

# THE INTERNATIONAL JOURNAL OF HUMANITIES & SOCIAL STUDIES

## Influence of Employee's Education Level on Organizational Performance: A Case of Tuskys Supermarkets, Kisii County, Kenya

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### **Abstract:**

*Employee diversity in an organizational performance is a very critical strategy for the success of an organization. The previous studies have indicated that it improves performance due to its diverse nature which consequently results into specialization. It is therefore imperative for the modern organizations to consider and effectively manage employee diversity. Inefficient employee diversity in the Supermarkets including frequent cases of recruiting employees based on ethnic backgrounds, inadequate education qualifications and hiring employees based on either gender is common in Tuskys Supermarkets. Equal measures have not been given on the criteria of choosing the employees in order to help avoid ethnicity and stereotype in Supermarkets. Consequently, some Supermarkets end up with incompetent employees that lower the rate of performance. This study therefore aimed at examining how employee's level of education influence performance in an organization. The case study was Tuskys supermarkets in Kisii County, Kenya. The study objective focused on the influence of employee's level of education on performance of Tuskys Supermarkets Kisii County, Kenya. The study was guided by Social Identity theory. Descriptive survey design was employed in the study. Both secondary and primary data were collected. Descriptive statistics was used to analyze data through means, standard deviations, frequency distributions and percentages. The data was then coded, analyzed and presented in tables and figures. The findings of the study revealed that education is the major factor considered during employee recruitment. The study also established that 90% of the supermarket employees were certificate and diploma holders. This gives them the required understanding of the work they perform.*

**Keywords:** Level of education, employee, organizational performance, supermarket, Kenya

### **1. Introduction**

Globally, employee diversity is an essential business concern which forms the culture of an organization that desires to have maximum performance for effectiveness (Emaloba, 2013). It is the recognizing, understanding and accepting individual differences irrespective of their ability physically, spiritual practice and sexual orientation, their ethnicity, age, gender, race, or class. Grobler (2002) postulated that each individual is unique but also share a number of environmental or biological characteristics. In order to endure stiff competition, an organization needs to manage and utilize their diverse workforce effectively. It was established that employee's diversity study commenced in United States of America where many corporations diversity experts to help them implement their programs. According to Smith (2013) diversity practices are critical as they positively impact a business bottom line. This was affirmed by McKinsey and company (2013) who observed that the most diverse companies in the United States of America had earnings ranging to an average of fourteen percent higher than the least.

Further, Public Works Centre (2014) revealed that companies that saw diversity as a source of competitive advantage went ahead to create proper diversity channels and metrics across their organizations to enhance employee diversity hence employee retention, engagement and productivity. According to Ingram (2013), employee diversity is characterized by high level of productivity, exchange of verities of ideas and teamwork, growth and also diverse experiences. Similarly, Parrotta (2014) posited that employee diversity increases the capacity to generate potential solutions to a given problem, fosters innovate capacity of a firm hence, high performance. Rue & Byars (1993) on the other hand defined performance as an act of execution of recognizable action or accomplishment or the undertaking of a duty. The European Union as a whole developed a strong commitment to equality and positive action policies against discrimination as indicated by directives on people being treated equally in labour market irrespective of their background in ethnicity and race. This was adopted by the EU Council of Ministers in 2004.

According to Mattson (2012), Scandia hotel in Sweden recorded increased hotel stays and become a contractor of choice for more than one hundred companies by implementing an aggressive employee diversity program that targeted to

bring on board more disabled customers and other customers with special needs. He posited that Scandic achieved this through hiring a disability coordinator who worked to make each hotel barrier free and invested in diversity training for all staff members. Garnero & Rycx (2013) study which focused on how employee's diversity influence firm's productivity showed a positive connection between employee diversity and firm productivity. They argued that well managed employee diversity contributed to more productivity as diversity plays an effective role in companies. They considered employee's gender, education level, ethnicity and age which this study borrowed from. Cardrain (2008) study on companies implementing diversity in the employees articulated that one of the motivational instruments considered positive in increasing the organizational competitiveness is embracing diversity.

The success in performance of any organization rests upon the organization's ability in managing diverse employees which in turn translates to innovative ideas and understanding of their work. Similarly, Gupta (2008) linked the firm returns with employee's education level, age, and gender in his study which aimed at determining how employee's diversity influence performance in an organization. His study established a positive bond between the two i.e. employee's diversity and organizational performance. Finally, a similar study was done in Kenya by Munjiri (2012) focusing on how performance in banking sector can be influenced by management of employee diversity. The study revealed a strong linkage between these variables. A similar dominating study case for diversity was also presented in South Africa where a non-racial, democratic constitution came into effect in 1996, Equal rights legislation was implemented at just about the same time as its affirmative action policies, and many of its companies have been trying to almost simultaneously design and implement diversity management programs (Horwitz, 2002).

Horwitz posited that as the racial and cultural profile of South Africa organizations continues to change, the process of managing diversity is becoming more important. However, he established that despite all the effort to embrace employees' diversity, the impact of their management programs on organizations performance are not documented. According to Edeltrud & Ukur (2011), Kenya has opened up to globalization over the recent years and employee diversity management is gradually being adopted in many of her organization. Ithura (2010) observed that diversity in Kenya is most expressed through ethnicity, age, social status, levels of education, gender, religion and personal morality which when properly harnessed these differences a well-round places of work. Chapter four of the Kenyan constitution of the year 2010, Part (2) "Rights and fundamental freedoms" Section (41) Labour Relations, provides for diversity in employees where organizations are urged to comply with the regulations set to monitor the diversity. This gives legal provision supporting public sector employee diversity practiced in all public service levels of the members of all ethnic groups.

## 2. Statement of the Problem

Employee diversity in an organization tend to reduce conflicts because each brings a set of different tools to the table from different kinds of experiences and trainings (Le, 2008). Workers diversification on the basis of their backgrounds has been established to create opportunities for better invention and innovative problems solving. It has been noted that the success in performance of any organization rests upon the organization's ability in managing diverse employees which in turn translates to innovative ideas and understanding of their work. Similarly, Gupta (2008) linked the firm returns with employee's education level, age, and gender in his study which aimed at determining the consequences employee's diversity influence performance in an organization and in deed established a positive linkage. He noted the need to embrace diversity practices in an organization as they positively influence business bottom line. This was affirmed by McKinsey and company (2013) who observed that most diverse companies in the United States of America's earnings range at an average of fourteen percent higher than the least.

Employee diversity has been identified as a key barrier in most supermarket businesses towards the realization of organizational performance (Mutiso, 2013). The process of recruiting supermarket employees has been characterized by biased, inadequate or no training of employees, discrimination along ethnic group and less consideration of academic qualifications which is key in improved performance. The major problems that have been contributing towards realization of inefficient and ineffective workforce diversity in the supermarkets includes; frequent cases of recruiting employees based on ethnic backgrounds, inadequate education qualifications and hiring employees based on either gender (Munjiri, 2012). Despite the fact that some activities carried out in the Supermarkets like off-loading and loading may prefer specific gender, equal measures have not been given on the criteria of choosing the employees in order to help avoid ethnicity and stereotype in Supermarkets. Consequently, some supermarkets end up with incompetent employees that lower the performance rate.

In order to achieve profitability in an organization, there has to be improved performance, (Mutiso, 2013). According to Ogbo *et al.*, (2014), discriminatory attitude of some employees, individual identity and lack of cooperation amongst workers dampens morale of employees with negative performance index. Similarly, nature of education, gender, equal consideration of ethnic groups, training and exposure as a policy issue has left much to be desired on the part of organizational management. This is contrary to the Kenya's new set of laws enacted in the year 2010 in the constitution Part (2) "Rights and fundamental freedoms" Section (41) Labour Relations, which sought to break the culture of favoritism, nepotism and tribalism at the work place in public and private sector organizations in order to institutionalize professionalism and positive diversity attributes in these organizations. According to Mensi-Klarbach *et al.*, (2013) there is still a need to identify the diversity programs' impact at various organizational levels despite adoption of the legislation by public institutions since these programs are executed deliberately by human resource managers, and may have varied adaptations and unintended consequences.

Considerations in employees' diversity during recruitment as a corporate business process in relation to how best global practice could be applied to achieve profitability is found wanting in Kenyan organizations Mensi-Klarbach *et al.*,

(2013). Tuskys Supermarket is not an exception. These performance parameters will be reviewed in this study to unravel how best employees' diversity can boost organizational performance. Despite having various studies undertaken on employee diversity by scholars such as Cadrain (2008), Gerner & Rycx (2013), Gupta (2008) in Kenya, none has been undertaken specifically on Supermarkets in Kisii town, Kenya. Consequently, this has created a wide knowledge gap on effective implementation of employee diversity functions among Supermarkets Kenya.

Based on the above premises, this study sought to examine how diversity of employees influence performance in an organization; Tuskys supermarket in town, Kisii County, Kenya were taken as the case study.

### 3. Theoretical Framework

#### 3.1. Social Identity Theory

Tajfel and Turner (1979) contended that three cognitive processes can be derived from Social Identity Theory. These include: social categorization, social identification and social comparison that are relevant to a person's being part of a group. Social categorization being the process of deciding which group one should belong to, social identification the process by which an individual identifies with members in their groups by being compatible in terms of norms and attitudes while social comparison deals with comparing ones group with another group Tajfel and Turner, (1979). The assumption of this theory is that under insignificant social categorization condition, in-groups will always be seen to be favoured while derogation will prevail in out-groups. The strength of the theory indicates that out-groups who are subjected to discrimination will strive to work in co-operation so as to improve their position as individuals and as group. Additionally, Schneider and Northcraft (1999), assert that social stratification leads to generation of a new knowledge and skills which is important in helping the value of the social theory in determining and resolving problem. Contrarily, promotion of discrimination among groups becomes one of the limitations of this theory considering the fact in-groups seek to enhance their self-image by discriminating against the out –groups. According to Carrell (2006) employee diversity involves people's dissimilarities in terms of religion, education level, age, gender, race, and culture. These differences may influence a connection within an organization. On the other hand social identity is ones sense of whom they are grounded on as per their associated groups. This theory therefore provides that people should be categorized in different groups like students, management among others so as to be understood and identified with such groups.

The theory indicated that there was a need for managers in various businesses to categorize their employees depending on the position that they hold such as human resources, operational staff among others. This ensured that all employees belong to relevant groups from which they easily identified. Similarly, various firms will tend to categorize their employees from others by having different code of conduct for easy identification. Therefore, managers in mid-sized businesses should embrace the positive sides of the theory like innovativeness and creativity so as to improve the performance of their firm. Compositional demography is a concept from which possible elucidations for negative impacts of diversity in age can be derived as it heavily draws from this theory (Kunze *et al.*, 2009).

According to this theory, there are certain groups in which individuals classify others and themselves. This is done on the basis of personal relevant dimensions which in most cases comprise demographic classes such as ethnicity, age or gender. The theory contends that both intergroup behaviour and social identity guided by factors such as pursuit of evaluating affirmative social identity and positive intergroup distinctiveness. This in turn is encouraged by the inspired positive self-esteem (Hogg & Terry 2000). They posited that a need to reduce personal uncertainty about one's feelings, attitudes, perceptions, behaviours and self-concept and place are moved by self-enhancement within the social world. Aljishi, (2009) asserted that performance level rests upon motivational level that motivates someone to work and undertake necessary tasks of achieving goals. This theory also brings out an understanding of how individuals make sense of their group and other people in the social environment Korter, (2007). According to Korter, (2007) Social Identity theory and self-categorization theory are complementary when explaining social identity, in term of its elements and processes. Through categorization and group membership, individuals develop a social identity which serves as social cognitive schema (norms, values and beliefs) for their group –relationship behaviour.

#### 3.2. Literature Review

##### 3.3.1. Organizational Performance

Performance in organization involves the recurring activities to establish organizational goals, monitor progress towards the goals, and make adjustments to achieve those goals more effectively and efficiently. Those recurring activities are much of what leaders and managers inherently do in their organizations, some of them do it far better than others Nonaka & Takeuchi (2003). According to Neely, (2002) the most frequently used organizational performance measures include organizational productivity, organizational effectiveness and industry rankings. Also Mayhew, (2014) states that the most successful organizations invest in retaining their employee diversity and improving their effectiveness, by constantly and consistently measuring performance. An organization can be sure that their investment pays off. Workers also benefit from organizational performance and appreciate fair productivity which can help them see how their work compares to others.

Also performance refers to the act of performing; the carrying into execution or recognizable action, achievement or accomplishment, in the undertaking of a duty, organizational performance refers to the effective discharge of good outcomes. Organizational performance depends on a number of factors. Cascio (2006) contended that a number of issues influence organizational performance. Some of which include the employee diversity which brings together various ideas

and expertise from various corners and enable for knowledge and skill exchange. In his view, employee diversity improves the image or an organization hence making its products marketable. He therefore advocated for an all-inclusive organization which tries to minimize discrimination and unfair treatment of particular individuals as was asserted Weiliang *et al.* (2011).

According to Weiliang *et al.* (2011) workforce diversification is crucial in improving organizational performance. They posited that most organizations have realized need of diversifying the workforce for the improvement of their performance. Dahm (2003) asserted that a range of emotions can be induced by diversity in an organization. In view of Okoro and Washington (2012) there should diversity in an organization as their products are also intended to reach diverse consumers. Weaver (2001) posited that organizational diversity comes in a number of ways. It may be in terms of education, age of employees, gender, ethnic background, products and services. The argued that all these are critical in improving an organizational performance and they do not work independently.

According to Lewis (2002), diversity in an organization can either be in product it generates or service it offers. Most important is how this diversity come about. In his view, organizations employ people of various cadre to make itself work as a system. Just like various components of a machine makes it complete and function. He asserted that the various categories of employees are intended to make an organization complete. There are technical jobs which requires technical expertise and the simple ones that may require little know how hence support staff or group of employees will low education. Crosette (2001) emphasized on the need to understand and adopt diversification in organization as it improves the general image.

The performance level of organizations found in any sector or business is exceptionally critical to management in view of the fact that it describes the end result which has been realized by an entity or a collection of individuals in an institution. In this study, however, intuitional performance is described in terms of the capacity of an organization to satisfy the preferred expectations of three key stakeholders consisting of owner's government, workforce and clients. To Chen and Chen, (2008) institutional performance implies the conversion of inputs for realizing definite results. With consideration to its substance, performance enlightens concerning the relationship linking least and efficient cost (economy), among efficient cost and recognized output (efficiency) and connecting output and attained result (effectiveness)

According to Borade (2008) argued that institutional performance entails persisted activities that set up institutional goals, monitors the growth towards the objectives and makes modifications to realize the objectives more effectively and proficiently. Thus organizational performance can be judged in terms of whether or not organization has achieved the objectives set before it. Borade, (2008) further states that a measure of organizational performance is discerning how economic inputs and outputs interrelate. To meet organizational goals according to West, (2003) each team must effectively manage its relationship with other teams and individuals in the organization through their relationships team members may gain access to needed resources and exert influence that is crucial to them and its individual members.

Workforce diversity can be drawn back through the 1960s, the time USA saw need to promote workplace diversity by electing a black president. In 1961, President John F. Kennedy was accepted as president's Committees don equal Employment prospect with goals of ending Discrimination in employment by the government. The Civil Rights Act of 1964 categorically went beyond to avoid discrimination in any activity. This turned out to be a turning point of discrimination against diverse characteristics. Workplace is growing more diverse every day making accommodation of diversity in workplace one of the most vital factors in performance of any firm. Most organizations depending on their size, adopt diversity in their various organizations so as to become more open to change in terms of employee's exceptional talents.

According to Miller, (2014), diversity is all about understanding others who are dissimilar. It also concerns understanding individuals, dignity and giving respect to all. Further, it involves creation of a working environment which enhances learning and exchange of ideas including those held in various cultures. This helps to embrace diverse perceptions which in turn supports workplace diversity as a critical factor influencing firm performance. Forms of discrimination on diversity make employees feel threatened, unwanted and insecure in turn; they end up not giving their maximum towards achieving organizational ultimate goal that is financial performance. Goals of diversity should be generated in a way that they can make sure employees in their organizations receive just action from their managers and co-workers. Additionally a report done by Kaduna on oil companies indicate that performance will be high when employee hiring is not based on favour or against a particular age group Kaduna, (2014). Therefore, firms should recognize creative cultures of diverse races, gender categorization, age groupings, responsibilities and lifestyles so as to provide the foundation for new opinions on perceiving organizational culture.

### 3.3.2. Employee's Education Level

Education is the basis of knowledge acquisition. All employees pass through an educational process to gain and put into use the skills required to achieve organizational goals. Tracy & David (2011) contended that it is not easy for an organization to accept any employee without the right education level and the skills required. In their view, the nature of the work and services offered by the organization also determines the level of education required. According to Daniel (2009), one of the factors considered by organizations during employee recruitment is the level of education. This is because it may help judge on whether the employee will understand the goals and be able to adopt the techniques used in the organization. Secondly, the level of education also helps an organization to determine the salary scale and wages to give to the employees.

In view of Moreti (2004), individuals perform based on their education level. He posited that the people with higher leaning education may have a deeper and faster understanding than the ones with low education level. He also emphasized on the easy to work with the employees with higher education level. Moreti advocated for understanding that both employees with low and higher levels of education are important to the organization. He consider various classes of staff where he mentioned that even the support staff are equally important to the organization despite their low education level.

According to Zeng *et al.* (2009), many organizations even though give preference to highly learned employees, don't like them in some cases. Some organizations consider highly learned employees as a liability in some cases in that they may require more from the organization that what the organization actually produce. This is in terms of higher wages spent on them. They posited that employees with high educational level managers and staff who have served the organization for a period of between 11 to 15 years tend to show uncommon decline in performance at work.

Cohen *et al.*, (2000) contended that the most important thing to understand is what the organization intends to do. This will guide the type and classes of employees to have or recruit. In their view, the choice of education level of employees only comes after the organization has known what it is to deal with and the technicalities that may be experience during pursuit of organizational goals and activities. Further, they affirmed that disparity in education level in organization may result into discomfort among employees which may in turn negatively affect performance. This disparity does not promote social integration and harmony among the employees. The low class employees tend to distant themselves from the high class and this weakens the workforce. In some cases it may result into conflict among employees as the low level educational class feel inferior and discriminate. In most cases, they do not understand even why they are paid less while they are the ones doing more physical work that require a lot of energy as was asserted by Edward (2010).

According to Edward (2010) the inferiority complex developed by the less educated employees lowers their performance as they consider themselves individuals of lower grades. Persistent in such feelings make employees socially insecure and this reduces their confidence in what they are doing (work). This impairs such employee's performance as they develop negative attitude towards more learned employees. This make the lose confidence in the organization and they end up becoming uncontrollable.

Cohen and Levinthal, (2000) advocated for heterogeneous education levels within organization where there is borrowing of ideas from the each level. They posited that at workplaces all employees should be treated fairly regardless of their educational level. Ideas should be borrowed and the more learned employees should always empower the less educated for the achievement of the organizational goals. This is because all that work in the same organization, have the same goal and objectives to achieve. There should be no discrimination that cause inferiority in an organization hence negatively affecting organizational performance. Cohen and Lavinthal contended that employees need each other regardless of their educational level. They noted that for effective management and achievement of organizational goals both the less educated and the more educated must be there. That is the support staff and/operational staff together with administration must exist for goal achievement.

More importantly, the recruitment of staff must be done on the understanding of what an organization does. The organizations dealing with more physical activities must discern their employees and recruit them based on that level in that they might not require complex technology as compared to organizations dealing with more sophisticate and complex service delivery issues.

### 3.3.3. Influence of Employee's Level of Education on Organizational Performance

According to Gwendolyn (2002), the organization is structure and perform different functions. There are organizations which deal with technical products and their processing is sophisticated while others deal with simple machinery which are easy to operate. Despite all these, diversity in education must be embraced at workplaces. Cohen and Levinthal (2000) established that the structure in organizations allows for both the senior and support staff. These employees practically have different level of education but all have a role to play. They there both important to each other and to the organization. Jehn and Bezrukova (2004) posited that education level is one of the most important factor that an organization considers during recruitment of it new employees as it enables the organization to determine what an employee is able to do and what he or she might find difficulties in doing based on his or her level of education.

Gwendolyn (2002) contended that educational diversity is always implemented by the leaders of organizations to help encourage and motivate employees to work with others effectively in pursuing organizational goals. In his view, education level is a good indicator of an employee's capacity, skills and ability in undertaking particular tasks assigned to him or her. According to Cohen & Levinthal (2000), varied knowledge structure helps to increase organizational absorptive capacity. Jehn and Bezrukova (2004) established the need of embracing educational diversity in organization as it helps in building the capacity of employees in an organization. In their view there shouldn't be discrimination based on education level as each employee regardless of the level of education has a role to play. The asserted that employees are like parts of a system that function together. When one misses, the functioning system become impaired.

Carpenter and Fredrickson (2001) contended that despite a positive relationship that exist between employee's education level and performance in an organization, in some cases educational diversity results into social segregation among employees. The employees of low class or with less education feel inferior and this may affect their competence in handling particular tusks. They may lose confidence and start acting with fear when they compare themselves with the other employees with higher education. This is why Whitney (2005) advocated for the necessity for the employees and the organization as a whole to embrace each other and shun educational discrimination.

Socrates defines education as the bringing out of the ideas of universal validity which are concealed in the mind of every man; whereas Plato defines education as the capacity to feel pleasure and pain at the exact moment. It develops within the pupil's body and soul, all the beauty and all the perfection which he is capable of preserve Articles, (2013). Aristotle argues that education is the creation of a sound mind in a sound body. It develops man's sense, especially his mind so that he may be able to enjoy the contemplation of ultimate truth, goodness and beauty of which perfect happiness essentially consists Umar Farood (2011). Later, Jean-Jacques Rousseau hold concretely that, Education of man begins at his birth; before he can speak or understand he is already instructed (Preserve Articles, (2012).

When evaluating employee education as a measure of employee diversity, Munjiri (2012) indicated that employees have various academic qualifications hence it is a concept of diversity that should be put into consideration so that each and every employee can contribute positively and effectively towards organizational performance irrespective of their academic attainment. Managers in organizations should identify right persons with right education qualifications and fit them in the relevant position of their organization. Learning is powerful driver of development and one of the strongest tools for reducing poverty and improving health, gender equality, peace, and stability World Bank, (2014).

A successful organization should have employees that are able to operate the industries activities at a point where it can be termed to having competed at an advantage over the economies of other firms. To attain this, business should train, give facilities to train workers, or even design several means of creating a more skillful labour force. While it is unlikely that an economy will hold a competitive advantage in all industries, it can focus on a number of industries in which skilled professional are more readily taught.

### 3.4. Study Methodology

This study adopted a descriptive research design because the interest was on the state of affairs already existing in the field and no variable was to be manipulated. The design is appropriate as Mugenda & Mugenda (2006) attested that it enables the researcher to determine the nature of prevailing conditions without manipulating the subjects.

The study also adopted a stratified random sampling technique. Study population was divided into groups based on their job status. Then within each group a probability sample was selected. According to Cooper & Schilndler (2006) a random sample from each stratum is then identified using proportional allocation procedures. In this study, the employees were categorized in terms of job description each consisting of a stratum. A representative sample was picked at random from each of the three functions identified. Every potential respondent had an equal chance of being picked since the sampling was done at random. A sample size is the group of people who you select to be your study Cooper and Schindler, (2006). According to Mugenda & Mugenda, (2003) an appropriate sample should be between 10-30% of the populace. The study considered 30% of each population category of various employees' ranks to arrive at the sample frame.

Secondary data was gathered through review of relevant literature already documented. These includes articles, journals, books, study reports among others. While primary data was collected using questionnaire and interview schedule. According to Creswell (2009) questionnaire are preferable since they enable a researcher to collect information which is not directly observable. It was important because it contained both open and closed ended questions. The closed ended questions were beneficial as they were to test the rating of various attributes and this helps in reducing the number of related responses and it provides more structured responses to facilitate tangible recommendation and in the open ended questionnaire the respondents will state the responses as they wish.

Data Analysis is the process of systematically applying statistical and /or logical techniques to describe illustrate and evaluate data Cooper and Schilndler (2006). The study employed a descriptive statistics in data analysis. Standard deviations, percentage, means, frequency distributions were generated. Data was coded and analyzed based on the thematic areas such as employee's education level, gender, ethnic background and age using Statistical Package for Social Sciences (SPSS). The presentation was done in graphs, pie charts and tables.

## 4. Results and Discussions

### 4.1. Employee's Education Level in Tuskys Supermarkets

The study sought to establish how employee's education level influence their performance in an organization. Figure (1) demonstrates highest level of education various respondents who participated in the research study. Majority 90 % of the employees were certificate and diploma holders, 6 percent represented others who had only form four certificate or no certificate at all, 3 percent had bachelor level while the remaining 1 percent represented respondents with a masters. From the response received from the interview schedule with the management, it was noted that majority of staff in Tuskys supermarkets had attained a certificate or a diploma. The organizations commonly reject people whose training and education is high because they will demand high payment and the nature of work done in the supermarkets is not technical so they tend to cut costs.

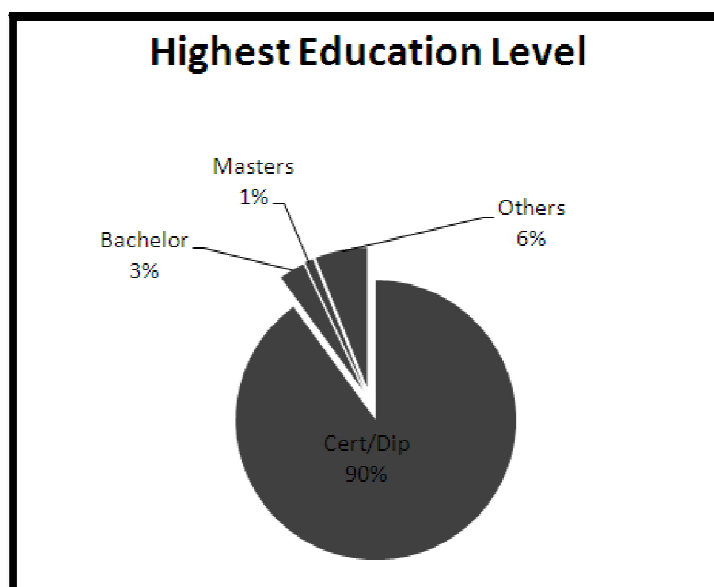


Figure 1: Highest Education Level

#### 4.2. Employee's Level of Education and Performance in an Organization (Tuskys Supermarkets)

The study aimed at determining whether education level has an influence on performance of an employee in an organization. Likert scale was adopted and used as 1 to represent Strongly Agree, 2 to indicate Agree, 3 to imply not sure, 4 to show Disagree and 5 was an evidence of Strongly Disagree. This was abbreviated as SA, A, N, D and SD and represented by 1, 2, 3, 4, and 5 respectively. The obtained findings are shown in table 1.

Statements	Percentage					Totals %
	SA	A	N	D	SD	
Our supermarket gives employees with less education opportunities for advancement	1	2	46	43	8	100
Paid study leaves are provided to our employees	1	3	4	54	38	100
Employee with low education are stigmatized	24	57	13	5	1	100
Our supermarket does not discriminate based on education level	4	12	20	22	42	100
Education is the key consideration during recruitment	20	48	14	10	8	100

Table 1: Statements of Employee Level of Education

The results of the findings reveal that Tuskys supermarkets do not offer opportunity for the less educated to further their studies. This is depicted by the 3% representing the employees who agreed that opportunities are offered to the less educated to further their studies. Table (1) demonstrate that 51% of the employees disagreed that they were subject to opportunities for further studies. The results also reveal that 92 percent of the employees disagreed on access to paid study leaves. This quite overwhelming and a strong indication that once employees in the Tuskys supermarkets, the chances of an employee furthering his or her study are minimal and/or limited. It is only 4% of the employees who agreed that they get access to paid study leave. This is also suggestive as it could show some sense of discrimination. The question which left unanswered is why some getting access to paid study leave while other (majority) are not.

Table (1) also depict that there is an overwhelming agreement that employees with low education are stigmatized. This is supported by the 81 percent of employees demonstrating that there is discrimination or rather stigmatization to the low learned or educated employees. It is only 6% of the employees who disagreed that they are stigmatized. Further, the findings of the study also reveals that there is discrimination of the low learned class of employee. 64% of the respondents were on the opinion that in Tuskys supermarkets, employees with less education are being discriminated.

It is only 18 percent who agreed that the supermarkets do not discriminate employees based on their academic background or education level. Similarly, table 1 also demonstrates that 68% of the employees were in agreement that the major factor considered during recruitment is education. In their opinion, there is no organization which does not consider education level during recruitment as they have to determine the employee's capacity in terms of understanding and the ability to perform particular tasks. The rest 18 percent disagreed on this stating that some job descriptions do not require much education and in some cases supermarkets do not take into consideration the issue of education level as a critical factor during recruitment.

## 5. Summary of Findings

As for the respondents under employee level of education as shown in figure 1, it was noted that 90% of the employees in Tuskys supermarket had attained diploma and certificate levels of education, 6 percent represented others who had only form four certificate or no certificate at all, 3 percent had bachelor level while the remaining 1 percent represented respondents with a masters. From the findings above, it was noted that majority of staff in both supermarkets had attained a certificate or a diploma. This indicates that although there is an education diversity amongst employees it was noted that majority of staff in the supermarkets had attained a certificate or a diploma. Education diversity creates a large pool of experiences, ideas that creates new products. Such supermarkets create an environment of high productivity and thus attract top talent employees and able to retain these employees due to their progressive nature.

## 6. Conclusion

Employee's level of education should be considered as a key factor to improved performance since improves decision making, pool of skills, creativity and innovation, problem solving, service and product quality. In an organizations operating in education diversity and boardroom ethnic diversity are necessary internal resource for problem solving as people from different ethnic backgrounds provide a wider perspective of considering and conceiving a situation, which might result in a more improved decision making and proper and effective solution to problems hence it enhance employee satisfaction as they come to work as a team by appreciating other people and different ways of perceiving their assigned tasks.

## 7. Recommendations

To develop on employee level of education, the management of organizations should invest much on regular training and development of employees in all departments. They should be provided with opportunities for progressing on their studies, paid study leave and sponsorship. According to other studies employee level of education also has negative effects on team work and social relationships whereby employees with low level of education may feel unconfident at their work and they end up developing undesirable outlook with their colleagues and the work itself hence they end up performing poorly.

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