Odhiambo, Gachoka and Rambo (2018) could be due to the fact that various age groups blends each other with the unique skills and knowledge that plays an important role in boosting both employee and firm performance.

Gowrishankar, Kanagaraj and Krishnana (2017) also established that age diversity significantly predicts employee performance of the employees of food processing firms in Coimbatore South India. The study was based on a descriptive design that employed questionnaires on a sample of 120 respondents and regression analysis was employed to test the relationship. Additionally, Li et al. (2019) observed that age diversity boosts social and human capital, which consequently improves organizational performance. Moreover, Karimi and Busolo (2019) also established that age diversity positively significantly influences organizational performance of AAR Group insurance

firm in Nairobi Kenya. The study was based on a descriptive survey design and Pearson correlation model was employed to test the association.

Kumar and Suresh (2018) confirmed the observations made by Li et al. (2019),Karimi and Busolo (2019) and Gowrishankar, Kanagaraj and Krishnana (2017) since the study revealed that age diversity positively and significantly influences employees' performance of employees in banks at Mysore district in Karnataka State. Kumar and Suresh (2018) used questionnaires on a sample of 80 respondents to retrieve data and both Pearson correlation and Multiple Linear regression analysis to test the relationships. On the other hand, Li et al. (2011) revealed that age diversity had a positive significant association with organizational profitability of Western firms but found no significant association in East Asian firms. Thus, the positive association meant that expertise gained from experience by older employees that comes with incredible problem solving skills are shared to younger employees through mentorships which consequently boosts employee performance (Kumar & Suresh, 2018).

Interestingly, a study conducted by Darwin (2014) observed that age diversity has a negative significant impact on employee performance of employees working in manufacturing and services firms. The findings were inconsistent with the research outcomes of Kumar and Suresh (2018), Li et al. (2019), Karimi and Busolo (2019) and Gowrishankar, Kanagaraj and Krishnana (2017) who revealed a positive significant association. The study had applied the same methodological approach the aforementioned studies used which involved using a descriptive survey design that used questionnaires to retrieve data from the respondents. Additionally, the study used Pearson correlation analysis to test the relationship between age diversity and employee performance.

The findings of Darwin (2014) may be attributed to weak corporate culture and human resource policies that negatively affects employee performance. In addition, it has been argued that age diversity in work groups leads to communication being difficult and less frequent which consequently reduces employee performance (Milliken & Martins, 1996).

2.2 Gender diversity and performance

Numerous research investigations (Anjiri, 2018; Augustine et al., 2016; Kumar & Suresh, 2018; Darwin & Palanisamy, 2015; Kerga & Asefa, 2018; Subhash and Archana, 2017; Bae & Skaggs, 2017) have been carried out to establish the influence of gender diversity on performance.

Anjiri (2018) observed that gender diversity had a positive significant influence on the organizational performance of information technology firms in Nairobi County. Additionally, Kumar and Suresh (2018) also established that gender diversity significantly enhances employees' performance in commercial banks in Mysore district. Besides that, Subhash and Archana (2017) conducted a study to establish the influence of workforce diversity and organizational performance in the IT industry in India. The findings observed just like other studies (Anjiri, 2018; Kumar & Suresh, 2018) observed that promotion of gender diversity significantly boosts organizational performance. The study used a survey methodology that involved the employment of questionnaires to retrieve data to address the purpose of the study. Descriptive, factor analysis, correlation and regression analysis were employed to analyze data. Factor analysis was used to assess the construct validity of the questionnaire items and to establish if the dataset was worthwhile and be retained for further analysis.

Augustine et al. (2016) assessed the association between gender diversity and sustainability of economic performance in the microfinance sector in Africa. The study used secondary data from the MIX database to evaluate the relationship between the aforementioned variables. This was unlike other similar studies (Anjiri, 2018; Kumar & Suresh, 2018; Darwin & Palanisamy, 2015; Kerga &

Asefa, 2018), which relied on primary data to assess the relationship. The regression analysis based on the data set of 1389 observations in 1053 companies established that gender diversity improves economic performance in Africa. Similarly, Bae and Skaggs (2017) evaluated the influence of gender diversity in management on the organizational performance of Korean firms by utilizing the Korea Workplace panel survey data ranging between 2005 and 2009. The study established that gender diversity in management has a significant effect on the productivity of Korean companies that is moderated by family-friendly policies.

Hartarska et al., (2014) contended that the involvement of female in managerial roles generally boosts organizational performance. Since women have outstanding attributes that positively affects the strategic decisions of an organization, which consequently leads to their growth (Lincoln & Adedoyin, 2012). Additionally, organizations derive huge benefits from a diverse group of decision makers (Hambrick & Pettigrew, 2001).Conversely, some studies (Darwin & Palanisamy, 2015; Kerga & Asefa, 2018) established that there was no significant relationship between gender diversity and performance. Kerga and Asefa (2018) observed that gender diversity had no significant influence on employee performance in Ethio-telecom southwest Addis Ababa Zone.

Besides that, Darwin and Palanisamy (2015) revealed that gender diversity had no significant effect on employee performance of employees working in Singapore organizations.

The findings of Kerga and Asefa (2018) and Darwin and Palanisamy (2015) were inconsistent with the research findings of Augustine et al. (2016), Anjiri (2018) and Kumar and Suresh (2018) who revealed a positive significant relationship between gender diversity and performance. The reason attributed to the insignificant relationship could be due to the fact that firms can only derive the benefits of enhanced performance from work diversity only when the employees optimistically perceive the diversity supporting initiatives of the firm (Mor Barak et al., 1998; Kossek & Zonia, 1993). Additionally, if the employees fail to recognize or are resistant to the firm's diversity management initiatives then the diversity policies are less likely to succeed thus the performance of the firm will fail to improve (Soni, 2000).

3. Research methodology
This section presented the research design, target population, sampling design and sample size, data collections instruments, pilot study, data collection procedure, data analysis and ethical considerations which the research investigation used.

3.1 Research design
This study was carried out through a descriptive research design. This type of design is instrumental for describing the characteristics of interest in a given sample and it generalizes the findings of the sample to represent the views of the target population (Omair, 2015). Descriptive research design collects information by interviewing or administering a questionnaire to a sample of individuals (Saunders, Lewis & Thornhill, 2009). Based on this type of design, a survey methodology was employed in collecting primary data from the sampled respondents, the data analyzed and the findings generalized in a descriptive form by being compared and evaluated by past and similar studies (Pandey & Pandey, 2015).

3.2 Target population and sampling design
The target population comprised of 68 senior managers drawn from 5 subsidiaries and the head office of KTDA operating in Nairobi County in Kenya. Census method was used to study all the targeted senior managers. Concerning the head office, the study targeted 20 senior managers and 17 board members (KTDA, 2019). Additionally, the study targeted 6 senior managers in TEMEC ltd, 4

senior managers in Greenland Fedha Ltd and 1 senior manager drawn from KTDA Foundation (TEMEC, 2019; Greenland Fedha, 2019; KTDA Foundation, 2019). Finally, the study targeted 6 senior managers from Majani Insurance Brokers and 5 managers together with 9 board of directors from Kenya Tea Packers ltd (Majani Insurance Brokers, 2019; Kenya Tea Packers, 2019).

3.3 Data collection instrument

The research instrument that was used to collect quantitative data from the management was structured questionnaires. Structured questionnaire was best suited for collecting data since it assesses the responses of the respondents on the questions items in a Likert scale that transforms them into numerical figures that can be statistically analyzed (Zikmund et al., 2010).

3.4 Data collection procedure

The researcher first contacted the administration of KTDA to affirm her intention to carry out the study and to clarify the significance of the study and the commitment required from the management. Self-administered questionnaires were dropped to each respondent and picked later after two weeks. The researcher made follow ups through phone calls and in addition, visited the respondents before the stated period to remind them on the importance of responding to the questionnaire.

3.5 Data analysis and presentation

Quantitative data was analyzed using descriptive statistics such as mean and standard deviation and presented in form of tables with the aid of Statistical Package for Social Sciences (SPSS) version 20.0. Multiple Linear regression analysis was carried out in order to establish the influence of workforce diversity and the organizational performance of Kenya Tea Development Agency (KTDA) in Nairobi County, Kenya. Statistical Package for Social Sciences (SPSS) version 20.0. was also employed for the analysis. Averages were used as a composite measure of developing the study variables in order for the regression analysis to be made possible. The R-Square and the Analysis of Variance (ANOVA) was used to reveal if the variability in the performance of KTDA was significantly accounted by age diversity, gender diversity, ethnic diversity and work experience diversity. The unstandardized betas of the regression coefficients were employed in addressing each specific objective of the study.

4. Presentation of findings and discussions

This section presented the descriptive and regression analysis findings based on the results of the analysis. It also presented a detailed discussion of the research findings.

4.1 Demographic information findings

The study sought to know the gender, education qualifications, the duty stations and the managerial experience of the targeted respondents. Descriptive analysis comprising of frequencies and percentages were used to analyze the retrieved data and the findings were presented in Table 1. As presented in Table 1, most of the senior managers were male constituting of 70.4% of the total sample population of the management in KTDA while only a small fraction of the senior managers constituting of 29.6% were female. This shows that even though women have been provided the opportunity to take managerial roles in Kenya, the top management is still dominated by men as seen in the case of KTDA. Concerning the duty stations that the respondents are presently working at, most of them constituting of 55.6% indicated that they worked at the head office followed by Kenya Tea Packers ltd with 18.5% and Majani Insurance Brokers with 9.3%.

Table 1: Demographic information findings

Demographic Information of the Management		Frequency	Percentage (%)
Gender	Male	38	70.4
	Female	16	29.6
Current Duty Station	Head Office	30	55.6
	TEMEC ltd	4	7.4
	Greenland Fedha ltd	4	7.4
	KTDA Foundation	1	1.9
	Majani Insurance Brokers	5	9.3
	Kenya Tea Packers ltd	10	18.5
Education Qualification	Diploma/College	2	3.7
	University Degree	8	14.8
	Master Degree	30	55.6
	Post-graduate Diploma	12	22.2
	PhD Degree	2	3.7
Managerial Experience	Less than 2 years	4	7.4
	2-5 years	29	53.7
	6-9 years	18	33.3
	10 and above	3	5.6

Source: Researcher (2020)

With reference to educational qualification, the majority of the respondents possessed a Master degree accounting for 55.6% of the studied senior managers followed by those having a post-graduate diploma that accounted for 22.2% of the total respondents. Only a few of them had a diploma and PhD qualifications that constituted of 3.7% of the total respondents for both qualifications. This is because for one to be a senior manager in Kenya, one is required to have a post-graduate degree besides the Bachelors qualification. Based on the findings of the study, it can be established that the respondents studied are highly educated and have sufficient knowledge of workforce diversity dimensions and organizational performance. Thus, the information retrieved can be confidently relied on. Besides that, the majority of the respondents possessed 2-5 years managerial experience accounting for 53.7% of the total sample population followed by the managers who had 6-9 years work experience at 33.3%. Thus, based on this information it can be observed that the senior managers have adequate experience and knowledge of the workforce diversity dimensions and the organizational performance of KTDA, Kenya.

4.2 Descriptive analysis findings

The subsequent sub-sections presents the descriptive analysis results summarizing the perceptions of the senior management on the present state of affairs of age diversity, gender diversity and organizational performance of KTDA, Kenya. The questionnaire statements of all the three variables were measured on a 5-point Likert scale of the level of agreement. Whereby, 1 denoted strongly agree, 2 represented disagree, 3 indicated undecided, 4 denoted agree and 5 signified strongly agree.

4.2.1 Age diversity

The descriptive analysis results in regard to the perceptions of the senior managers on the age diversity aspects in KTDA, Kenya is presented in Table 2.

Table 2: Descriptive analysis results of age diversity

Statement	Mean	Standard Deviation
Our organization promotes age diversity in regard to recruitment and promotion.	4.148	1.220
KTDA has older employees who are very caring and responsible.	3.982	1.141
KTDA has young employees who are very educated and physically skillful.	3.963	1.213
Age diversity promotes multiplicity of perspectives and knowledge.	3.963	1.213
Both old and young staff members have exceptional qualities upon which the organization can draw to enhance performance.	3.944	1.204
Mentorship of the young employees by older staff members has helped them in acquiring the precise necessary job skills.	3.852	1.204
Age diverse environment generates good working relationships and improves social cohesion.	3.852	1.204
Overall Score	**3.958**	**1.027**

Source: Researcher (2020)

Based on the findings presented in Table 2, the respondents strongly agreed that KTDA promotesage diversity in regard to recruitment and promotion and KTDA has older employees who are very caring and responsible justified with mean scores of 4.148 and 3.982 respectively. Besides that, the respondents agreed that KTDA has young employees who are very educated and physically skillful with a mean score of 3.963. On top of that, they agreed that age diversity promotes multiplicity of perspectives and knowledge justified with a mean score of 3.963.
Moreover, the respondents agreed that old and young staff members in KTDA have exceptional qualities upon which the organization can draw to enhance performance with a mean score of 3.944.

They also agreed that the mentorship of the young employees by older staff members in KTDA has helped them in acquiring the precise necessary job skills. Justified with a mean score of 3.852. Finally, the respondents also agreed that age diverse environment in KTDA generates good working relationships and improves social cohesion among the employees.

4.2.2 Gender diversity
The descriptive analysis results in regard to the perceptions of the senior managers on the gender diversity aspects in KTDA, Kenya is presented in Table 3.

Table 3: Descriptive analysis results of gender diversity

Statement	Mean	Standard Deviation
KTDA has an equal proportion of men and women in every department and managerial positions.	3.963	1.258
Gender diversity in KTDA has enhanced the quality of corporate leadership and management.	3.944	1.295
I have not experience any stress arising from gender diversity issues in KTDA.	3.926	1.301
KTDA has a gender diversity policy that helps women to grow in their careers and move into senior roles.	3.759	1.386

Having a mixture of men and women in various departments and teams in KTDA improves team processes and boost group collaboration.	3.648	1.320
Gender diversity is a valuable asset for KTDA's image and brand value.	3.593	1.237
Overall Score	**3.806**	**1.300**

Source: Researcher (2020)

Based on the findings presented in Table 3, the respondents agreed that KTDA has an equal proportion of men and women in every department and managerial positions and the gender diversity in KTDA has enhanced the quality of corporate leadership and management in the firm. This was justified by mean scores of 3.963 and 3.944 respectively. Besides that, the employees of KTDA agreed that they had not experienced any stress arising from age diversity issues in KTDA. Justified with a mean score of 3.926. Additionally, the respondents agreed that KTDA has a gender diversity policy that helps women to grow in their careers and move into senior roles. Justified with a mean score of 3.759. Moreover, the study observed that having a mixture of men and women in various departments and teams in KTDA improves team processes and boost group collaboration with a mean score of 3.648. Finally, the respondents agreed that gender diversity is a valuable asset for KTDA's image and brand value. Justified with a mean score of 3.593.

4.2.3 Organizational performance
The descriptive analysis results concerning the perceptions of the senior managers on the organizational performance aspects of KTDA, Kenya is presented in Table 4.

Table 4: Descriptive analysis results of organizational performance aspects of KTDA

Statement	Mean	Standard Deviation
KTDA has been able to consistently achieve greater financial returns.	4.296	1.268
KTDA has been able to offer services of high quality.	4.278	1.265
There is increased operational efficiency in the organization.	4.241	1.243
KTDA has been able to achieve high levels of customer satisfaction.	4.222	1.313
The employees have been able to optimize the organization's resources to achieve maximum results.	4.167	1.270
KTDA's effectiveness in service delivery has increased.	4.019	1.205
Overall Score	**4.204**	**1.261**

Source: Researcher (2020)

From the findings presented in Table 4, it can be noted that most of the respondents strongly agreed that KTDA has been able to consistently achieve high financial performance and it has been able to offer services that are of great quality. Justified by mean scores of 4.296 and 4.278 respectively. Moreover, the descriptive findings observed that KTDA has been able to boost its operational efficiency and it has also been able to realize high levels of customer satisfaction based on the products and services it provides in the market. This was justified by mean scores of 4.241 and 4.222 respectively. Moreover, it was also established that the employees at KTDA have been able to optimize the firm's resources to achieve maximum results and the effectiveness of the firm in service delivery has increased. This was justified by mean score of 4.167 and 4.019 respectively. In general, KTDA has been able to realize a high level of organizational performance with an overall mean score of 4.204.

4.3 Multiple linear regression analysis findings

To establish the influence of workforce diversity aspects (comprising of age and gender diversities) on the organizational performance of KTDA, Kenya, multiple linear regression analysis was employed. The findings obtained from the analysis were presented in Table 4 in the next page.

Based on the first section of Table 4 that presented the model summary results, the study noted that the R-value of 0.946 meant that 94.6% of the dataset was clearly explained by the regression model. Therefore, insinuating that the model possessed a momentous predictive power. On top of that, the R-Square value of 0.896 implied that 89.6% of the variability experienced in the organizational performance of KTDA was attributed to all the workforce diversity dimensions assessed by the study, while the remaining 10.4% was explained by other factors. Besides that, the adjusted R-Square value of 0.887 was closer to the R-Square value of 0.896, which signified that all the 2 workforce diversity attributes in the model truly accounted for the variance in the organizational performance of KTDA, Kenya. Finally, the standard error of estimate, which recorded a value of 0.395, implied that the data set narrowly fitted to the regression line, since the figure was relatively small. Thus, suggesting that the model possessed a considerably high predictive power.

The Analysis of Variance (ANOVA) was carried out by the researcher to determine if the variance in the organizational performance of KTDA, Kenya was significantly (p-value<0.05) explained by the 4 workforce diversity attributes. The results were displayed in the second section of Table 4. The findings actually ascertained that the variability explained in the organizational performance of KTDA, Kenya was significantly explained by all the 2 workforce diversity attributes. This is because the p-value of 0.000^{b} indicated in the ANOVA results was less than 0.05 and the F-statistic value of 105.355 was considerably large.

Table 4: Multiple linear regression analysis results

Model Summary[b]				
Model	R	R Square	Adjusted R Square	Standard Error of the Estimate	Durbin-Watson
1	0.946[a]	0.896	0.887	0.395	1.748

a. Predictors: (Constant), Age Diversity, Gender Diversity
b. Dependent Variable: Organizational Performance

ANOVA[a]					
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	65.877	4	16.469	105.355	0.000[b]
	Residual	7.660	49	0.156		
	Total	73.537	53			

a. Dependent Variable: Organizational Performance
b. Predictors: (Constant), Age Diversity, Gender Diversity

Coefficients[a]						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Standard Error	Beta		
1	(Constant)	0.179	0.204		0.880	0.383
	Age Diversity	0.437	0.124	0.421	3.522	0.001
	Gender Diversity	0.305	0.147	0.285	2.071	0.044

a. Dependent Variable: Organizational Performance

Source: Researcher (2020)

The final section of Table 4 presented the regression co-efficient results that showed how each particular workforce diversity attribute influenced the organizational performance of KTDA. The unstandardized beta coefficients were retrieved to develop the regression equation presented below;

$$Y = 0.880 + 0.437X_1 + 0.305X_2$$

Whereby;

Y is the organizational performance of KTDA

X₁ is age diversity

X₂ is gender diversity

The constant term that unveiled a figure of 0.880 implied that the level of KTDA's organizational performance would be at 0.880 when there is lack of all the 2 workforce diversity attributes. Thus, the organizational performance of KTDA would be considerably low when the 2 workforce diversity factors are absent. The regression coefficient results for each particular variable are discussed in the ensuing subsections in line with each respective specific objective.

4.3.1 The influence of age diversity on the organizational performance of Kenya Tea Development Agency in Nairobi County, Kenya

The first specific objective of the study was to establish the influence of age diversity on the organizational performance of Kenya Tea Development Agency in Nairobi County, Kenya. In line with addressing this objective, the regression coefficient results established that age diversity significantly boosts the organizational performance of KTDA, Kenya by 43.7% ($\beta = 0.458$; *p*-value $= 0.001 < 0.05$). The research findings suggested that the promotion of age diversity in recruitment and promotion process, having a mix of old and young employees who share their knowledge, skills and perspectives for the betterment of the firm would increase the quality of services, customer satisfaction, operational efficiency and financial performance of KTDA.

The findings of the study upheld the theoretical proposition of the resource-based theory that age diversity can be used by KTDA as a unique resource or asset that would consequently boost the firm's organizational performance. Moreover, it can be used as a tool that could help KTDA build a sustainable competitive advantage over its business rivals (Barney, 1991).On the other hand, the findings of the study disagreed with the theoretical proposition of the social identity theory that age diversity would negatively affect the organizational performance of KTDA. This is because the theory contends that people working in a diverse environment, lacks trust between each other and problems associated with achieving effective communication together with maximum cooperation arises when carrying out assignments which consequently decreases the productivity of the firm (Jarry & Pitts, 2005).

The findings of this study concurred with the research outcomes of Odhiambo, Gachoka and Rambo (2018) who observed that age diversity boosts the employee performance of public universities in Western Kenya. The findings of this study also agreed with the research outcomes of Karimi and Busolo (2019) together with that of Li et al. (2011) who observed that age diversity considerably boosts the organizational performance of AAR Group insurance ltd in Nairobi, Kenya and that of global western firms respectively.

Thus, the positive association meant that expertise gained from experience by older employees that comes with incredible problem solving skills are shared to younger employees through mentorships which consequently boosts the employee and organizational performance of the firm (Li et al., 2011; Kumar & Suresh, 2018). On the other hand, the findings of the study disagreed with the research outcomes of Anjiri (2018), Darwin and Palanisamy (2015) together with Kerga and Asefa (2018) who observed that age diversity does not significantly influence employee and

organizational performance. The probable reason for the conflicting findings could be due to the fact that the employees neither appreciates nor underplays age diversity as a resource that can assist them in performing well (Darwin & Palanisamy, 2015).

4.3.2 The influence of gender diversity on the organizational performance of Kenya Tea Development Agency in Nairobi County, Kenya

The second specific objective of the study was to establish the influence of gender diversity on the organizational performance of Kenya Tea Development Agency in Nairobi County, Kenya. In line with addressing this objective, the regression coefficient results established that gender diversity significantly boosts the organizational performance of KTDA, Kenya by 30.5% ($\beta = 0.305$; *p*-value $= 0.044 < 0.05$). The findings meant that having an equal proportion of men and women in every department and managerial positions boosts collaboration between them, which consequently boosts the quality of services, customer satisfaction, operational efficiency and financial performance of KTDA. The findings of the study upheld the theoretical proposition of the resource based theory that gender diversity can be used as a resource by KTDA to help it achieve positive organizational performance and attain competitive advantage.

Conversely, it disagreed with the theoretical proposition of the social identity theory that gender diversity as one of the aspects of social diversity can lead to lack trust between men and women coupled with lack of proper communication which would consequently decreases the productivity of the firm (Jarry & Pitts, 2005).The findings of the study were congruent with the research outcomes of Anjiri (2018) who observed that gender diversity considerably boosts the organizational performance of the information technology companies in Nairobi County. It also corresponded with the research outcomes of Subhash and Archana (2017) which established that gender diversity increases the organizational performance of the IT firms in India. It also concurred with the research outcomes of Augustine et al. (2016) together with Bae and Skaggs (2017) who observed that the promotion of gender diversity boosts the economic performance in Africa and the organizational performance of Korea firms in Korea respectively.

Hartarska et al. (2014) contended that the involvement of female in managerial roles generally boosts organizational performance. Since women have outstanding attributes that positively affects the strategic decisions of an organization, which consequently leads to their growth (Lincoln & Adedoyin, 2012). Additionally, organizations derive huge benefits from a diverse group of decision makers (Hambrick & Pettigrew, 2001).

Conversely, the research outcomes of the study conflicted with the findings observed by Kerga and Asefa (2018) together with Darwin and Palanisamy (2015) that gender diversity does not considerably boost employee performance. If the employees fail to recognize or are resistant to the firm's diversity management initiatives then the diversity policies are less likely to succeed thus the performance of the firm will fail to improve (Soni, 2000).

5. Conclusions

In conclusion it was noted that age and gender diversities plays an essential role in boosting the organizational performance of KTDA in terms of quality production of services, operational efficiency, profitability and effective service delivery. This is because age diversity enhances multiplicity of perspectives and knowledge drawn from both the old and young employees. Moreover, the skills gained from experience by older employees are shared to younger employees through mentorships, which consequently boost their productivity thus boosting the organizational performance of the firm. Moreover, the involvement of female in managerial roles generally boosts

organizational performance. Since women have outstanding attributes that positively affects the strategic decisions of an organization.

6. Recommendations and suggestions for future research

This study recommends for the government and the management of KTDA to formulate policies that would ensure that KTDA's workforce contains both the old and young employees. Thus, during job recruitments and promotions both the young and the old should be considered in various positions that the firm has. Since both the old and young people have exceptional qualities, upon which the organization can draw to enhance performance. Moreover, the government and the management of KTDA should formulate policies that ensure equal mix of both men and women in not only the managerial positions of the firm but also the junior roles across all of its departments. Since women have outstanding attributes that positively affects the strategic decisions of an organization.

The study only employed a quantitative methodology to establish the impact of workforce diversity on organizational performance. Thus, future studies can employ both qualitative and quantitative methodologies to obtain a more objective view of the relationship. Moreover, another study can be done to establish how workforce diversity influences the employee performance and if the findings would be different from this study that focused on organizational performance. The study contributes to the research field of the relationship between workforce diversity and organizational performance by extending the study into the context of KTDA, Kenya.

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