WORKFORCE DIVERSITY AND EMPLOYEE PERFORMANCE IN STATE CORPORATIONS IN NAIROBI COUNTY, KENYA

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Abstract

Workforce diversity is a multi-faceted concept that keeps growing as the world continues to be the international marketplace. It is because of this reason that most people are convinced that diversity is essential for employee performance. The general objective of this study was to examine effect of workforce diversity and employee performance in State Corporations in Nairobi County, Kenya. The specific objectives were to assess the effect of religious diversity on employee performance in State Corporations in Nairobi County and to examine the effect of age diversity on employee performance in State Corporations in Nairobi County. The study was guided by two theories; social identity theory and similarity-attraction theory. This study employed descriptive research design. The target population of this study is 166 respondents comprising of human resources managers, Finance, Supply Chain, ICT and Legal managers working with selected State Corporations in Nairobi County. This study used a census method whereby all the 166 respondents were considered for the research. Primary data was collected by use of a questionnaire. A pilot study was conducted with 10% of the sample hence 16 management staff. The study used content and construct validity. Reliability was tested using Cronbach's alpha coefficient. The collected data was organized and prepared for analysis by coding with the help of the Statistical Package for Social Sciences (SPSS) version 26. Both descriptive and inferential statistics were used in the analysis. Data was presented through use of tables and figures. The study concludes that religious diversity has a positive and significant effect on employee performance in State Corporations in Nairobi County. The study also concludes that age diversity has a positive and significant effect on employee performance in State Corporations in Nairobi County. From the findings, the study recommends that the management of state corporations should continue promoting an inclusive workplace culture that embraces religious diversity. In addition, the management should develop and implement gender training programs that focus on raising awareness about gender diversity, promoting inclusivity, and addressing unconscious biases.

Key Words: *Workforce Diversity, Employee Performance, Religious Diversity and Age Diversity*

INTRODUCTION

Diversity has been defined in various ways with different authors defining diversity by linking it to different dimensions. It has been defined in terms of age, race, ethnicity,

national origin, gender, disability and religion. Thus, diversity can be described as every feature in which people differ in one or the other way (Makhdoomi & Nika, 2017). Research has established a positive relationship between various diversity constructs and employee performance a positive relationship among diversity and employee performance (Grossman, Nolan, Rosch, Mazer, & Salas, 2021). Workforce diversity can have a major effect on the employee performance as well as the overall performance of the organizations. The previous researches on workforce diversity state that workforce diversity can be either detrimental or useful for employee performance in organization (Makhdoomi & Nika, 2017). For example, diversity is positively associated with creativity, critical thinking and problem solving (Sheth & Das, 2018), and negative linked with conflict and cohesiveness (Sundari, 2018).

Studies on the effect of workforce diversity on employee performance have generally been classified into two groups: those that analyze the effect of diversity in abolishing discriminatory practices in the workplace, and those that seek to ascertain the effect on performance related outcomes in the workplace (Kumudha & Jennet, 2018). Employee performance is the set of employee behaviors, results, and outcomes that arise after accomplishing the work responsibilities utilizing specified skills and that are monitored using different metrics. These behaviors, results, and outcomes are referred to collectively as "performance" (Atatsi, Stoffers, & Kil, 2019). Organizations hire employees from diverse countries, cultures, values and styles. While employees expect returns from the organization, their effective performance is significant for its success. It is therefore important to consider work diversity and employee output(Mwatumwa, 2016). Workforce diversity could present tremendous challenges as well as opportunities to the organization in terms of effective management(Mekasha, 2020).

According to Knorst (2021), the United States of America was one of the first countries to implement workforce diversity, with more firms hiring diversity experts to assist in beginning diversity programs. The majority of the time, these organizations took a direct approach to addressing diversity issues by monitoring initiatives at the state level. Knorst (2021) further notes that the most varied companies in the United States had earnings that were 14% greater than those of the other companies. Organizations who looked at diversity as a starting point for a competitive advantage moved on to create appropriate diversity channels and measurements throughout their entire companies.

Prior to South Africa's attainment of its freedom, the majority of organizations that were active in the country were predominately organized on the basis of social and political discrimination in the workplace (Selvaraj, 2018). Discrimination on the basis of race and gender was rampant at the time, and it remains a significant obstacle in the modern world. For instance, racism and sexism were endemic in the workforce of the education sector, particularly in higher education. This was especially true of faculty members. The higher education workforce in South Africa was dominated by white males, both academic and non-academic, which further strengthened the white minority's supremacy in the organizations (Bor & Wanyoike, 2019).

There has been notable development in Kenya's efforts to increase the country's workforce diversity (King'ori, Njeje, & Muturi, 2021). According to Odhiambo, Gachoka, and Rambo (2018), actions and policies that establish a workforce diversity climate in the workplace are crucial to boost employee productivity. This is because of the positive impact that a diverse workforce can have. Mwatumwa (2016) found that factors such as an employee's ethnicity, gender, or educational background did not have any bearing on their performance in any way. On the other hand, Busolo (2017) hypothesizes that workforce diversity possesses both internal and external values that

facilitate decision making, skills pool, creativity and innovation, problem solving, service and product quality, and belonging among other aspects that are essential for employee productivity.

Statement of the Problem

Workforce diversity can have a major effect on the employee performance as well as the overall performance of the organizations. The previous researches on workforce diversity state that workforce diversity can be either detrimental or useful for employee performance in organization (Makhdoomi & Nika, 2017). Despite the critical role of employee performance in service delivery, employee performance in the public sector in Kenya is wanting. A report by the Public Service Commission (PSC) (2021) rated employee performance in state corporations at 55.63% which was classified as low. The rate at which staff in the public sector in Kenya are leaving the institution is alarming whereby more than 250 staff qualified and skilled staff have left the service in the last 10 years to look for lucrative jobs in other organizations. It is approximated that every year, more than 38% employees exit State Corporations to join private institutions or be self-employed and therefore state corporations undergo a major loss of talent. Mbuvi (2018)

Aidoo (2018) found that religious belief and practices significantly affect employees' performance, religiosity has the potential to enhance employees' performance by providing a religious endorsement for the value of work. A study carried by Eshetu (2017) revealed that gender balance at the workplace indicated equality, which enhanced employee motivation, leading to enhanced efficiency. Esmail and Abel (2016) carried a study and found that diverse ethnicity positively and significantly affects employee performance. Multicultural workforce promotes creativity in the organization since they approach work differently which promotes employees' performance. A study by Hapompwe, Mulenga, and Siwale (2020) stated that age and gender diversity positively affect performance of an employee. Employees felt comfortable working with either older or younger employees. Others felt positive about being involved in teams that consist of employees with varying ages as this improved their performance. Owing to the above issues, the researched would like examine the influence Workforce Diversity and Employee performance in State Corporations in Nairobi County.

General Objective

The general objective of this study is to examine effect of workforce diversity and employee performance in State Corporations in Nairobi County.

Specific Objectives of the Study

   i.   To assess the effect of religious diversity on employee performance in State Corporations in Nairobi County.
   ii. To examine the effect of age diversity on employee performance in State Corporations in Nairobi County.

Theoretical Review

Social Identity Theory

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 (Scheepers & Ellemers, 2019). The theory suggests that individuals' drive for positive identity and esteem influences the social comparisons they make. In particular, group/category comparisons that accentuate group distinctiveness in favor of one's ingroup over a relevant outgroup are privileged. Understanding the social identity of religious groups can help organizations create more inclusive workplaces. This can be accomplished by promoting respect and understanding for different religious beliefs and practices, accommodating religious observations when possible, and providing resources and support for employees who practice different religions. Religious identities can also create certain stereotypes, and discriminatory practices in areas such as promotion, appointment, discipline, reward and compensation, training and development opportunities etc. Such discrimination especially as it relates to religious orientations are capable of provoking relational conflict, resentment and disillusionment that may contribute to performance deficits in workplaces if not well managed

Similarity-attraction Theory

The attraction theory was propounded by Byrne (1971). The key principle of the theory is that people are generally attracted to others who share similar characteristics and levels of physical attractiveness. Individuals that interact have more opportunities to exchange personal information and observe each other's behavior. Research suggests that similarities between individuals decrease uncertainty, whereas dissimilarities increase uncertainty (Berger & Calabrese, 1975) because interacting with similar others is more predictable than interacting with dissimilar others (Thibaut, Kelley, 1959). Although individuals have a desire to increase the predictability of interactions between themselves and others within an organization, there are also situations when individuals are motivated to exert the additional effort required to interact with someone who is dissimilar when they anticipate benefits due to the acquisition of new information (Lin, 2001). Individuals have a natural preference to interact with individuals with similar characteristics because these interactions tend to reinforce their own beliefs and behaviors and reduce social uncertainty (Harrison *et al*., 2018). Therefore, individuals within the same age group would be comfortable sharing ideas which enhances knowledge sharing and work productivity.

Conceptual Framework of the Study

A conceptual framework is a diagram that describes the relationship between variables in the investigated phenomenon. It relates the overall notion to the concepts, theories, and empirical research used to demonstrate the study (Adom *et al*., 2018). The study conceptualizes a direct effect between workforce diversity (Independent Variable) and employee productivity (Dependent variable).
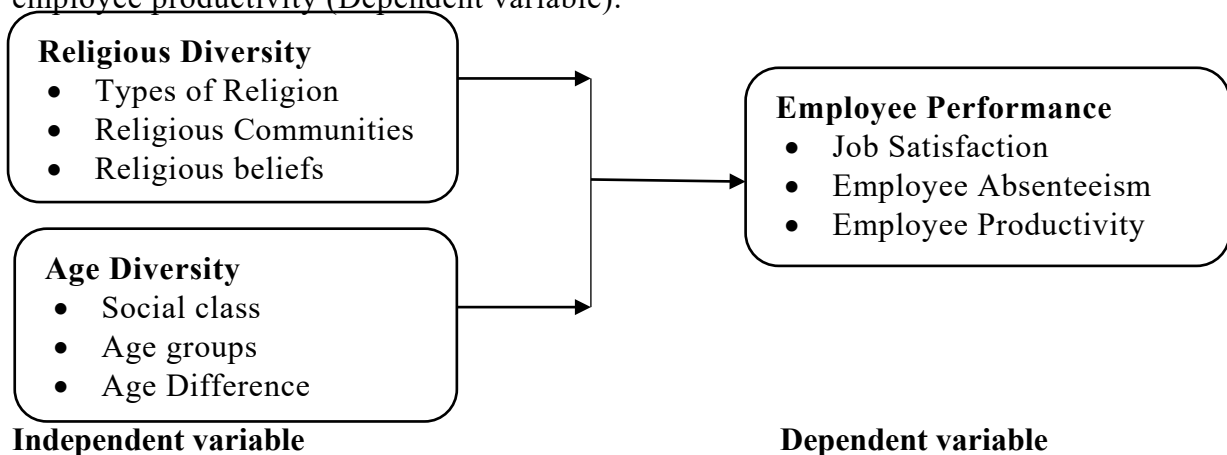

Religious Diversity
- Types of Religion
- Religious Communities
- Religious beliefs

Age Diversity
- Social class
- Age groups
- Age Difference

Employee Performance
- Job Satisfaction
- Employee Absenteeism
- Employee Productivity

Independent variable   Dependent variable

Figure 1: Conceptual Framework

Religious Diversity

Religiosity means being obedient to religion, so that it can be said that religiosity is obedience of an individual to the commands of the religion they believe in. Another definition of religiosity is how far the knowledge, beliefs, implementation of worship and rules are, and how far appreciation of the religion they embrace (Zahrah, Hamid, Rani, & Kamil, 2016). Religion has been a critical and indispensable factor in human existence. It is one of the most important forces shaping human behaviors in all spheres of life including the workplace. Studies have shown that religious belief and practices are tied to a plethora of workplace outcomes. Religious diversity is the fact that there are significant differences in religious beliefs and practices (Basinger, 2021). According to Syed, Klarsfeld, Ngunjiri, and Härtel (2018), the differences in cultural characteristics were predictive of team scores, which can be interpreted as the advantage of having different religious views for team problem-solving resulted in increased team performance after the teams learned how to utilize these differences to their benefit.

While diversity management has received a great deal of attention from researchers, knowledge on religious diversity is limited (Syed et al., 2018). Religion is a complex multidimensional phenomenon and difficult to define. Past attempts have either been considered too narrow, leading to studies with limited value, or too broad resulting in a loss of distinctive characteristics(Basinger, 2021). Religion is different from other aspects of diversity such as gender and race as religion is reversible (Bestman & Orokor, 2019). While religious diversity has probably always existed, the expression of one's religion (Syed et al., 2018), as well as the number of legal cases involving religious expression at the workplace has increased as a consequence of developments in legal frameworks available to plaintiffs (Carrim, 2016). The increase in religious expression at work has led to difficulties for organizations in managing religion in the workplace and raises the question of how one should deal with religious beliefs at work.

Age Diversity

Age diversity refers to generation gaps in the workforce. Age diversity is an acceptance of different ages in a professional environment (Bashir, 2021). There are age stereotypes that apply to older workers as well as young workers, and there are both good and negative connotations associated with each. According to Gordon (2018) Organizations are struggling with the issue of age diversity since it is normal for individuals to favor their own groups at the expense of other groups. This is a difficulty for organizations. Gordon (2018) further avows that if an employee's age was used as a significant criterion for distinction, then other age groups would experience feelings of insecurity as well as a sense of emotional instability and discrimination would arise inside the institutions.

According to a summary provided by Yang and Matz-Costa (2018), variety in age group may have a negative effect on the efficiency of workers due to differences in the beliefs, values, and tastes of different age groups. In most cases, generational differences are the cause of poor levels of production as well as confrontations and conflicts. Each generation has assumed that its capabilities are unrivaled and that there is no need to worry about inequities coming forward as a result of generational gaps (Gaur, Vihari, & Sharma, 2022).

Empirical Review

Religion Diversity and Employee Performance

Febriansyah (2019) studied the influence of religious factors on employee engagement in the context of the Indonesian companies. The study used qualitative research design. Data was collected using interview guides. Results showed that employees feel more engaged when

there is freedom to express religious faith in the workplace, besides the traditional human resources management system elements. Zahrah et al. (2016) examined the relationship between Islam religiosity and job performance in higher institutions of learning in Malaysia. The study adopted a quantitative research design. The sample was 150 respondents selected using simple random sampling. Findings showed that there is a significant relationship between Islamic religiosity and job performance. Conclusions were that Islamic teachings enhances performance of Muslim employees.

Bal and Kökalan (2021) investigated the effect of staff religiosity on job satisfaction. The study sample was 362 staff in baking, education, and tourism sectors. Findings showed that there is a significant negative relationship between religiosity and job satisfaction. Intrinsic religious orientation reduced the negative effect between burnout and job satisfaction, while extrinsic religious orientation had no moderating effect on the negative relationship between burnout and job satisfaction. Febriani et al. (2019) analysed the role of Islamic work values in improving the quality of employees' performance in East Java, Indonesia. Findings revealed that there is a positive influence of Islamic work ethics on the performance of Islamic. The study concluded that when employees practice Islamic morality in their daily workplaces, it would immensely enhance the quality of their work.

Aidoo (2018) examined the extent to which religiosity and spirituality affect employees' performance in Ahafo-Ano South district, Ghana. The study adopted a descriptive research design. Data was collected using questionnaires from 200 respondents. Findings showed that there is a strong significant relationship between religiosity and job performance. The study concluded that employee performance is enhanced due to good attitudes and interpersonal relationships as they see work as Divine calling. In Nigeria, Odogwu and Nnonyelu (2021) examined effects of religious belief on employees' performance in universities. The study adopted a cross sectional survey design. The study sample was 879 academic and non-academic staff selected through the multi stage sampling technique. The structured questionnaire was used for data collection. Findings showed that religious belief and practices significantly affect employees' performance in Nigeria. The study concluded that religiosity has the potential to enhance employees' performance by providing a religious endorsement for the value of work.

Age Diversity and Employee Performance

Suttle (2016) studied the relationship between staff age and job performance. Results showed that as people age, they tend to lose the hearing, and with such, duties involving listening to oral instructions may be affected. Impaired vision may also influence performance when people have trouble reading emails, research materials or even instructions. Elderly people tend to be less energetic and physical strength. Jobs requiring people to lift heavy objects, moving around or numerous routine tasks may be unsuitable for older generations of people. Young people, on the other hand, may lack the suitable experience that may be required in performing some duties and roles.

Li, Chu, Lam and Liao (2017) investigated effect of age diversity on firm performance in China. Findings showed that there is a significant relationship between age of staff and firm performance. Ogaga (2019) studied workforce diversity in secondary schools in Nigeria. The study revealed that there is a positive correlation between age diversity and employee performance. Hapompwe, Mulenga, and Siwale (2020) studied impact of age and gender diversity on employee performance in organisations in Zambia. The study sample was 103 staff who were sampled through stratified random sampling. Questionnaires were used to collect data. Findings showed that age and gender diversity positively affect performance of an employee. Employees felt comfortable working with

either older or younger employees. Others felt positive about being involved in teams that consist of employees with varying ages as this improved their performance.

Gitonga *et al*., (2016) found that young employees can be progressively inventive, learn quicker and can drive development in an organization when contrasted with older workers driving with high organization performance all the more so in the region of technological advancements. Because of their distinctive method of socialization and presentation, they can without much of a stretch grasp change that drives innovation and organizational performance. Age of workers impact their degree of duty and commitment with the organization. Busolo (2019) sought to determine influence of age diversity on organizational performance in an insurance company in Kenya. The study adopted a descriptive research design. The population was 90 employees. Findings showed that the respondents were age diverse between 20 and 55 years. Pearson correlation co-efficient showed that there was a significant positive relationship between age diversity and organizational performance.

METHODOLOGY

Research Design

This study employed descriptive research design. According to Mohajan (2018), for studies on cause-and-effect relationships, descriptive survey research design provides best results. According to Bloomfield and Fisher (2019), descriptive survey research studies are those studies which are concerned with describing the characteristics of a particular individual or of a group.

Target Population

The target population of this study comprises of all human resources managers, Finance, Supply Chain, ICT and Legal managers totaling to 166.

Sampling Technique and Sample Size

Given the relatively small size of the population, this study used a census method whereby all the 166 respondents were considered for the research. Cantwell (2018) recommended census to be used in population of less than 200 since it provides detailed information on all or most elements in the population.

Data Collection Instruments

In this study, primary data was collected by use of a structured questionnaire. According to Cheung (2021), a questionnaire is good because of its standardized and impersonal format which has uniformity making it possible to obtain data objectively; information on Religion, Gender, Ethnicity and Age can be obtained easily. The questionnaire consisted of six sections. Section A obtained the respondents demographic information. Section B, C, D, E and F sought to obtain responses to the Likert scale items on independent and dependent variables.

Data Collection Procedure

The researcher applied for an authorization letter from Jomo Kenyatta University of Science and Technology which was used to apply for a research permit from NACOSTI. A visit to the State Corporations was made to inform the management of the data collection process. The sampled individuals were briefed on the goal of the study. Questionnaires were administered with the help of two trained research assistants who waited for completion of the questionnaires.

Pilot Testing

A pilot study was conducted with 10% of 166 as recommended by Kothari (2018). Therefore, the sample was conducted with 17 management staff. The respondents in the pilot test were not included in the actual study.

Data Analysis

The collected data was organized and prepared for analysis by coding with the help of the Statistical Package for Social Sciences (SPSS) version 26. Both descriptive and inferential statistics were used in the analysis. Descriptive analysis involves frequencies and percentage commonly used in reporting categorical data. On the other hand, inferential analysis was used for making conclusions on the relationships between the independent and dependent variables.

Multiple regression equation model assume the following form

$$Y = \alpha + \beta_1 x_1 + \beta_2 x_2 + \varepsilon$$

Where, Y = Employee Performance

α = Constant

β_1, β_2= Regression coefficients to be estimated

X_1= Religion diversity

X_2= Age diversity

ε = error term

FINDINGS AND DISCUSSIONS

Descriptive Statistics

Religious Diversity and Employee Performance

The first specific objective of the study was to determine the influence of religious diversity and employee performance in state corporations in Nairobi County. The respondents were requested to indicate their level of agreement on statements relating to religious diversity and employee performance in state corporations in Nairobi County. A 5 point Likert scale was used where 1 symbolized strongly disagree, 2 symbolized disagree, 3 symbolized neutral, 4 symbolized agree and 5 symbolized strongly agree. The results were as presented in Table 1.

From the results, the respondents agreed that religion diversity have potential to strengthen one's interest in work (M= 4.431, SD=0.497). The respondents further agreed that religion provides a context in which people see their work as sacred (M=4.267, SD=0.484). In addition, the respondents agreed that religion instills strong work ethics which is capable of enhancing one's productive capacity (M= 4.164, SD=0.483). Moreover, the respondents agreed that religious belief shapes an employee's attitudes and conception of work (M= 4.147, SD= 0.478).

The respondents agreed that religious teachings/doctrines can positively influence one's disposition towards work (M= 4.047, SD=0.478). Furthermore, the respondents agreed that their religious practices and beliefs enable me to cop well with others (M= 3.944, SD= 0.491). In addition, the respondents agreed that employees perform better when they see their work as a calling or an act of worship (M= 3.931, SD= 0.472). The respondents also agreed that the lack of opportunity for employees to practice their cherished religious belief and values have the potential to negatively affect their work performance (M= 3.805, SD= 0.476).

Table 1: Religious Diversity and Employee Performance

	Mean	Std. Deviation
Religion diversity have potential to strengthen one's interest in work	4.431	0.497
Religion provides a context in which people see their work as sacred.	4.267	0.484
Religion instills strong work ethics which is capable of enhancing one's productive capacity.	4.164	0.483
Religious belief shapes an employee's attitudes and conception of work	4.147	0.478
Religious teachings/doctrines can positively influence one's disposition towards work.	4.047	0.478

	Mean	Std. Deviation
My religious practices and beliefs enable me to cop well with others	3.944	0.491
Employees perform better when they see their work as a calling or an act of worship	3.931	0.472
The lack of opportunity for employees to practice their cherished religious belief and values have the potential to negatively affect their work performance.	3.805	0.476
Aggregate Score	**3.995**	**0.482**

Age Diversity and Employee Performance

The second specific objective of the study was to determine the influence of age diversity on employee performance in state corporations in Nairobi County. The respondents were requested to indicate their level of agreement on statements relating to age diversity and employee performance in state corporations in Nairobi County. A 5 point Likert scale was used where 1 symbolized strongly disagree, 2 symbolized disagree, 3 symbolized neutral, 4 symbolized agree and 5 symbolized strongly agree. The results were as presented in Table 2.

From the results, the respondents agreed that the youthful generation highly focus on developing their career (M= 4.265, SD= 0.538). In addition, the respondents agreed that Staff of the same age group prefer working as a team to achieve organization goals (M= 4.251, SD= 0.435). Furthermore, the respondents agreed that the staff are motivated by social rewards, mentorship, and constant feedback (M= 4.205, SD= 0.494).

The respondents agreed that the elderly staff collaborate with other organization members to achieve organizational goals (M= 4.199, SD= 0.490). The respondents also agreed that the organization employs individuals from all generations (M= 4.172, SD= 0.396). The respondents further agreed that all generations work independently with minimal supervision (M= 4.172, SD= 0.473).

Table 2: Age Diversity and Employee Performance

	Mean	Std. Deviation
The youthful generation highly focus on developing their career	4.265	0.538
Staff of the same age group prefer working as a team to achieve organization goals	4.251	0.435
The staff are motivated by social rewards, mentorship, and constant feedback	4.205	0.494
The elderly staff collaborate with other organization members to achieve organizational goals	4.199	0.490
The organization employs individuals from all generations	4.172	0.396
All generations work independently with minimal supervision	4.172	0.473
Aggregate Score	**4.211**	**0.471**

Inferential Statistics

Inferential statistics in the current study focused on correlation and regression analysis. Correlation analysis was used to determine the strength of the relationship while regression analysis was used to determine the relationship between dependent variable (employee performance in State Corporations in Nairobi County) and independent variables (religious diversity and age diversity).

Correlation Analysis

The present study used Pearson correlation analysis to determine the strength of association between independent variables (religious diversity and age diversity) and the dependent variable (employee performance in State Corporations in Nairobi County) dependent variable. Pearson correlation coefficient range between zero and one, where by the strength

of association increase with increase in the value of the correlation coefficients. The current study employed Taylor (2018) correlation coefficient ratings where by 0.80 to 1.00 depicts a very strong relationship, 0.60 to 0.79 depicts strong, 0.40 to 0.59 depicts moderate, 0.20 to 0.39 depicts weak.

Table 3: Correlation Coefficients

		Employee Performance	Religious Diversity	Age Diversity
Employee Performance	Pearson Correlation	1		
	Sig. (2-tailed)			
	N	151		
Religious Diversity	Pearson Correlation	.822**	1	
	Sig. (2-tailed)	.002		
	N	151	151	
	N	151	151	
Age Diversity	Pearson Correlation	.816**	.185	1
	Sig. (2-tailed)	.003	.078	
	N	151	151	151

From the results, there was a very strong relationship between religious diversity and employee performance in state corporations in Nairobi County. (r = 0.822, p value =0.002). The relationship was significant since the p value 0.002 was less than 0.05 (significant level). The findings are in line with the findings of Febriansyah (2019) who indicated that there is a very strong relationship between religious diversity programs and employee performance.

The results also revealed that there was a very strong relationship between age diversity and employee performance in selected State Corporations in Nairobi County (r = 0.816, p value =0.003). The relationship was significant since the p value 0.000 was less than 0.05 (significant level). The findings are in line with the results of Suttle (2016) who revealed that there is very strong relationship age diversity and employee performance.

Regression Analysis

Regression analysis is a statistical technique used to examine the relationship between one dependent variable and one or more independent variables. The primary goal of regression analysis is to understand how changes in the independent variables are associated with changes in the dependent variable (Cheung, 2021). Multivariate regression analysis was used to assess the relationship between independent variables (religious diversity and age diversity) and the dependent variable (employee performance in State Corporations in Nairobi County).

Table 4: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.923	.851	.852	.582

a. Predictors: (Constant), religious diversity and age diversity

The model summary was used to explain the variation in the dependent variable that could be explained by the independent variables. The r-squared for the relationship between the independent variables and the dependent variable was 0.851. This implied that 85.1% of the variation in the dependent variable (employee performance in state corporations in Nairobi County) could be explained by independent variables (religious diversity and age diversity).

Table 5: Analysis of Variance

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	12.027	2	6.014	136.68	.000[b]
	Residual	6.568	148	.044		
	Total	18.595	150			

a. Dependent Variable: Employee performance in State Corporations in Nairobi County

b. Predictors: (Constant), religious diversity and age diversity

The ANOVA was used to determine whether the model was a good fit for the data. F calculated was 136.68 while the F critical was 3.0571. The p value was 0.000. Since the F-calculated was greater than the F-critical and the p value 0.000 was less than 0.05, the model was considered as a good fit for the data. Therefore, the model can be used to predict the influence of religious diversity and age diversity on employee performance in State Corporations in Nairobi County.

Table 6: Regression Coefficients

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	0.318	0.084		3.741	0.003
	Religious Diversity	0.387	0.091	0.388	3.593	0.003
	Age Diversity	0.392	0.102	0.393	3.843	0.001

a Dependent Variable: Employee performance in State Corporations in Nairobi County

The regression model was as follows:

$$Y = 0.318 + 0.387X_1 + 0.392X_4 + \varepsilon$$

According to the results, religious diversity has a significant effect on employee performance in state corporations in Nairobi County $\beta_1=0.387$, p value= 0.003). The relationship was considered significant since the p value 0.003 was less than the significant level of 0.05. The findings are in line with the findings of Febriansyah (2019), who indicated that there is a very strong relationship between religious diversity and employee performance.

In addition, the results revealed that age diversity has significant effect on employee performance in State Corporations in Nairobi County $\beta_1=0.392$, p value= 0.001). The relationship was considered significant since the p value 0.001 was less than the significant level of 0.05. The findings are in line with the results of Suttle (2016) who revealed that there is a very strong relationship between age diversity and employee performance.

Conclusions

The study concludes that religious diversity has a positive and significant effect on employee performance in State Corporations in Nairobi County. Findings revealed that assisting employees with different types of religion, employee involvement in religious communities and religious beliefs influence employee performance in State Corporations in Nairobi County

The study also concludes that age diversity has a positive and significant effect on employee performance in State Corporations in Nairobi County. Findings revealed that social classes, age groups and age difference influences employee performance in State Corporations in Nairobi County.

Recommendations

The study recommends that the management of state corporations should continue promoting an inclusive workplace culture that embraces religious diversity. The management should actively promote tolerance, understanding, and respect for different religious beliefs. Training

programs on diversity and inclusion can help employees navigate and appreciate religious differences.

The study also recommends that the management of state corporations should implement policies and practices that promote ethnic inclusion and equal opportunities for all employees. The management should encourage a culture where individuals feel valued, respected, and included, regardless of their ethnic background. It should also provide training programs that raise awareness about unconscious biases and promote understanding across ethnic lines.

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