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Abstract

Workforce diversity management is considered one of the main challenges for human resource management in modern organizations. The purpose of this study was to determine the effect of diversity management on the job performance of Maua Methodist Hospital. The specific objectives of this study were: to examine the effect of selected primary dimensions of diversity (age, gender, ethnicity) on job performance of MMH, to find out the effect of selected secondary dimensions of diversity (marital status, educational background and religion) on job performance of MMH and to identify the effects of selected organizational dimensions of diversity (working experience, unions affiliation, and job tenure) on job performance in MMH. The study was anchored on three theories; Social Identity Theory, Similarity/Attraction Theory and Resource Based Theory. A descriptive research design was adopted in this study. The target population comprised of 317 employees of Maua Methodist hospital while a sample of 170 respondents was selected using the Yamane formula. Data was collected using a structured questionnaire and analyzed using SPSS version 25.0. Results from the study showed that primary dimensions of diversity ensured that the decision making process was more effective and that the HR practices were more inclusive of the age, gender and ethnicity of employees thus ensuring no discrimination. It was also found that secondary dimensions of diversity ensured that there were equal opportunities given to employees for career growth which resulted to more commitment, output and creativity by the employees. Another finding was that organizational dimensions enhanced the promotion process, recruitment process and the development of training programs for the employees at MMH. This led to the conclusion that there was a positive relationship between diversity management and job performance at MMH, with primary dimensions of diversity being the first and most significant variable. The study also concluded that there was a negative significant relationship between

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secondary dimensions of diversity and job performance. The study also concluded that primary dimensions of diversity played an unclear role in the recruitment process but it enhanced the motivation of employees. The study recommends that the role of primary dimensions of diversity in the recruitment process and in the promotion process should be enhanced to boost the job performance of employees. Further, it is recommended that the organizational dimensions of diversity should be enforced at MMH so as to strengthen the bargaining power of the employees as this will motivate them to perform better.

Keywords: *Workforce, Diversity, Management, Job Performance, Primary, Secondary, Organizational.*

1.1 Background of the Study

The phenomenon of increased competition between organizations and their need to respond effectively to rapidly changing operating conditions, as well as to staff demands, has now increased the need to identify those factors that affect job performance (Na-Nan & Sanamthong, 2019). Diversity connects both variations and similarities, with correlated tensions and involvement that can characterize any kind of mixture. It refers to different dimensions of identity that differentiate people from each other, such as religion, age, disability, gender and ethnicity (Benuwa, Okogun-Odompley, Ghansah & Andoh, 2019). This diversity brings along tensions and complexities that come from the interaction and clashing of differences and similarities (Phiri, 2019).

Diversity is a phenomenon that is increasingly manifested in a globalized society; it can therefore be observed in different areas of human activity, as well as in the labor market and work teams. Among the parameters of diversity are age, gender, ethnicity and nationality, faith or disability. Diversity management, however, is a managerial approach that stresses workforce diversity as one of the indicators of greater work efficiency (Urbancová, Čermáková & Vostrovská, 2016). It is an organizational action that aims to promote greater inclusion of employees with different backgrounds into an organization's structure through specific programs and policies (Rakhra, 2018). Globalization in this recent time has triggered more interaction amongst people from different cultures and backgrounds than before, people are now more open-minded in the marketplace worldwide with competition coming from almost everywhere in the continent (Dale-Olsen & Finseraas, 2020).

Diversity management originates from the United States. Even though the word 'Diversity Management' is fairly new, as a notion in the USA world of business, its backgrounds go back to Equal Employment Opportunity and Affirmative Action, shadowed by philosophies of 'Valuing Differences' (Köllen, 2019). These embryonic perceptions arose from wider social and historical developments (Duffy & Macdonald, 2010). Actually, the United States stands divisive than ever before. This is seen from the mutation world surrounding them; neighborhoods are moreover ethnically diverse, team work comprises of individuals from different generations and genders, and the culture shock brings new experiences to whatever impact their worldview. The increase in diversity countrywide influences workforce diversity.

Diversity management from an African perspective unveils the concept of diversity around social identities. In the African context, individuals are not completely separated from their social realities in relation to socio-cultural formations, individuals categorized in social groups are stereotyped as likely to exhibit the same or similar character traits (Akobo & Damisah, 2018). In

South Africa, the focus has been in the transformation of the country from legislated racial exclusion and profoundly rooted patriarchy. In order to promote diversity a robust legislation has been put in place for preventing discrimination and ensuring economic empowerment for the black majority population and women (Özbilgin & Chanlat, 2017)

Moreover, in the Kenyan context, factors that influence the formation of human resource policies and practices include the political-economic environment, socio-cultural environment and the natural environment (Akobo & Damisah, 2018). Kenyan population is formed of diverse ethnic group. Ethnic groups, as much as class, has been vital in Kenyan politics. The government of Kenya has made an extra effort by the establishment of labor unions to uphold a satisfactory relationship between the diverse ethnic groups by giving equal opportunity and rights as workers irrespective of age, race, education background and gender (Njue, 2014). Bringing in employees of different races, cultures, traditions, ethnic groups etc. in any organization is a potential source of prejudice, stereotyping and ethnocentrism (Shen, Chanda, D'Netto & Monga, 2009). Owing to this, there was a need to investigate the awareness of managers on certain skills necessary for the creation of a diverse workforce environment. The purpose of this study therefore was to determine the effect of diversity management and job performance at MAUA Methodist hospital.

1.2 Statement of Problem

Diversity in government workplaces has ascended as a key issue in the activity to reassess the part of government in administration conveyance. There are dependably employees who will decline to recognize the way that the mix of their workplace is developing. Perceptual, social and dialect obstructions ought to be overcome for diversity projects to succeed (Letasina, 2016). Workforce diversity management is considered one of the main challenges for human resource management in modern organizations (Martín, Miguel, Pedro & Sánchez, 2013). Workforce diversity is a complex phenomenon to manage in an organization. Owing to this, there is need to investigate the awareness of managers on certain skills necessary for the creation of a diverse workforce environment.

Maua Methodist Hospital strives to ensure that there is a diverse workforce. Records have shown that the hospital's majority of employees are female, cutting across all age groups, from different ethnic groups with a few from different countries. Notably the management of the hospital is composed of senior employees. Based on this they are considered to be mature and have more realistic decisions and better ways of solving problems. The institution lack written workforce diversity management policies and programs. The current study sought to investigate the effect of workforce diversity management on job performance at Maua Methodist Hospital by considering the effects of selected primary dimensions of diversity, selected secondary dimensions of diversity and selected organizational dimensions of diversity on job performance.

1.3 Research Objectives

- i. To examine the effect of selected primary dimensions of workforce diversity on job performance in Maua Methodist Hospital.
- ii. To find out the effect of selected secondary dimensions of workforce diversity on job performance in Maua Methodist Hospital.
- iii. To identify the effects that selected organizational dimension of workforce diversity have on job performance in Maua Methodist Hospital.

1.4 Study Research Questions

- i. What is the effect of selected primary dimensions of workforce diversity on job performance in Maua Methodist Hospital?
- ii. How do selected secondary dimensions of workforce diversity affect job performance in Maua Methodist Hospital?
- iii. To what extent do selected organizational dimensions of workforce diversity impact on the job performance in Maua Methodist Hospital?

1.5 Conceptual Framework

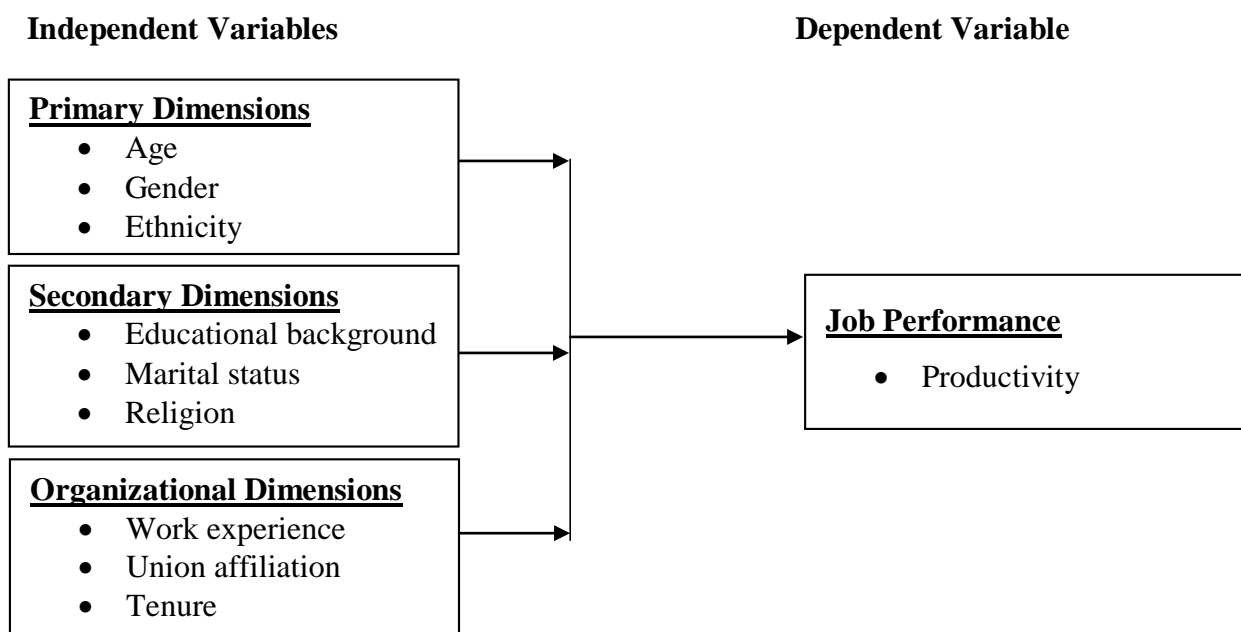


Figure 1: Conceptual Framework

Source: Author (2021)

2.1 Theoretical Review

2.1.1 Social Identity Theory

Social identity theory (SIT) was first introduced by (Henry, Tajfel & Fraser, 1978) and further developed by (Tajfel, Turner, Austin & Worchel, 1979). It categorizes itself as belonging to different groups and appears to support in-group members (positive biases) rather than out-group members (negative biases). (Korte, 2007) notes that the theory of social identity aims to explicitly emphasize the membership and actions of the party. It describes the situation in which a person perceives the set of individuals as a group as well as the effects of perceiving individuals in group terms. Social identity describes why and how people behave as group members and how their self-concept is expressed and shaped by this.

According to the theory of social identity, when an individual introduces himself to a certain social group, it is highly likely that they prefer others who belong to the same social group (Turner, 2010). Therefore, as people attach themselves to a specific group, it increases the similarities between their social identity and the group in which they associate themselves, as well as the increase in the distinctions between their specific group and other groups. The negative relation between diversity and success is clarified by this theory (Kunze, Boehm & Bruch, 2011). The theory of social identity is a unifying theory of organizational behavior since what and how individuals think as members of social groups determines subsequent social system behavior and attitudes and often affects the effects of organizational success. In the workforce, this effect has important effects and may impact the job performance of employees. This theory explains the relationship mechanism between individuals and groups that might help leadership deal with individuals who identify themselves from minority groups and therefore connect them to superior groups to raise their working morale.

The theory of social identity is evident in predicting that processes of social categorization are essential determinants of cooperation and competition (Scheepers & Ellemers, 2019). In addition, there is considerable empirical evidence showing that on the basis of limited knowledge, perceptions of in-group and out-group status can be established. According to the theory of social identity, organizational tenure gives information, skills and abilities that are job-relevant, whether due to the implicit knowledge that an individual accumulates through experience or explicit on-the-job training. As the theory of social identity was inextricably linked in the dialogue of diversity, this theory was important to the present study because social identity offers dimensions along which the lines of social problem conflicts can be drawn. This would help the researcher understand the nature of diversity that exists at Maua Methodist Hospital.

2.1.2 Similarity / Attraction Theory

"This principle, formalized in studies since the mid-1900s, indicates that people prefer and are drawn to others who are similar, rather than different, to themselves; "birds of a feather," the adage goes, "flock together." In (Byrne & Lamberth, 1971) the analysis was expanded into a formalized Law of Attraction that could be used to manipulate others with the Law of Attraction. The assumptions of similarity/attraction theory were confirmed by different scholars from a number of areas such as marketing, political science, social psychology, and sociology. A parsimonious explanatory and predictive structure is established by the theory to investigate how and why people in their social environments are drawn to and affected by others. The theory believes that, because of their shared characteristics, individuals of similar religious backgrounds, race, age group, and gender may appear to prefer to work together, thereby improving group cohesion and efficiency.

The position that similarity of attitudes plays in attraction is studied by a wide body of study. According to studies by Kathimba and Anyieni (2018); Donn Byrne (1971), people who share similar attitudes are most drawn to others in general. Furthermore, individuals who share similar significant attitudes are more likely to be drawn to each other than those who share fewer significant attitudes. There are many reasons why people prefer the business of others who accept attitudes, especially important attitudes that are comparable to their own (Berscheid & Walster 1969). While people tend to improve the predictability of interactions within an organization between themselves and others, there are also circumstances where people are motivated to make the additional effort necessary to communicate with someone who is different because they expect benefits from the acquisition of new knowledge (McCroskey Hamilton & Weiner, 1974).

In some instances, employees may choose to associate with certain others because they have similar personalities. Similarity-attraction theory attempts to explain and predict interpersonal liking by asserting that people are attracted to others who are similar to themselves. This theory informed the variable on secondary dimensions of diversity and helped the research understand how similarity and attraction among employees at Mau Methodist Hospital influenced their job performance.

2.1.3 Resource Based Theory of Diversity

Resource-based theory of diversity (Barney & Clark, 2007) focuses on how organizational resources can be influenced by the application of diversity management, taking into account that companies have four resource categories that include physical, corporate, financial and human capital. The theory believes that in terms of creativity and efficiency, an organization with diverse workers has a competitive advantage than a homogeneous organization. Tools that allow a business to enforce its policies are considered valuable and can be a source of competitive parity (Yang & Konrad, 2011). It sees resources as a critical factor in the organization as resources help the business to develop and execute strategies that improve the organization's productivity and effectiveness (Barney & Wright, 1998).

A source of competitive advantage may be resources that are seen as important and rare. Resources held by a limited number of corporations can be competitive, so the business must completely leverage its rare resources in order to gain a sustainable competitive advantage. However, these resources can spur or impede the organization's operation; organizations typically tend to use these resources to improve the organization's performance (Richard, 2000) found out that, relative to organizations that employed uniform workers, organizations with diverse workers gain more benefit. When innovation and creativity techniques are used, ethnic diversity improves organizational efficiency (Richard, McMillan, Chadwick & Dwyer, 2003).

This theory was relevant to the current study because it helped the researcher understand how institutions such as Maua Methodist Hospital could use the resources they have at their disposal in the implementation of diversity in their hospital. This was because the main focus of Resource Based Theory of Diversity Management show how the implementation of diversity would affect organizational resources. From a business perspective, organizations that are more diverse gain an advantage compared to organizations that are homogenous.

2.2 Empirical Review

2.2.1 Primary Dimensions of Diversity and Job Performance

Arvind and Sharma (2018) examined the relationship between diversity perceptions' influence on job performance of employees in the Information Technology Sector of Karnataka. The main objective of the study was to determine the differences in perceptions of diversity across various groups of employees employed in Karnataka's IT sector and to investigate whether perceptions of employee diversity significantly altered job performance. For data collection, the study used convenience sampling technique and self-administered questionnaires were used. The survey on organizational diversity was used to test perceptions of employee diversity. The findings showed that the participants were optimists and realists of variety. Perceptions of diversity differed across groups based on demographic factors and the respondents' significantly affected tasks as well as contextual results. While this study was carried out in the IT sector, the current study would be carried out in the health sector and this highlighted a contextual gap. Further, while this study used

convenience sampling, the current study used stratified sampling and this highlighted a methodological gap.

Kumar and Suresh (2018) evaluated workforce diversity and its impact on employee performance. The study concluded that age variability would adversely affect variations in the values and priorities of different age groups in terms of productivity. The study suggested that it is possible to position age variability in close proximity to its potential benefits. When teamwork in a group helps people to be more effective than when working on their own, complimentary results emerge. The advantages of age heterogeneity are therefore based on additional productivity effects that occur as a result of experiences between people of different ages with different profiles of abilities, different viewpoints, and perhaps also different characteristics of personality. In addition, the study asserted that increased diversity would pose many challenges to the management of human resources, as the population ages, for example, employers would have to cope with higher healthcare costs and pension contributions.

Odhiambo, Gachoka and Rambo (2018) conducted a study which examined the relationship between age diversity and employee performance of public universities in Western Kenya. The study adopted a mixed method design and a survey method was used to collect primary data using a questionnaire. The target population consisted of four public universities, and 120 department heads were the respondents. The study of the data was performed using descriptive and inferential statistics. 93 questionnaires were received out of 120 questionnaires sent out, giving a response rate of 78 percent. A statistically significant positive link between age diversity and employee performance was identified by regression and correlation analysis. The study concluded that age diversity positively influences employee performance on the basis of the results and that most workers are optimistic about age diversity policies in public universities.

2.2.2 Secondary Dimensions of Diversity and Job Performance

Mohammad (2019) carried out a research study whose purpose was to examine the impact of workforce diversity on the job performance in hotels operating in Jordan. The study included four dimensions of workforce diversity: gender, age, nationality, and educational background. The research population consists of all managers employed in hotels in Jordan at various management levels; and information was gathered using a questionnaire built on the strength of previous studies. To analyze and evaluate steps, data and theories, both IMB SPSS 19.0 and AMOS 23.0 were run. The results of the study confirmed the hypotheses that workforce diversity dimensions; gender, age, ethnicity and educational background have a positive effect on job performance. The researchers urged hotel managers and decision-makers in Jordan to establish stronger action plans for diversity management to better meet the changing market climate.

A study by Busolo (2017) determined the impact of workforce diversity on job performance at AAR Group of Companies. The investigator tried to examine how diversity affects the success of the AAR Group of Companies. A descriptive research design was adopted that allowed the researcher to explain the effect of organizational success and the three types of diversity that the study focuses on. Employees of AAR Insurance and AAR Healthcare Kenya Limited employed within Nairobi were the target population. It used the survey sampling and sampled the 90 respondents to participate in the analysis. Bachelor's degree holders, led by holders of diploma certificates, were the majority of the respondents. The research further established that educational diversity, followed by age diversity and gender diversity, was the highest in terms of ranking by

percentage average rating. According to the report, ethnic diversity and religious diversity were respectively rated as the second least significant and the least important.

Anjiri (2018) determined the effect of workforce diversity on job performance in IT firms in Nairobi County. The specific goals were to assess the impact of age diversity on the success of IT companies in Nairobi County, gender diversity, education level diversity and ethnicity diversity. The sample size was 80 respondents and a descriptive study design was adopted. The analysis used data collection questionnaires and then the data collected was coded into SPSS software and analyzed using descriptive and inferential statistics. The study found that age diversity has no substantial effect on the success of organizations. The outcome showed that organizational performance was greatly affected by gender diversity, educational diversity and diversity of ethnicity.

2.2.3 Organizational Dimensions of Diversity and Job Performance

Lu, Tao and Wang (2010) empirically study union effects on the performance of and employment relations in, China's private enterprises. The outcome has shown that the union has a significant and statistically relevant impact on labor productivity, but not on profitability. Another result was that unions contribute to improved compensation for workers and increased job signing of contracts. In the era of transformation from a centrally planned to a market economy, the researchers proposed that trade unions in private enterprises in China should promote the interests of workers as trade unions do in other economies without losing their traditional position of harmonizing employment ties as demanded by the Party. While the study was carried out in China, the current study would be carried out in Kenya and this highlighted a contextual gap.

Baek, Han and Ryu (2019) analyzed the moderating effects of tenure on the relation between organizational commitment and job performance. The study presented a meta-analysis on the relationships between organizational tenure and three large classes of job behaviors: core-task behaviors, citizenship behaviors, and counterproductive behaviors. Across 350 observational studies with a total sample size of 249,841, the authors found that longer tenured employees typically have greater in-role performance and citizenship performance and that organizational tenure was also positively linked to certain counterproductive behaviors (e.g., aggressive behavior and no sickness absence). Most of these relationships remain statistically significant even after controlling for the effects of chronological age. While this study only reviewed existing literature, the current study also collected primary data and this highlighted a methodological gap.

Nkirote and Kiiru (2018) assessed selected trade unions activities on job performance in public universities in Kenya. The basic objectives were to determine the role of collective bargaining, to evaluate the effect of employee health, to define the Code of Discipline and to determine the role of the Code of Organizational Performance Regulations in Kenya's public universities. A census protocol owing to the limited number of respondents involved was introduced. For data collection, questionnaires were used, and for data interpretation, descriptive and inferential statistics. The findings showed that collective bargaining had an inverse and statistically significant impact on the performance of public universities, and that the welfare of employees and the regulatory code had a direct and statistically significant impact on the performance of public university jobs.

2.2.4 Job Performance

Sabharwal (2014) conducted a study on the concept of organizational inclusion, which goes beyond diversity management among public managers in Texas agencies. The researcher

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concluded that diversity management alone is not adequate to boost job performance and what is needed, instead, is a strategy that facilitates greater employee participation in ways that take account of their opinions and foster self-esteem. The findings indicate that when workers are empowered to share their views, effective workforces occur, and their feedback is sought before making significant organizational decisions. The study indicated that there was a need for supportive leadership and encouragement of workers with knowledge and tools to help them make important decisions about their work.

Muthoni (2017) conducted a research at the National Biosafety Authority in Nairobi, Kenya. While the dependent variable was work efficiency, the basic targets dictated the effects of educational context diversity, gender diversity, marital status and age diversity. In the analysis, descriptive research design was adopted. The study found that 82% of workers had the impression that education had an impact on job performance in the workforce. 92 percent of workers reported that gender diversity enhanced employee efficiency. Marital status has not had an impact on employee performance. Age diversity has also been shown to have an effect on results, with 82% of respondents claiming that performance has improved. Regression analysis also found that three independent variables, namely schooling, gender and age diversity, positively affected efficiency.

Mudanya (2014) conducted a study on the effects of diversity management on job performance of technical university of Mombasa. The research design was a case study. Using both main and secondary data collection techniques, data was obtained. To interpret the views of the respondents, content analysis was used. The results of the study concluded that a diverse workforce tends to acquire fresh ideas, thereby helping to understand one's culture. The researcher concluded that the organization should look primarily at the one involving the disabled in affirmative action. The report, however, failed to create a common connection between organization diversity and management.

3.0 Research Methodology

For this analysis, a descriptive research design methodology was employed. In order to interpret the research results, a descriptive case study research design incorporates both qualitative and quantitative data. For this study independent variables were primary dimension of diversity, secondary dimension of diversity and organizational dimension of diversity whereas response variable was job performance. The target population for this study comprised of 317 employees working in Maua Methodist Hospital. This analysis used a stratified random sample since multiple divisions classified the hospital under study. The analysis used the Yamane method used to measure the sample size (Abayo & Oloko, 2017). The sample size for the study was therefore 170 respondents.

To data, this study used a questionnaire. The questionnaire had a series of questions near to the end. In order to limit respondents to get the view of the respondents, the close-ended collection of questions in the questionnaire is used (Cooper & Schindler, 2001). Three sections were included in the questionnaire: the first section consisted of demographic features, while the second section included questions on diversity management in the main, primary, secondary and organizational dimensions of the subsections. In accordance with the research objectives, the Statistical Package for Social Science (SPSS) version 25.0 was subsequently used to generate both inferential and descriptive statistics. In terms of percentages, descriptive statistics would be generated and presented in terms of graphs, charts and tables, while inferential statistics were used to measure

the level of association between the variables under study using linear regression models. The linear regression model used in the study was as follows:

$$Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \varepsilon$$

Y= Job performance (productivity) Where Y = performance

X₁= Primary dimensions (age, gender, ethnicity) diversity

X₂=Secondary dimensions (educational background, marital status, religion) diversity

X₃= Organizational dimensions (work experience, union affiliation, tenure) diversity

ε = is the error term

β_1 to β_3 were the marginal effect of the independent variables, β_0 was the constant term when all factors are held constant are zero.

4.0 Findings and Discussions

4.1 Descriptive Analysis on Variables

Table 1: Effect of Primary Dimensions of Diversity on Job Performance

Items	Strongly Disagree (%)	Disagree (%)	Neutral (%)	Agree (%)	Strongly Agree (%)
Age Diversity					
Age diversity plays a vital role during recruitment process at MMH	16	25	27	19	13
I feel motivated to work with all employees regardless of their age group	5	4	9	39	43
The management of MMH includes all employees of different age groups in decision making	18	10	20	28	24
Our HR practices support the creation of a workforce of diverse age groups	12	19	20	28	22
There is no age bias within MMH	9	10	25	29	26
Gender Diversity					
I enjoy working with opposite gender in MMH	4	1	9	41	45
Opposite gender can perform well	9	7	34	21	29
MMH provides equal opportunities for career development for male and female employees	4	5	24	36	31

Items	Strongly Disagree (%)	Disagree (%)	Neutral (%)	Agree (%)	Strongly Agree (%)
I am positive about gender diversity in our hospital	5	5	21	41	28
When there is a vacancy at MMH, the gender with less employees are always encouraged to apply	21	23	27	16	13
Ethnicity Diversity					
Different languages used to communicate in the workforce do not create conflict among employees	6	10	20	35	29
The hospital is concerned about the employee's customs, culture and values	15	14	21	28	22
Promotion is not based on ethnic background	18	14	25	23	20
I am positive about ethnic diversity in MMH	12	13	32	27	16
Our board committee are served by individuals from different ethnic groups	20	17	19	36	12
Employees are not discriminated based on their ethnic groups	18	11	27	32	12

Source: Research data, 2021

The results show that 27% of the respondents neither agreed nor disagreed that age diversity plays a vital role during recruitment process at MMH while 43% strongly agreed that they felt motivated to work with all employees regardless of their age group. 28% of the respondents agreed that the management of MMH includes all employees of different age groups in decision making while 28% agreed that the hospital's HR practices support the creation of a workforce of diverse age groups. In addition, 29% of the respondents agreed that there was no age bias within MMH while 45% of the respondents strongly agreed that they enjoyed working with opposite gender in MMH. Further, 34% of the respondents neither agreed nor disagreed that the opposite gender could perform well while 36% agreed that MMH provides equal opportunities for career development for male and female employees. Based on the results, 41% of the respondents agreed that they were positive about gender diversity at the hospital while 27% neither agreed nor disagreed that when there was a vacancy at MMH, the gender with less employees are always encouraged to apply. In addition, 35% of the respondents agreed that different languages used to communicate in the workforce did not create conflict among employees while 28% agreed that the hospital was concerned about the employee's customs, culture and values. Further, 25% of the respondents neither agreed nor disagreed that promotion was not based on ethnic background while 32%

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neither agreed nor disagreed that they were positive about ethnic diversity in MMH. Finally, 31% of the respondents agreed that the hospital board committee was served by individuals from different ethnic groups while 32% of the respondents agreed that employees were not discriminated based on their ethnic groups.

This demonstrated that MMH practiced primary dimensions of age, gender and ethnicity diversity and the employees were positive about it. However, they seemed not to be sure that age played any critical role in the recruitment process or that the hospital gender could perform better than the other. The employees also were uncertain that promotion was based on ethnic background and this brought doubt on the positivity of ethnic diversity at the hospital. These results are supported by Odhiambo, et al (2018) who established that management should continue to uphold its age diversity policies and practices in order to increase the benefits of workforce diversity.

Table 2: Effect of Secondary Dimensions of Diversity on Job Performance

Items	Strongly Disagree (%)	Disagree (%)	Neutral (%)	Agree (%)	Strongly Agree (%)
Educational Background					
Employees are given equal opportunities for career growth in MMH	14	18	25	28	15
In our institution, I experience lack of confidence due to my educational background	27	20	28	17	8
MMH provides paid study leave to employees to further their education	12	15	26	30	17
Employees are involved in problem solving regardless of their educational background	18	18	27	23	14
I am negative about education diversity	26	25	27	14	7
Marital Status Diversity					
Single employees are committed to their duties more than married employees in our hospital	39	20	22	12	7
At MMH married women are more at work than the married men	34	25	20	13	8
Equal treatment is given to employees regardless of their marital status	13	12	15	38	22
Employee's marital status affects their output at work	35	29	17	11	8
In our hospital, married employees tend to be more creative as compared to their single counterparts	38	27	21	9	5

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Items	Strongly Disagree (%)	Disagree (%)	Neutral (%)	Agree (%)	Strongly Agree (%)
Religion Diversity					
In our hospital, religious beliefs play a vital role in decision making	12	12	24	25	27
Heads of department are in some instances influenced by their religious motives in terms of assigning duties to co-workers	14	24	28	24	10
MMH allows members to talk about their religious beliefs freely	12	11	27	31	19
Employees religion affects their output at work	38	16	20	19	7
In our institution employees are never discriminated against on the basis of their religious outfits	11	15	19	26	29

Source: Research data, 2021

The results show that 28% of the respondents agreed that employees were given equal opportunities for career growth in MMH while 28% neither agreed nor disagreed that in the institution, they experienced lack of confidence due to their educational background. 30% of the respondents agreed that MMH provides paid study leave to employees to further their education while 27% neither agreed nor disagreed that employees were involved in problem solving regardless of their educational background. Further, 27% of the respondents neither agreed nor disagreed that they were negative about education diversity while 39% strongly disagreed that single employees were committed to their duties more than married employees in our hospital. 34% of the respondents strongly disagreed that at MMH married women were more at work than the married men while 38% agreed that equal treatment was given to employees regardless of their marital status.

In addition, 35% of the respondents strongly disagreed that employee's marital status affects their output at work while 39% strongly disagreed that at the hospital, married employees tend to be more creative as compared to their single counterparts. 27% of the respondents strongly agreed that at the hospital, religious beliefs played a vital role in decision making while 28% of the respondents neither agreed nor disagreed that Heads of department were in some instances influenced by their religious motives in terms of assigning duties to co-workers. Further, 31% of the respondents agreed that MMH allowed members to talk about their religious beliefs freely while 39% of the respondents strongly disagreed that employee's religion affects their output at work. Finally, 29% of the respondents strongly agreed that in their institution employees were never discriminated against on the basis of their religious outfits.

This demonstrated that MMH supported the career growth of employees without discrimination on the basis of their education background and that the employees believed that they could all perform well despite their marital status. The results also demonstrated that being a Church institution, religion played a crucial role in the decision making process but the employees seemed

to be uncertain that religion influenced the assigning of duties by the Heads of Department in some instances. The employees also seemed to be uncertain that education background was considered when selecting those to take part in the decision making process. These results concur with those of Tan and Sen (2019) who established that organizations do not hire those employees whose education was inadequate for specific job or position as this could affect their job performance. In addition, their study found that employees who openly discussed their religious beliefs at work place were said to be happier and have higher job satisfaction than those who did not which could affect their job performance.

Table 3: Effect of Organizational Dimensions of Diversity on Job Performance

Items	Strongly Disagree (%)	Disagree (%)	Neutral (%)	Agree (%)	Strongly Agree (%)
Work Experience Diversity					
The promotion process is based on the employee work experience at MMH	21	12	16	31	20
The training programs are developed to meet the requirements for employees	9	10	22	37	21
In our institution, work experience is a key factor considered during job interview	7	10	25	38	19
In our institution every employee is given equal opportunity for career development to gain the necessary work experience	15	14	24	30	18
I am positive about work experience diversity	2	7	28	38	25
Union Affiliation Diversity					
Employees are allowed to join unions affiliated to their careers	10	9	25	31	25
Employees who have joined unions are not discriminated at MMH	12	13	16	38	21
Employees are allowed to elect their union representatives	9	7	32	31	20
I am positive about union affiliation diversity	5	12	25	35	23
In our institution employees are encouraged to join union affiliations so as to have bargaining power	19	21	29	15	16
Tenure Diversity					
At work, I am adamant in tackling a problem based on longevity as a senior member	19	22	39	13	7

Items	Strongly Disagree (%)	Disagree (%)	Neutral (%)	Agree (%)	Strongly Agree (%)
Old employees receive special treatment as compared to newly recruited employees	23	19	22	23	13
At MMH, new employees are encouraged to take part in the decision making process	15	19	27	28	12
In our institution new employees are guided by senior employees who have been in the institution for a long time	5	7	19	45	23

Source: Research data, 2021

The study found that majority of the respondents 31% agreed that the promotion process was based on the employee work experience at MMH while 37% agreed that the training programs were developed to meet the requirements for employees. 38% of the respondents agreed that in their institution, work experience was a key factor considered during job interview while 30% agreed that in their institution every employee was given equal opportunity for career development to gain the necessary work experience. In addition, 38% of the respondents agreed that they were positive about work experience diversity while 31% agreed that employees were allowed to join unions affiliated to their careers. 38% of the respondents agreed that employees who had joined unions were not discriminated at MMH while 32% neither agreed nor disagreed that employees were allowed to elect their union representatives.

Further, 35% of the respondents agreed that they were positive about union affiliation diversity while 29% neither agreed nor disagreed that in their institution employees were encouraged to join union affiliations so as to have bargaining power. 39% of the respondents neither agreed nor disagreed that at work, they were adamant in tackling a problem based on longevity as a senior member while 23% of the respondents agreed that old employees received special treatment as compared to newly recruited employees. In addition, 28% of the respondents agreed that at MMH, new employees were encouraged to take part in the decision making process while 45% agreed that in their institution new employees were guided by senior employees who had been in the institution for a long time. This demonstrated that employees and management at MMH had embraced work experience diversity when promoting and developing training programs for the employees. The results were also an indication that despite being allowed to join union affiliations, there was some uncertainty about the election of union representatives. In terms of tenure diversity, there was also a feeling among the employees that the old employees seemed to receive special treatment at Maua Methodist Hospital.

Table 4: Workforce Diversity Management

Items	Strongly Disagree (%)	Disagree (%)	Neutral (%)	Agree (%)	Strongly Agree (%)
The top management appreciates diversity of its workforce in MMH	11	10	24	41	15
The diversity management practices ensure inclusiveness in MMH	8	15	25	34	18
I am positive about workforce diversity management policy and program	11	12	26	27	24

Source: Research data, 2021

Table 4 showed that majority of the respondents 41% agreed that the top management appreciates diversity of its workforce in MMH while 34% of the respondents agreed that the diversity management practices ensure inclusiveness in MMH. In addition, 27% of the respondents agreed that they were positive about workforce diversity management policy and program. This demonstrated that workforce diversity management was being practiced at MMH and the employees' knew of the existence of policies on diversity management. The results are in line with those of (Urbancová et al, 2016) who noted that diversity management was one of the indicators of higher work efficiency. Another study by Sabharwal (2014) showed that productive workforces exist when employees are encouraged to express their opinions, and their input is sought before making important organizational decisions.

Table 5: Job Performance

Items	Strongly Disagree (%)	Disagree (%)	Neutral (%)	Agree (%)	Strongly Agree (%)
I always ensure that I complete assigned tasks within the stipulated time	3	3	22	47	25
I normally take on extra responsibilities	-	4	14	49	34
I always come up with creative solutions to enhance the efficiency of assigned tasks	2	3	12	58	25
I frequently take on challenging work tasks when available	1	5	12	53	29
I always ensure that I meet performance deadlines that have been set	2	4	8	53	34
Workforce diversity has led to an increase in the number of patients served at MMH	1	5	18	51	25
Workforce diversity enables delivery of quality services to our patients	1	6	15	50	28
Workforce diversity management has enhanced the overall job performance in MMH	2	6	17	45	29

Source: Research data, 2021

Table 5 showed that majority of the respondents 47% agreed that they always ensured that they complete assigned tasks within the stipulated time while 49% agreed that they normally take on extra responsibilities. In addition, 58% of the respondents agreed that they always came up with creative solutions to enhance the efficiency of assigned tasks while 53% agreed that they frequently took on challenging work tasks when available. Further, 53% of the respondents agreed that they always ensured that they met performance deadlines that have been set while 51% agreed that workforce diversity had led to an increase in the number of patients served at MMH. 50% agreed that workforce diversity enabled delivery of quality services to their patients. Further, 45% of the respondents agreed that workforce diversity management had enhanced the overall job performance in MMH. This demonstrated that at MMH, the productivity of the employees had improved as they were able to complete assigned tasks on time, focus on their main duties and fulfill their responsibilities. It also showed that the job performance of the employees had improved as they were able to meet performance deadlines and attend to more patients while ensuring quality of services being rendered.

4.2 Regression Analysis

Table 6: Model Summary

R	R Square	Adjusted Square	R Std. Error of the Estimate
0.791 ^a	0.823	0.803	1.47116

a. Predictors: (Constant), Primary dimensions, Secondary dimensions, Organizational dimensions

Source: Research data, 2021

Table 6 showed that the R value was 0.791 which was an indication that there was a relationship between the diversity management variables and the job performance variable. In addition the R square showed that the determination coefficient was 0.823 which was an indication that the selected primary dimensions, selected secondary dimensions and the selected organizational dimensions could explain 82.3% of the job performance. The other diversity management dimensions that were not considered in this study could account for the remaining 17.7%. These results concur with those of Ordu (2016) who found that there was a positive relationship between diversity management and job performance.

Table 7: ANOVA Results

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	9.284	3	3.095	13.941	.000(a)
	Residual	27.971	126	0.222		
	Total	37.255	129			

a. Predictors: (Constant), Primary dimensions, Secondary dimensions, Organizational dimensions

Source: Research data, 2021

Table 7 showed that the p-value was 0.000 which was lower than the alpha value of 0.01. This was an indication that the data was ideal for making conclusions on the population parameters as the value of significance was less than 0.005. The results also showed that the F statistic which was used to compare the joint effect of all the variables together was significant at 13.941, while the p value was 0.000. This was an indication that the three predictor variables were not equal to each other and could be used to predict the dependent variable job performance. This proved that the three variables significantly explain the variance in perceived job performance. Therefore, each of the predictor variables according to the study contributed differently towards the job performance at MMH.

Table 8: Coefficients

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	2.854	.244		11.716	.000
	Primary dimensions	.249	.079	.329	3.136	.002
	Secondary dimensions	-.228	-.096	.238	-2.374	.019
	Organizational dimensions	.280	.087	.351	3.211	.002

Source: Research data, 2021

The model then becomes:

$$Y=2.854+ 0.249X_1-0.228X_2+0.280X_3$$

Where;

Y= Job performance (productivity) Where Y = performance

X1= Primary dimensions (age, gender, ethnicity) diversity

X2=Secondary dimensions (educational background, marital status, religion) diversity

X3= Organizational dimensions (work experience, union affiliation, tenure) diversity

Table 8 provided the effect of individual predictor variables on the dependent variable. The coefficients indicated the increase in the value of the dependent variable for each unit increase in the predictor variable. The three variables namely; primary dimensions, secondary dimensions and organizational dimensions were the factors that determined job performance. The results concur with those of Rasool et al (2018) who found that there was positive relationship between workforce diversity and job performance. According to the model, primary dimensions (t=3.136) was the most significant variable, followed by organizational dimensions (t=3.211) and finally secondary dimensions (-2.374). However, all the variables were significant in determining job performance at Maua Methodist Hospital. The results are further supported by Muthoni (2017) who established that job performance was positively influenced by diversity management.

The model of coefficient presented in table 4.8 showed that primary dimensions had a positive and significant effect on job performance as shown by $\beta = 0.249$ and $p= 0.002 < 0.05$. This meant that a unit change in the selected primary dimensions of diversity leads to an increase of 0.249 units in the job performance at MMH. These results are in line with those of Odhiambo et al (2018) who established a statistically significant positive relationship between age diversity and employee performance. Mwangi (2015) study findings revealed a positive relationship between age, ethnic and gender diversities and job performance. Based on the Beta coefficient results of secondary dimensions which was -.228 showed a negative relationship between secondary dimensions of diversity and job performance. However, there was strong positive significance of 0.019 which implied that, holding other factors constant; a unit change on secondary dimensions increases the job performance of MMH by 19%. This could be because in as much as the hospital practiced secondary dimensions of diversity, there are opportunities for improvement especially in their

enforcement to enhance diversity management at Maua Methodist Hospital. Another possibility could be that the current practice of selected secondary dimensions were not considerate of all diversity management initiatives in the hospital and thus not significant enough in their application.

Finally, the model results showed that organizational dimensions had a positive and significant effect on job performance as shown by $\beta = 0.280$ and $p = 0.002 < 0.05$. This meant that a unit change in the selected organizational dimensions of diversity leads to an increase of 0.280 units in the job performance at MMH. The results are supported by those of Kinyanjui (2013) established that work experience diversity affects the job performance in the organization. Mbugua (2014) also showed that there was a positive relationship between work experience diversity and job performance.

5.0 Conclusion

The research concluded that selected primary dimensions of diversity had a positive effect on job performance at MMH. The study also concluded that primary dimensions of diversity played an unclear role in the recruitment process but it enhanced the motivation of employees. In addition, primary dimensions of diversity ensured that the decision making process was more effective and that the HR practices were more inclusive of the age, gender and ethnicity of employees thus ensuring no discrimination. Further, through the existence of primary dimensions of diversity at MMH, employees were given equal opportunities for career development and there was improved teamwork and interpersonal relationships. The study also concluded that the role of primary dimensions of diversity in the promotion process needed more clarity.

The study concluded that there was a negative significant relationship between selected secondary dimensions of diversity and job performance at Maua Methodist University. It was also concluded that secondary dimensions of diversity ensured that there were equal opportunities given to employees for career growth which resulted to more commitment, output and creativity by the employees. It was also concluded that the role of secondary dimensions of diversity on decision making was unclear and on whether it had an effect on confidence level of the employees at MMH. The study concluded that there was a positive relationship between organizational dimensions and job performance at MMH. Another conclusion was that role of organizational dimensions of diversity especially union affiliation on the bargaining power of employees was unclear and that the existence of tenure diversity led to favoritism of employees who had been working at MMH for a longer period of time.

6.0 Recommendations

On the basis of the findings and the conclusions, this study recommended that the role of primary dimensions of diversity in the recruitment process and in the promotion process should be enhanced to boost the job performance of employees. This study recommends that the secondary dimensions of diversity should be considered in the decision making process as this will boost the employees confidence level. It is also recommended that there should be no discrimination based on the secondary dimensions of diversity in the assignment of duties to the employees so as to make employees more productive. It was also recommended that the organizational dimensions of diversity should be enforced at MMH so as to strengthen the bargaining power of the employees as this will motivate them to perform better. It was also recommended that the organization should strive eliminate discrimination based on tenure diversity as this will promote equality among the employees.

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