



**EFFECT OF GENDER DIVERSITY ON
ORGANIZATIONAL PERFORMANCE: A CASE OF
GLAXOSMITHKLINE (GSK) KENYA**

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ABSTRACT

Purpose of the Study: The purpose of the study was to examine the impact of gender diversity on the organizational performance of GSK Kenya. This study was triggered by the observed sub-optimal performance of the company. The investigation was guided by the principles of social identity theory.

Methodology: The study adopted a descriptive research design, deemed suitable for allowing the researcher to outline the effects of gender diversity on the performance of the organization. The data used for this study was for the year 2021. The population targeted by this study included employees of the GSK Company operating within Nairobi. This population, comprising of 90 individuals from all levels of the organizations, was considered to harbor the necessary information required for the study. A stratified random sampling method was used to select 45 respondents from this population. The primary data collection tool was questionnaires.

Findings: Upon analysis, using both descriptive and inferential statistics, the study found that gender diversity and operational performance are positively and significantly associated ($r=0.752$, $p=0.000$). Additionally, regression results indicated that there is a

positive and significant relationship between gender diversity and organizational performance ($\beta=0.175$, $p=0.037$).

Conclusion: The study concluded that there is a significant influence of gender diversity on organizational performance. This observation implies that gender diversity is a critical factor in organizational performance.

Recommendations: The study recommends that managers should regard gender diversity as a source of a competitive advantage within the firm. To remain successful in the modern gendered world, the management of organizations needs to appreciate gender diversity and incorporate it within their corporate strategy.

Keywords: *Gender Diversity, Organizational Performance, Operational Performance, GSK Kenya*

BACKGROUND TO THE RESEARCH STUDY

Data on organization performance is critical in recognizing essential factors that aid or impede the achievement of results. Organization performance is measured as the difference between the expected output and returns on the actual returns/output (Makhdoomi & Nika, 2018). There are two critical measures of the performance of an organization, either financial or nonfinancial. Financial performance measures are extracted from the published accounts and information of the company (Islam, 2021). They include indicators like net profit margin, return on assets, return on equity and investment return. Financial measures of performance are the ultimate goal for the existence of any business (Gumede, 2016). Nonfinancial measures of performance are not expressed in quantifiable terms. They are subjective measures of the performance of an organization. They can include customer satisfaction, employee retention and customer service (Mulu & Zewdie, 2021).

Performance measurement becomes the basis of strategy establishment and achievement in the future because it brings a company's vision and strategic target to all organization members (Tworek, Zgrzywa-Ziemak & Kamiński, 2020). The organization's performance can be influenced by gender diversity as reported by Akpoviroro, Owotutu and Kadiri (2018), Islam (2021), and Grzesiak (2017). Gender diversity incorporates providing men

and women equal opportunities concerning recruitment, decision-making and participation in various roles in the workplace (Seliverstova, 2021). According to Makhdoomi and Nika (2018), gender diversity is associated with resources that can provide a firm with a sustained competitive advantage. These resources include market insight, creativity, innovation and improved problem-solving capabilities.

A team with a balanced gender mix possesses an assortment of knowledge and skills, and such teams have better output through the creation of meaningful relationships (Mulu & Zewdie, 2021). Discrimination of employees based on gender reduces their morale, decreasing their motivation and self-esteem, making it hard for the person to work effectively. Diversity enhances creativity and improves the effectiveness of decision-making, thus improving the firm's performance (Eger & Indruchová, 2014). Diversity brings forward numerous ideas to solve problems and formulate strategies. People come with different perspectives and provide a wide range of options to tackle obstacles (Nguyen, Yadav, Pande, Bhanot & Hasan, 2022).

Diversity management can help create a sense of belongingness among the employees irrespective of their backgrounds by working hard and thus improving their performance and increasing the firm's profit. It is stated by Farmanesh, Vehbi, Zargar, Sousan and Bhatti (2020) that gender diversity enhances innovation and productivity and creates a culture that helps in outperforming the competition in the long run increasing the performance level. Thus, the study sought to examine the effect of gender diversity on performance in the case of GSK Kenya. Previous studies have shown that gender diversity impacts performance, which formed the rationale for conducting the study.

RESEARCH PROBLEM STATEMENT

The performance of GSK Kenya has not been optimal. The company has announced that it is pulling out of the Kenyan market in 2023 due to a significant drop in revenue (GSK, 2022). The exit follows disappointing sales in the region due to high competition from cheaper generics from India and locally manufactured medicines. The revenue dropped by 18% in 2019, 16% in 2020 and 27% in 2021 (GSK, 2022). Therefore, it was essential to

conduct the current study to investigate if gender diversity has an effect on the organizational performance of the GSK company. The decrease in performance might have resulted from an inadequate consideration of gender diversity, which became the driving force behind this study.

Based on some of the reviewed studies, the impact of gender diversity on performance at GSK Kenya remains uninvestigated. The preceding scholars have only illustrated the theoretical understanding of the effect of gender diversity on performance but not at GSK Kenya. For instance, Charlotte (2020) examined the effect of workforce diversity on organizational performance at the Kenya tea development agency in Nairobi City County. Moreover, Mugwe and Mose (2020) examined the effect of diversity management on the organizational performance of information, communication and technology firms in Nairobi County. Further, Kathimba and Anyieni (2018) examined the effect of workforce diversity on the performance of the National Police Service in Nakuru County, Kenya. Besides, Anyango and Florah (2019) studied workforce diversity and performance of Kisumu law courts, Kenya. Hence, the knowledge gap was ascertained by conducting the current study. The current research bridged these gaps by attempting to answer the question; what is the effect of gender diversity on the organizational performance of GSK Kenya.

THEORETICAL FRAMEWORK

Social Identity Theory guided this study. Henri Tajfel developed the theory in the 1970s. The theory document that social identity forms the part of a person's concept of self that comes from the groups to which that person belongs. An individual has not just personal selfhood but multiple selves and identities associated with their affiliated groups. People might act differently in varying social contexts according to their groups (Hogg, 2016). 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 (Huddy, 2001). The theory reports that poor performance can be influenced by discriminating employees by offering opportunities to only one set of age groups, one

gender and a particular ethnic group (Scheepers & Ellemers, 2019). This can cause conflicts, inefficiencies, customer complaints and poor performance can be reported

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 in-group over a relevant out-group are privileged (Brown, 2000). The social identity and intergroup behavior are guided by the pursuit of evaluative positive social identity through positive intergroup distinctiveness, which is motivated by the need for positive self-esteem (Stets & Burke, 2000). A person's self-esteem can be enhanced if all the employees in an organization are equally empowered. In addition to being motivated by self-enhancement, social identity processes are also inspired by a need to reduce subjective uncertainty about one's perceptions, attitudes, feelings and behaviors and, ultimately, one's self-concept and place within the social world (Hogg, 2001).

The level of performance in an organization depends on the level of motivation that stimulates someone to work and carry out the necessary tasks to achieve the goals (Korte, 2007). This theory suggests that individuals classify themselves and others into specific groups based on personally relevant dimensions. These dimensions often include demographic categories such as gender, age, or ethnicity. The theory was relevant to the current study. The diversity of the employees at GSK Kenya can determine the extent of their performance, which influences the overall organization's performance. The theory shows that an organization's level of performance depends on the motivation that stimulates someone to work and carry out the necessary tasks to achieve the goals. Gender diversity can be a motivating factor in an organization and this could symbolize a lack of discrimination. If GSK Kenya discriminates against employees by offering opportunities to only one set of age groups, one gender and a particular ethnic group and if such actions lead to conflicts, inefficiencies, customer complaints and poor financial performance can be reported. Thus, the theory was regarded as most relevant to anchor the study.

EMPIRICAL REVIEW

Makhdoomi and Nika (2018) examined the relationship between workforce diversity and organizational/employee performance. The study has adopted a review methodology by conducting a literature search concerning workforce diversity and organizational/employee performance for the period 1990-2014. The results presented in this paper show the relationship between organizational performance and are contradictory, giving mixed results. Further, a study by Patrick and Kumar (2012) found that there were significant differences between men and women employees toward strategies for increasing awareness about workplace diversity. Women were more likely to support diversity initiatives by working with diverse others to achieve goals.

Gumede (2016) examined the impact of cultural diversity on organizational performance and success. This study was conducted using Quantitative Methodology on a sample of 119 employees, using a Census Technique. Using a questionnaire to collect data, findings from this study showed that in this particular organization, employees don't have an issue of communication between cultures, there are no official programs and systems to manage cultural diversity, and employees can interact, and that directly influences how they perform their daily tasks. Recommendations from this study note the importance of starting team-building activities and social gatherings to increase employee interactions, implementing cultural diversity programs and policies and restructuring work teams to become more multicultural. Fundamental limitations of the study include the fact that the findings are unique to this particular organization and thus cannot apply to other South African organizations, they are reflective of a section of the petroleum industry. Lastly, they reflect a specific period and conditions and can change over time.

Dwyer et al. (2001)) state only 54% of working-age women are in the workforce worldwide compared to 80% of men. Furthermore, women continue to have the upper hand in the "invisible care" economy, which relates to caregiving and domestic work. The research conducted by Eagan & Bendick (2001) showed that gender group and employee performance is positively linked. They found that high levels of gender diversity are a

source of competitive advantage, while moderate levels of gender diversity provide a competitive disadvantage. P3: Depending upon the higher or moderate level of gender diversity, organizations can have either positive or negative results.

It is stated by Farmanesh, Vehbi, Zargar, Sousan and Bhatti (2020) that gender diversity enhances innovation and productivity and creates a culture that helps in outperforming the competition in the long run increasing the performance level. Diversity management can help develop a sense of belongingness among the employees irrespective of their backgrounds by working hard and thus improving their performance and increasing the firm's profit. Makhdoomi and Nika (2018) indicated that gender diversity is associated with resources that can provide a firm with a sustained competitive advantage. These resources include market insight, creativity, innovation and improved problem-solving capabilities. Diversity brings forward numerous ideas to solve problems and formulate strategies. People come with different perspectives and provide various options to tackle obstacles.

RESEARCH METHODOLOGY

This study utilized a descriptive research design to examine the relationship between organizational performance and various forms of diversity - age, gender, and ethnicity. The data used for this study was for the year 2021. The research focused on a population of 90 employees from GSK Kenya Limited in Nairobi, spread across operations, human resources, and finance departments. A stratified random sampling technique was employed, selecting 45 participants - 50% of the target population - for the study. The data collection method involved the use of structured questionnaires, administered with the "drop and pick later" approach over a two-week period. To ensure the validity and reliability of the research instrument, the researchers conducted pre-tests, utilized peer reviews, and calculated the Cronbach alpha coefficient. Data analysis followed, where the data was coded, analyzed using Excel software, and regression analysis was conducted to determine the relationship between gender diversity and organizational performance in GSK Kenya. Ethical considerations were given priority; respondents were informed about

the study's purpose and assured about the confidentiality of the information provided, while also maintaining their anonymity.

RESULTS AND DISCUSSION

The study results and discussions are presented below

Response Rate

The sample size of the study was 45. The number of questionnaires that were administered to respondents after the pilot test of 3 questionnaires was 42. A total of 40 questionnaires were properly filled and returned. This represented an overall successful response rate of 95% as shown on Table 1. According to Mugenda and Mugenda (2003) and Kothari (2004), a response rate of above 50% is adequate for a descriptive study. Babbie (2004) also asserted that return rates of above 50% are acceptable to analyze and publish, 60% is good and 70% is very good. Based on these assertions from renowned scholars, 95% response rate is very good for the study. Thus, the response rate of 95% under this study was very good for study.

Table 1: Response Rate

Response	Frequency	Percent
Returned	40	95%
Unreturned	2	5%
Total	42	100%

Reliability of Results

The researcher calculated the Cronbach alpha coefficient to examine the reliability of the research instruments. Cronbach Alpha is used to measure the internal consistency of items in the questionnaire (Carmines & Zeller, 1979). The reliability was calculated using Cronbach 's alpha formula and results were generated with the aid of SPSS as shown in Table 2

Table 2: Reliability Analysis

Variable	Cronbach alpha	Comment
Gender Diversity	0.819	Reliable
Performance	0.793	Reliable

The results in Table 2 shows that Cronbach’s alpha for all the items gender diversity and organizational performance were all above 0.7 implying that the instrument was sufficiently reliable for measurement.

Demographic Analysis

This section consists of information that describes basic characteristics such as gender of the respondent, age of the respondent, and level of education and the years of duration as at GSK Kenya Limited.

Gender of the respondents

The respondents were asked to indicate their gender and the results are as shown in the Figure 1.

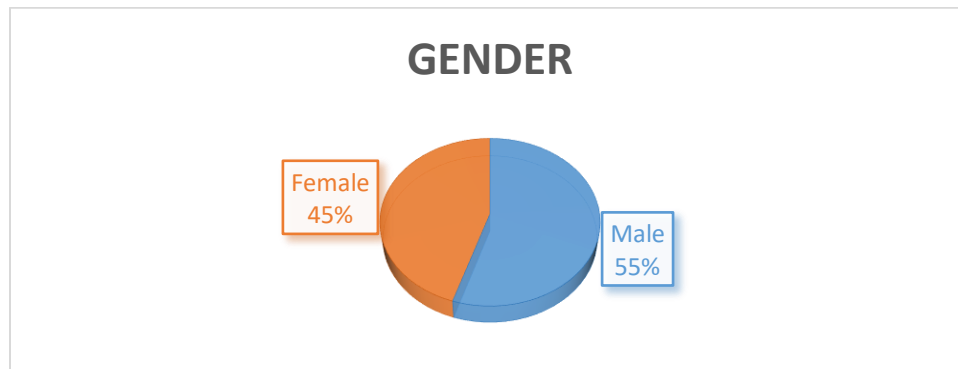


Figure 1: Gender of Respondents

The results show that majority of the respondents were men who represented 55% of the sample while 45% were female. This implies that the composition of GSK Kenya limited employees under operations departments, human resource department, and finance department had more male than women but the margin was small.

Age of the Respondents

The respondents were asked to indicate their age and the results are as shown in the Figure 2.

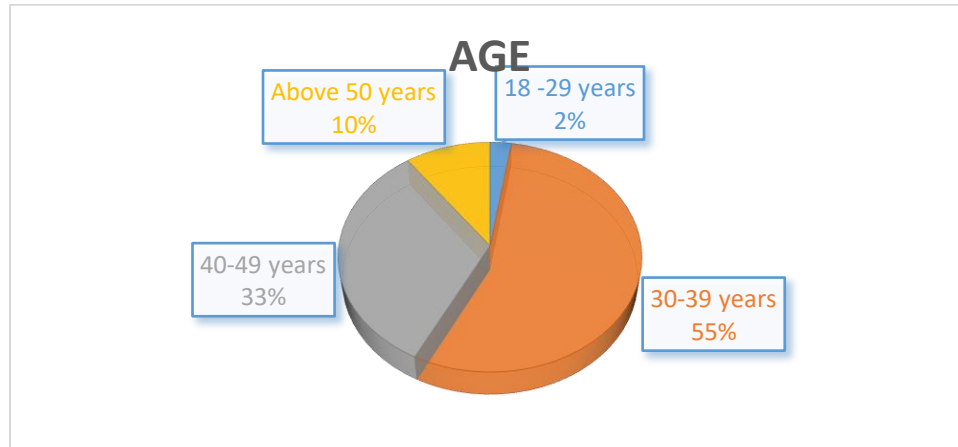


Figure 2: Age of Respondents

The results show that majority of the respondents who were 55% were between 30-39 years while 33% were below 40-49years. A total of 10% of the respondents were above 50 years and the least of 2% that represented 18-29 years. This implies that majority of the GSK employees under operations departments, human resource department, and finance department were middle age.

Education level of the respondents

The respondents were asked to indicate their level of education and the results are as shown in the Figure 3.

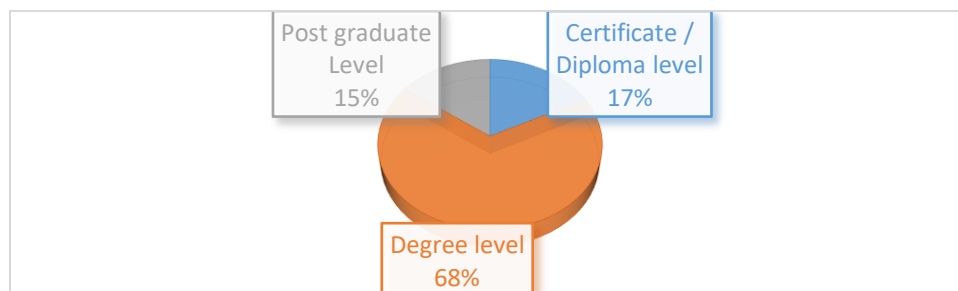


Figure 3: Level of Education

Results in Figure 3 show that 68% of the respondents had their level of education being graduate level, 17% had college level qualification while 15% had post graduate level qualification. The outcomes suggest that, the respondents were able to comprehend the survey and give substantial reaction since they would be advised to understanding as guided by their level of instruction which for this situation majority share having graduate as their education level.

Duration of Employee

The respondents were asked to indicate the duration while working in the organization and the results are as shown in shown in the Figure 4.

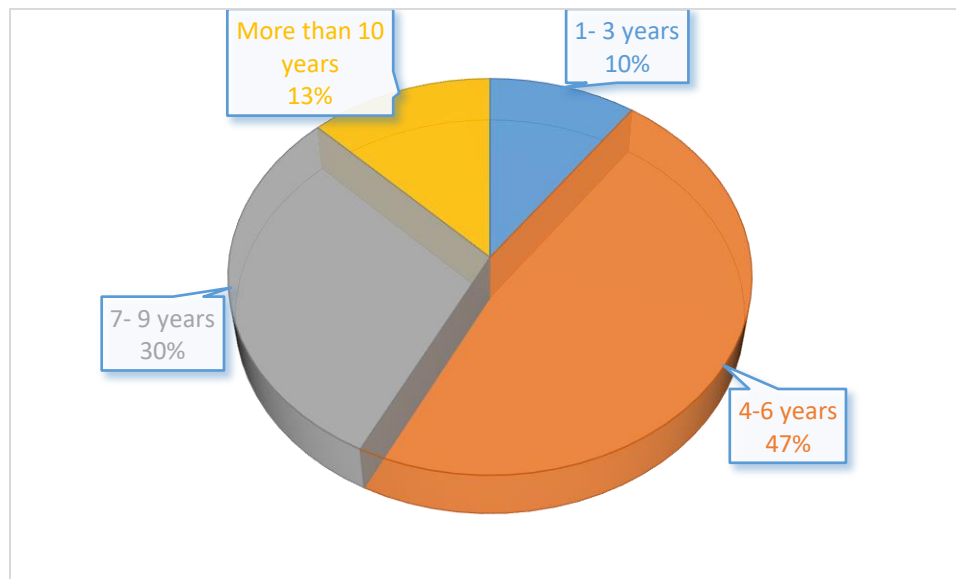


Figure 4: Duration

The results showed that majority of the respondents with 47% have worked with the organization for 4-6 years. This was followed by 30% who worked with the organization for 7-9 years, 13% worked with the organization for more than 10 years while 10% worked with the organization for a period less than 1-3 year. This implies that majority of the respondents had worked with the organization for a good period of time thus they were experienced.

Gender Diversity

The objective of the study was to examine how gender diversity affects organizational performance. The respondents were asked to respond to the statements on gender diversity. Numbers 4 & 5 (Agree and strongly agree) were grouped together as agree, 1 & 2 (strongly disagree and disagree) were grouped as disagree while 3 was neutral. The results of this study are as depicted in Table 3.

Table 3: Gender Diversity

Statements	SD	D	N	A	SA	Mean	S.D
The employees have not been discriminated by employer while hiring and recruitment process on the gender basis	10%	10%	0%	55%	25%	3.8	1.24
The organization does a good job of attracting and hiring women.	3%	15%	3%	58%	23%	3.8	1.04
Fair treatment is given to all employees, whether they are male or female	3%	13%	0%	68%	18%	3.9	0.95
Opportunities for growth and advancement exist for women in our organization.	13%	13%	5%	45%	25%	3.6	1.34
A career development that includes women is encouraged within our organization.	5%	13%	0%	68%	15%	3.8	1.03
The organization's training and development program is developed to meet the criteria/requirement of the male and female.	18%	15%	3%	38%	28%	3.4	1.48
Women are involved in the organization's decision making as much as men.	3%	13%	0%	65%	20%	3.9	0.97
The performance criteria for success are expected to be higher for men than for women	8%	13%	0%	58%	23%	3.8	1.17
Average						3.7	1.15

The respondents were asked whether the employees have not been discriminated by employer while hiring and recruitment process on the gender basis and 80% of the

respondents agreed to the statements while 20% disagreed. Further, the respondents were asked if the organization does a good job of attracting and hiring women where a majority agreed with 80% while 18% disagreed. On whether fair treatment is given to all employees, whether they are male or female a majority of the respondents agreed with 85% while 15% disagreed with the statements. The respondents were asked if opportunities for growth and advancement exist for women in our organization and a majority with 70% agreed to the statements while 25% disagreed with the statements. The respondents were further asked if a career development that includes women is encouraged within our organization and they agreed with 83% and disagreed with 18%.

The respondents were asked if the organization's training and development program is developed to meet the criteria/requirement of the male and female and a majority with 65% agreed to the statements while 33% disagreed with the statements. Further, the respondents were asked Women are involved in the organization's decision making as much as men where a majority agreed with 85% while 15% disagreed. Lastly the respondents were asked if the performance criteria for success are expected to be higher for men than for women and 80% of the respondents agreed to the statements while 20% disagreed. Using a five-point scale Likert mean, the normal mean of the reactions was 3.7 that implies that most of the respondents were concurring with a large portion of the statements; responses were varied as shown by a standard deviation of 1.15.

Organizational Performance

The dependent variable of the study was to examine organizational performance. The respondents were asked to respond to the statements on organizational performance. The results of this study are as depicted in Table 4

Table 4: Organizational Performance

Statements	SD	D	N	A	SA	Mean	S.D
Cost base of the company has decreased	8%	30%	0%	45%	18%	3.4	1.29
The organization has attracted many customers	3%	33%	0%	50%	15%	3.4	1.17
The customers are more satisfied with our services	13%	15%	3%	40%	30%	3.6	1.39
There is high customers retention in the organization	8%	28%	5%	48%	13%	3.3	1.22
The products /services offered are of high quality	8%	20%	5%	50%	18%	3.5	1.22
The organization has increased operational efficiency	8%	23%	3%	43%	25%	3.6	1.30
The company regularly introduces new products	18%	15%	3%	38%	28%	3.4	1.48
The organization has developed new products	3%	13%	0%	65%	20%	3.9	0.97
The organization has entered new markets in the last five years	8%	13%	0%	58%	23%	3.8	1.17
The high performance within the organization has enhanced the ability of managers to perform their work.	10%	20%	3%	45%	23%	3.5	1.32
Average						3.6	1.26

The respondents were asked whether cost base of the company has decreased and 63% of the respondents agreed to the statements while 38% disagreed. Further, the respondents were asked if the organization has attracted many customers where a majority agreed with 65% while 35% disagreed. On whether customers are more satisfied with our services, majority of the respondents agreed with 70% while 28% disagreed with the statements. The respondents were asked there is high customers retention in the organization and a majority with 60% agreed to the statements while 35% disagreed with the statements. The respondents were further asked if the products /services offered are of high quality and they agreed with 68% and disagreed with 28%. The respondents were asked if they had increased operational efficiency and a majority with 68% agreed to the statements while 30% disagreed with the statements. Further, the respondents were asked if the company introduced new products where a majority agreed with 65% while 33% disagreed. The

respondents were asked whether they had developed new products and 85% of the respondents agreed to the statements while 15% disagreed. Further, the respondents were asked if they entered new markets a majority agreed with 65% while 35% disagreed. On whether they had enhanced the ability of managers to perform their work, majority of the respondents agreed with 68% while 30% disagreed with the statements. Using a five-point scale Likert mean, the normal mean of the reactions was 3.6 that implies that most of the respondents were concurring with a large portion of the statements; responses were varied as shown by a standard deviation of 1.26.

Inferential Statistics

Inferential analysis was conducted to generate correlation results, model of fitness, and analysis of the variance and regression coefficients.

Correlation Analysis

Correlation analysis was conducted to establish the relationship between the independent and dependent variables. The correlation matrix is presented in Table 5.

Table 5: Correlation Matrix

		Organizational Performance	Gender Diversity
Organizational Performance	Pearson Correlation	1.000	
	Sig. (2-tailed)		
Gender Diversity	Pearson Correlation	.752**	1.000
	Sig. (2-tailed)	0.000	

The results in Table 5 revealed that gender diversity and operational performance is positively and significantly related ($r=0.752$, $p=0.000$). This implies that an increase in gender diversity leads to an increase in organizational performance. This relationship suggests that as an organization enhances its gender diversity, it simultaneously amplifies its operational performance. This not only confirms the vital role of diversity in fostering a productive work environment but also underscores the direct impact on business outcomes. The varied perspectives, experiences, and skills that come with gender diversity

seem to drive improved decision-making, problem-solving, and creativity within the organization. Consequently, companies that effectively capitalize on the gender diversity within their workforce are likely to witness superior operational performance and heightened competitive advantage.

Regression Analysis

The study sought to carry out regression analysis to establish the statistical significance relationship between the independent variable notably gender diversity on the dependent variable that was organizational performance. According to Rencher and Schaalje (2009) regression analysis is a statistical process of estimating the relationship among variables. It includes many techniques for modeling and analyzing several variables, when the focus is on the relationship between a dependent and one or more independent variables. More specifically, regression analysis helps one to understand how the typical value of the dependent variable changes when any one of the independent variable is varied, while the other independent variables are held fixed (Mugenda & Mugenda, 2003). The results presented in Table 6 present the fitness of model used of the regression model in explaining the study phenomena.

Table 6: Model Fitness

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.1870a	0.207	0.173	0.14702

Gender diversity was found to be a satisfactory variable in explaining organizational performance. This is supported by coefficient of determination also known as the R square of 20.7%. This means that gender diversity explains 20.7% of the variations in the dependent variable, which is organizational performance. This results further means that the model applied to link the relationship of the variables was satisfactory.

ANOVA Results

The Analysis of Variance (ANOVA) results are shown in Table 7.

Table 7: Analysis of Variance

	Sum of Squares	df	Mean Square	F	Sig.
Regression	24.162	1	24.162	106.17	0.000
Residual	7.738	34	0.228		
Total	31.9	39			

The findings further confirm that the regression model of is significant and supported by $F=106.17$, $p<0.000$) since p-values was 0.000 which is less than 0.05. The study conducted a regression of coefficient analysis to establish the statistical significance relationship between the independent variable notably gender diversity and the dependent variable that was organizational performance. The regression of coefficient results are as shown in Table 8

Table 8: Regression of Coefficients

	Unstandardized Coefficients		Beta	Standardized Coefficients	
	B	Std. Error		t	Sig.
(Constant)	1.907	0.33		5.769	0.000
Gender Diversity	0.175	0.081	0.273	2.168	0.037

$$Y = 1.907 + 0.175X_1$$

Where:

Y = Organizational Performance

X_1 = Gender Diversity

The regression of coefficients results show that gender diversity and organizational performance is positively and significantly related ($\beta=0.175$, $p=0.037$). This means that a unitary improvement in gender diversity leads to an improvement of organizational performance by 0.175 units holding other factors constant.

5.0 Conclusion

The study concludes that under the aspect of gender diversity, no discriminatory practices were observed in GSK's hiring and recruitment processes. Both male and female employees reported being treated equitably within the organization. Opportunities for career growth and advancement were found to be readily available for women, indicating an encouraging environment for their professional development. Furthermore, the organization's training and development programs were crafted to cater to the needs of both genders. Importantly, the organization demonstrated a balanced approach in decision-making processes, with women participating as actively as men.

6.0 Recommendations

The study recommends that managers should perceive diversity as a source of a competitive advantage within the firm. The management of organizations that want to remain successful in the contemporary gendered world must appreciate gender diversity and integrate it within their corporate strategy. The management should appreciate gender diversity for its growing significance in modern organizations and in the society. As such, achieving gender balance in the organizational workforce should be considered as a sustainable strategy for not only attaining a competitive advantage, but for establishing a distinctive organizational culture and reputation, which adds to the corporate external image as well.

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