



Sectoral Analysis of Moderating Effect of Structural Capability on the Relationship Between Workplace Diversity Practices and Organizational Performance of Publicly Quoted Companies in Kenya

Lazarus Akunga Kimang'a

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Lazarus Akunga Kimang'a
Email of the author: lakimanga@gmail.com

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Abstract

The study examined the sectoral analysis of the moderating effect of structural capability on the relationship between workplace diversity practices and organizational performance of publicly quoted companies in Kenya. The study was anchored on Dynamic Capabilities Theory and adopted a pragmatic philosophical underpinning through a convergent parallel mixed-methods design. A census approach covered all 56 publicly quoted companies listed on the Nairobi Securities Exchange across 11 sectors, targeting 168 respondents comprising management employees drawn from human resource, finance, and strategy departments in each company. Following the exclusion of six pretested companies, the target population was reduced to 150 respondents from 50 companies, of whom 132 completed and returned their questionnaires, representing an 88 percent response rate. For the qualitative component, 11 management employees from human resource departments, one from each sector, were interviewed, achieving a 100 percent response rate. Data were analyzed using descriptive statistics, correlation analysis, and sectoral descriptive analysis, while qualitative data were analyzed through thematic analysis and triangulated with quantitative findings. The study found that all eleven sectors recorded mean scores above the 3.50 threshold across all five study variables, confirming general agreement on internal, external, and organizational diversity practices, structural capability, and organizational performance among publicly quoted companies in Kenya. Organizational diversity practices recorded the highest aggregate mean, while structural capability recorded the lowest mean and the highest inter-sectoral variability, indicating that it is the most unevenly developed construct across publicly quoted companies on the Nairobi Securities Exchange. The Construction and Allied sector demonstrated the strongest alignment between diversity practices and organizational performance, while the Agricultural sector recorded the lowest structural capability development among all eleven sectors. The study concludes that structural capability is a critical sector-specific moderating mechanism whose effective development is essential for converting workplace diversity practices into superior and sustainable organizational performance outcomes among publicly quoted companies in Kenya, leading to rejection of the null hypothesis. The study recommends that boards, senior management, and regulatory bodies prioritize deliberate investment in sector-tailored structural capability development strategies to strengthen the diversity–performance relationship across all sectors of publicly quoted companies on the Nairobi Securities Exchange in Kenya.

Keywords: *Structural capability, workplace diversity practices, organizational performance, sectoral analysis, publicly quoted companies, Nairobi Securities Exchange, Kenya*

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1.0 Introduction

Structural capability, as a core dimension of innovation capability, plays a pivotal role in determining how effectively organizations translate workplace diversity practices into superior organizational performance. According to Iranmanesh et al. (2021), structural capability refers to the organizational infrastructure, systems, and resources that enable firms to effectively innovate, encompassing organizational structures, knowledge management, strategic flexibility, and resource integration. Globally, Adiguzel and Cakir (2020) demonstrated that diversity practices significantly enhance firm performance by encouraging creativity and innovative capability, while Atkinson et al. (2022) established that in the United States, workforce diversity management crucially enhances organizational sustainability and resilience. Al-Shamlan and Doblaz (2019) confirmed that organizations maximizing workforce diversity perform significantly better, reinforcing that structural capability must be sufficiently developed to harness diversity-driven performance benefits across diverse global organizational contexts.

Structural capability determines the extent to which organizations in different regions effectively leverage diversity for performance improvement. The World Economic Forum (2025) noted that limited data availability and resource constraints in various regions hinder diversity program implementation, while Hanif et al. (2022) demonstrated in Pakistan that successful workforce diversity management has become a business imperative requiring strong structural policy frameworks. Sanyang and Othman (2019) found in Malaysia that well-structured diversity systems boost employee retention and enhance performance. Izadi et al. (2020) established in Malawi that innovation management capability positively relates to firm performance, while Selin (2022) confirmed across 140 countries including Kenya that structurally embedded diversity foundations significantly improve employee retention and organizational performance, collectively demonstrating that structural capability mediates the effectiveness of diversity practices across varying regional contexts.

et alet alln Africa, structural capability gaps have constrained the ability of organizations to effectively convert diversity practices into measurable performance outcomes. Mousa et al. (2020) found that diversity management practices remain underdeveloped across most African countries, with Egyptian organizations still experiencing social discrimination and majority-minority classifications leading to employee and organizational underperformance. Conversely, Adeniyi et al. (2024) noted that South African organizations with robust structural labor frameworks have achieved more inclusive workplaces and improved performance. Olanipekun et al. (2023) demonstrated among Nigerian distillery firms that efficient administration of cultural diversity enhances organizational performance and innovation mechanisms. Morfaki and Morfaki (2022) further noted that cultural diversity informs specific corporate diversity management strategies, reinforcing that structurally embedded diversity practices are essential for sustained performance improvement across African organizational contexts.

Within East Africa and Kenya specifically, structural capability deficiencies among publicly quoted companies have contributed significantly to persistent performance challenges. Mukyala et al. (2020) indicated that despite regulatory guidelines, many NSE-listed companies have reported low share prices and declining market capitalization, reflecting poor structural governance. According to NSE Handbooks covering 2020 to 2024, the proportions of publicly quoted companies issuing profit warnings were 29%, 43%, 9%, 34%, and 18% respectively, demonstrating persistent organizational underperformance. Theuri (2021) noted that 27% of NSE-quoted companies issued profit warnings in 2018, with 46% of manufacturing firms affected. Apee

(2021) further confirmed that commercial banks quoted on the NSE have persistently exhibited poor financial performance despite governmental initiatives, suggesting that structural capability gaps significantly undermine the ability of these organizations to leverage diversity practices for enhanced performance outcomes.

Structural capability gaps are further evidenced by diversity-related challenges that undermine innovation and performance among NSE-quoted companies. Wambua and Gachunga (2023) identified tribal dynamics as a significant structural barrier, influencing board appointments, recruitment, and promotions through ethnic favoritism, thereby reducing organizational cohesion and innovation capacity. Njuguna and Otieno (2024) noted that age-based discrimination structurally excludes younger professionals from leadership pipelines, muting generational diversity benefits. Kilonzo and Mutuku (2025) further identified socioeconomic bias in hiring practices as structurally disadvantaging qualified candidates from marginalized communities. Chijoke-Mgbame et al. (2020) highlighted measurement challenges in assessing diversity's impact on performance in Africa, citing inconsistent data collection and lack of standardized metrics, collectively demonstrating that structural capability weaknesses significantly constrain diversity-driven performance enhancement across NSE-listed sectors.

Despite growing recognition of the importance of structural capability in leveraging diversity for performance improvement, significant empirical gaps persist in the Kenyan context. Lemaiyan and Chelogoi (2023) observed that existing studies often examine diversity or innovation in isolation, lacking integrated models capturing their interactive effects on organizational outcomes. Mwangi (2021) noted that research underrepresents gender, ethnic, and generational diversity beyond board level, missing key workforce heterogeneity dimensions influencing innovation capacity. Munyiva and Kosgei (2022) confirmed that inclusive hiring and promotion policies among NSE-quoted companies have improved structural flexibility, enabling quicker adaptation to regulatory and technological changes. Marx et al. (2021) further established that ethnic diversity adversely affected Kenyan organizational performance during ethnic conflicts, underscoring structural diversity management gaps. Hence, this study examined sectoral analysis of the moderating effect of structural capability on the relationship between workplace diversity practices and organizational performance of publicly quoted companies in Kenya.

1.1 Statement of the Problem

In Kenya, there is a continued problem of underperformance of publicly quoted companies despite the requirement by the Capital Markets Authority that publicly quoted companies should have in place qualified and experienced senior management with a record of good standing and relevant experience to achieve and sustain good performance. According to Otike et al. (2022), despite substantial investments in workplace diversity practices aimed at leveraging heterogeneous talent pools for improved performance, many organizations fail to realize the anticipated benefits. The researcher of the study hereof lacks evidence that previous studies have examined how certain diversity practices affect organizational performance in publicly quoted companies in the Kenyan context. Further, although innovation capability has been identified as a potential driver of performance outcomes, limited empirical research has explored its moderating role in strengthening the effect of workplace diversity practices on organizational performance in quoted companies in Kenya. Having in place appropriate workplace diversity practices could be a possible solution to the problem of performance of publicly quoted companies. According to NSE-Handbooks covering 5 years from 2020 to 2024, the number of quoted companies that issued profit warnings were 29% in 2020, 43% in 2021, 9% in 2022, 34% in 2023, and an expected high number

for 2024 whose final audit results were awaited. This is a manifestation of continued poor performance of publicly quoted companies in Kenya.

The persistence of poor organizational performance among publicly quoted companies on the NSE provides compelling evidence of structural capability deficiencies that undermine diversity-driven performance outcomes. According to NSE Handbooks covering five years from 2020 to 2024, the proportions of quoted companies issuing profit warnings were 29% in 2020, 43% in 2021, 9% in 2022, 34% in 2023, and an anticipated high number for 2024 whose final audit results were awaited, demonstrating the magnitude and persistence of organizational underperformance. Onsongo et al. (2020) established that commercial and services firms listed on the NSE experienced declining profitability associated with liquidity risk and foreign exchange exposures, while Walela et al. (2022) confirmed that financial risk factors increased the likelihood of financial distress among NSE-listed firms. These findings collectively underscore the need for well-qualified, experienced, and diverse management teams supported by strong structural capability systems to effectively manage organizational risks and drive sustained performance improvements.

The continued underperformance of publicly quoted companies across different sectors of the NSE demonstrates that the problem is not uniform, pointing to sectoral variations in structural capability that moderate the effectiveness of diversity practices on organizational performance. The Nairobi Securities Exchange has consistently reported that companies showing poor results are predominantly from the commercial and services sector, indicating differential sectoral performance challenges (Onsongo et al., 2020). Charlotte and Wanyoike (2020) warned that failure to leverage diverse top talents results in missed opportunities for enhanced innovation and organizational performance, while Trading Economics (2022) noted the contradiction between organizations declaring human resources as their most important asset and the poor financial results reflected in published financial statements.

1.2 Research Objective

To carry out sectoral analysis of the moderating effect of structural capability on the relationship between workplace diversity practices and organizational performance of publicly quoted companies in Kenya.

1.3 Research Hypothesis

H₀: There is no statistically significant moderating effect of structural capability on the relationship between workplace diversity practices and organizational performance of publicly quoted companies in Kenya across sectors.

2.0 literature review

The literature review examined existing theoretical and empirical knowledge underpinning the sectoral analysis of structural capability on workplace diversity practices and organizational performance. The theoretical, empirical, and conceptual discussions collectively informed the research and provided the scholarly basis upon which the sectoral analysis of the moderating effect of structural capability was examined across the sectors.

2.1 Theoretical Review

The study was anchored on dynamic capabilities theory. The theory was pioneered by Teece, Pisano, and Shuen (1997), who defined dynamic capabilities as the firm's ability to integrate, build,

and reconfigure internal and external competences to address rapidly changing environments. The theory was subsequently elaborated by Teece (2007), who identified three core microfoundations of dynamic capabilities: sensing opportunities and threats, seizing opportunities, and reconfiguring assets and organizational structures to maintain competitiveness. Eisenhardt and Martin (2000) further contributed by conceptualizing dynamic capabilities as specific strategic and organizational processes that create value in dynamic markets. The theory assumes that firms operate in environments characterized by rapid change and uncertainty, that competitive advantage is derived from internal capability configurations rather than solely from market positioning, and that organizations must continuously renew their competences to sustain performance (Teece, 2018; Teece, 2020). Zahra, Sapienza, and Davidsson (2006) further posited that dynamic capabilities enable firms to create, extend, and modify their resource base deliberately, while Arend and Bromiley (2009) noted that the theory emphasizes organizational routines, learning processes, and structural configurations as central mechanisms through which firms achieve sustained competitive advantage.

The theory was relevant to the current study because structural capability is fundamentally grounded in the theory's core proposition that internal organizational configurations determine how effectively firms sense, seize, and reconfigure resources to achieve superior performance. Structural capability, encompassing the organizational systems, processes, communication mechanisms, and knowledge management structures within publicly quoted companies, represents precisely the type of internal capability configuration that dynamic capabilities theory identifies as central to sustained competitive advantage. The theory explains how structural capability moderates the relationship between workplace diversity practices and organizational performance, since organizations with stronger structural configurations are better positioned to harness the informational, creative, and experiential resources embedded in diverse workforces and convert them into measurable performance outcomes. Furthermore, the theory accounts for the sectoral variations observed in the moderating effect of structural capability across agricultural, banking, commercial, construction, energy, insurance, investment, and manufacturing sectors listed on the Nairobi Securities Exchange, as each sector operates under distinct environmental demands requiring different structural capability configurations to effectively leverage diversity practices for enhanced organizational performance.

2.2 Empirical Literature Review

Nielsen and Momeni (2016) established a direct relationship between structural capability and innovation capability in Iranian food industry companies, identifying managerial capacity, cultural capacity, communicational capacity, and organizational knowledge capacity as the most critical components influencing structural capability. This foundational work demonstrated that organizations possessing strong structural configurations are better positioned to develop and sustain innovation capability, which subsequently drives performance. Aramburu and Sáenz (2011) extended this understanding by demonstrating that structural capital components, conceptualized as organizational enablers, exerted the greatest impact on the ideation phase of innovation processes among 142 Spanish manufacturing firms. Their findings affirm that structural dimensions are not passive organizational features but active drivers of capability development.

Iranmanesh et al. (2021) reinforced this position by demonstrating that organizational structural dimensions—specifically specialization, formalization, informal social relations, and link mechanisms—positively and significantly influenced innovation capability among Malaysian manufacturing firms, which in turn drove operational performance. Importantly, innovative culture

moderated these relationships, suggesting that structural capability interacts dynamically with cultural dimensions to produce performance outcomes. Gonzalez (2022) complemented this by revealing that mechanistic structures characterized by high formalization and centralization negatively impacted knowledge-based dynamic capability among Brazilian industrial firms, while integration positively related to dynamic capability and team innovative performance.

Dicle and Okan (2021) further demonstrated that strategic decision-making processes mediated the relationship between organizational structure, culture, and innovation capability across 29 industries, suggesting that structural capability operates through decision-making pathways to influence organizational outcomes. Migdadi (2021) similarly established that organizational learning capability influences performance indirectly through innovation as a mediator, underscoring the sequential nature of capability-driven performance enhancement. These findings collectively indicate that structural capability does not act in isolation but functions as part of an interconnected system of organizational capabilities. Munyiva and Kosgei (2022) provided a Kenyan context by demonstrating that innovation capability mediated the relationship between workforce diversity and firm performance among NSE-listed companies, a finding that directly supports the present study's focus on structural capability as a moderating variable in the diversity-performance relationship among publicly quoted companies in Kenya.

AlTaweel and Al-Hawary (2021) demonstrated among 224 senior managers in Jordanian industrial corporations that innovation capability played a significant mediating role in improving the relationship between strategic agility and organizational performance, recommending that organizations adopt flexible resource allocation and collaborative business models to sustain competitive advantage. Mugambi and Kinyua (2020) similarly found that innovation capability had a positive and significant impact on organizational performance in commercial banks in Nairobi, Kenya, establishing it as a crucial prerequisite for efficient innovation management. Zhu et al. (2022) further confirmed among Chinese enterprises that innovation largely and positively influenced organizational performance.

The relationship between structural capability and diversity-driven performance has been examined through several related studies. Zouaghi et al. (2020) found that gender, skills, and educational diversity positively linked with product and process innovation among approximately 12,000 Spanish firms, supporting the argument that diverse human capital, when supported by capable structural systems, enhances innovation outcomes. Abdelhay (2024) further demonstrated that effective diversity management enhances innovation through improved knowledge-sharing practices, while Adams et al. (2024) found that functional-level diversity exerted a positive influence on team innovation. Chatterjee et al. (2023) cautioned that contextual factors significantly determine whether innovation leads to success or failure, with dynamic capabilities playing a decisive role.

2.3 Conceptual Framework

The conceptual framework is a diagrammatical representation that shows the relationships between the study variables. Figure 1 illustrates how internal diversity practices, external diversity practices, and organizational diversity practices influence organizational performance, with structural capability moderating this relationship.

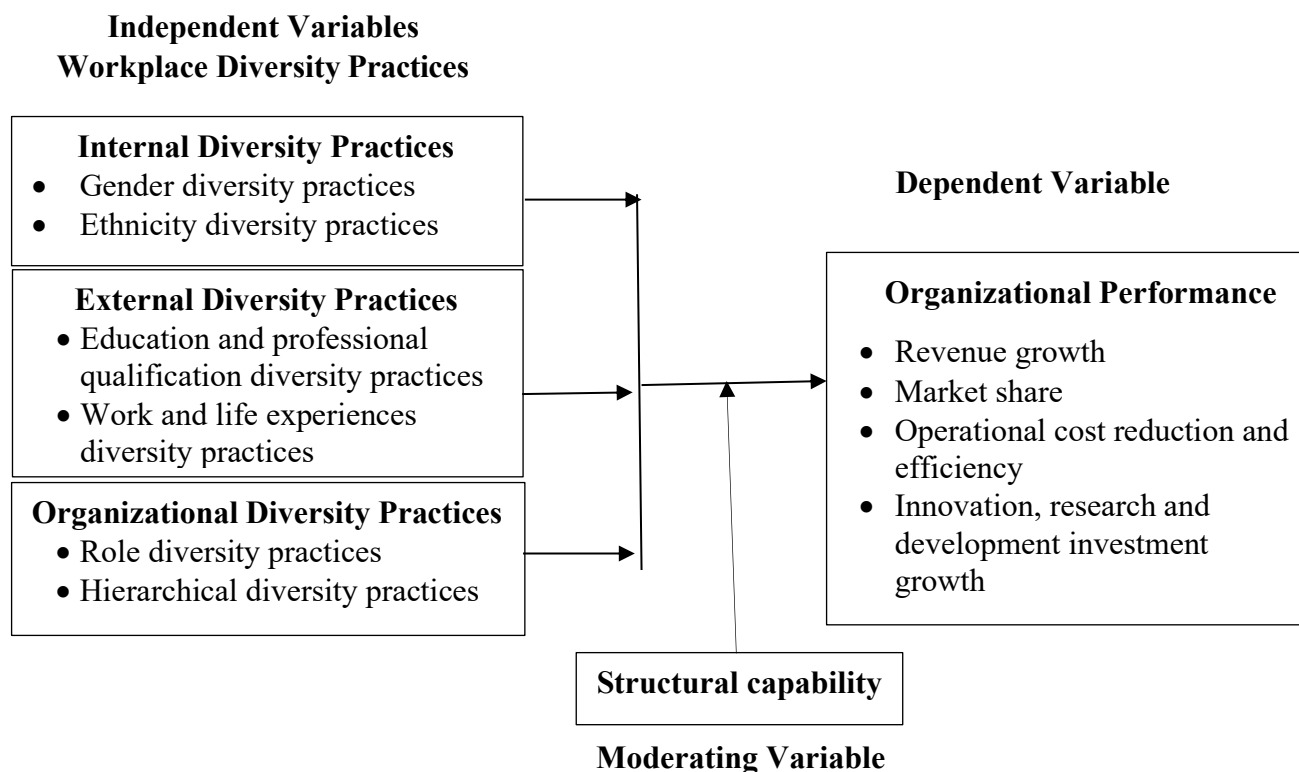


Figure 1: Conceptual Framework

3.0 Research Methodology

The study adopted a pragmatic philosophical underpinning, which allowed for the simultaneous use of both quantitative and qualitative methods through a convergent parallel mixed-methods design. A census approach was employed given the manageable total population of 56 publicly quoted companies listed on the Nairobi Securities Exchange, distributed across 11 sectors, namely Agricultural, Automobiles & Accessories, Banking, Commercial & Services, Construction & Allied, Energy & Petroleum, Insurance, Investment, Investment Services, Manufacturing & Allied, and Telecommunication & Technology (NSE, 2024). Management from human resource, strategy and finance were purposively selected from each company, yielding 168 questionnaire respondents, while 11 from human resource representing 11 sectors were interviewed. Pretesting was conducted across six companies from six distinct sectors to validate both the structured questionnaire and interview guide instruments. All Cronbach alpha coefficients exceeded the 0.7 threshold, ranging from 0.718 for External Diversity Practices to 0.903 for Organizational Diversity Practices, confirming reliability (Taber, 2018).

KMO values ranged from 0.542 to 0.726 with Bartlett's test of sphericity significant at $p < 0.05$ across all variables, confirming construct validity (Bryman et al., 2022). For sectoral analysis specifically, data were analyzed using descriptive statistics, correlation, and sectoral regression analysis. Regression models were used to test the effects of internal, external, and organizational diversity practices on organizational performance independently within each sector. The interaction term (Workplace Diversity Practices \times Structural Capability) was used to determine whether structural capability significantly strengthened or weakened the diversity–performance relationship within and across sectors, with significance set at $p < 0.05$. Qualitative data from the

11 sectoral interviews were analyzed using thematic analysis. Triangulation of quantitative and qualitative findings ensured the credibility and comprehensiveness of sectoral conclusions regarding the moderating effect of structural capability across sectors represented by publicly quoted companies on the Nairobi Securities Exchange in Kenya.

4.0 Data Presentation, Analysis and Interpretation

The data presentation, analysis, and interpretation are presented in sections, systematically examining the sectoral moderating effect of structural capability on the relationship between workplace diversity practices and organizational performance. The chapter presents findings derived from both quantitative data collected through questionnaires and qualitative data gathered through in-depth interviews. The sections cover response rate, descriptive statistics, qualitative analysis, correlation analysis, and sectoral regression analysis, with the interaction term of workplace diversity practices and structural capability used to determine the moderating effect of structural capability within and across sectors.

4.1 Response Rate

The study targeted 168 respondents for the quantitative survey, comprising management employees from each of the 56 publicly quoted companies, specifically drawn from the human resource, finance, and strategy departments. After the pretest, six companies were excluded from the final data collection: Sasini Plc (Agricultural sector), Kenya Airways (Commercial & Services sector), Bamburi Cement Ltd (Construction & Allied sector), KenGen Plc (Energy & Petroleum sector), CIC Insurance Group (Insurance sector), and British American Tobacco Kenya Plc (Manufacturing & Allied sector). This reduced the target population to 150 respondents from the remaining 50 companies. Out of the 150 questionnaires distributed, 132 were completed and returned, representing a response rate of 88 percent. For the qualitative component, the study conducted interviews with management employees from human resource departments, with one respondent drawn from each of the eleven sectors represented on the Nairobi Securities Exchange. All targeted interview respondents participated, achieving a 100 percent response rate for the qualitative data collection. Babbie (2016) indicates that response rates above 70 percent are acceptable for generalizing findings, and the 88 percent response rate achieved for questionnaires in this study comfortably exceeded this threshold, confirming the adequacy of the quantitative data collected for generalizing findings across publicly quoted companies on the Nairobi Securities Exchange in Kenya.

4.2 Sectoral Descriptive Statistics

This section presents the sectoral descriptive statistics for the study variables across the eleven sectors listed on the Nairobi Securities Exchange. The analysis presents mean scores and standard deviations for each sector, providing a comparative view of how each sector performs on structural capability, internal diversity practices, external diversity practices, organizational diversity practices and organizational performance. A mean score of 3.50 and above indicates agreement, while a score below 3.50 indicates disagreement.

Table 1: Sectoral Descriptive Statistics for Structural capability

Sector	Mean	Std. Deviation
Agricultural	3.543	0.563
Automobiles & Accessories	4.170	0.608
Banking	3.977	0.641
Commercial & Services	3.628	0.959
Construction & Allied	3.693	0.441
Energy & Petroleum	3.981	0.823
Insurance	4.120	0.467
Investment	3.767	0.494
Investment Services	3.863	0.402
Manufacturing & Allied	3.722	0.429
Telecommunication & Technology	3.890	0.381
Average	3.850	0.564

The aggregate mean score for structural capability across all sectors was 3.850 (SD = 0.564), indicating that respondents generally agreed that their companies demonstrated adequate structural capability. The Automobiles and Accessories sector recorded the highest mean score (M = 4.170, SD = 0.608), suggesting the strongest structural capability configurations, while the Agricultural sector recorded the lowest mean score (M = 3.543, SD = 0.563), indicating comparatively lower levels of structural capability development among the sectors surveyed. The comparatively higher standard deviations across all sectors relative to diversity practice variables reflect greater variability in respondents' perceptions of structural capability within each sector, suggesting that structural capability is unevenly developed across organizations within the same sector. All eleven sectors recorded mean scores above the 3.50 threshold, confirming general agreement on the presence of structural capability across all sectors of the Nairobi Securities Exchange. The Insurance sector (M = 4.120, SD = 0.467) and the Energy and Petroleum sector (M = 3.981, SD = 0.823) recorded notably high mean scores, reflecting strong sectoral investment in organizational infrastructure, decision-making structures, and knowledge management systems. The comparatively higher standard deviations observed across all sectors indicate greater inter-organizational variation in structural capability levels, suggesting that the extent to which structural capability is developed and embedded within organizational systems differs considerably across publicly quoted companies in Kenya.

Table 2: Sectoral Descriptive Statistics for Workplace Diversity Practices

Internal Diversity Practices		
Sector	Mean	Std. Deviation
Agricultural	3.970	0.103
Automobiles & Accessories	4.071	0.069
Banking	3.894	0.110
Commercial & Services	3.907	0.107
Construction & Allied	3.903	0.167
Energy & Petroleum	3.932	0.101
Insurance	3.853	0.085
Investment	3.912	0.127
Investment Services	3.732	0.135
Manufacturing & Allied	3.886	0.132
Telecommunication & Technology	3.980	0.130
Average	3.913	0.115
External Diversity Practices		
Sector	Mean	Std. Deviation
Agricultural	3.789	0.116
Automobiles & Accessories	3.972	0.153
Banking	3.836	0.079
Commercial & Services	3.875	0.105
Construction & Allied	3.880	0.108
Energy & Petroleum	3.890	0.132
Insurance	3.823	0.125
Investment	3.853	0.095
Investment Services	3.801	0.229
Manufacturing & Allied	3.792	0.135
Telecommunication & Technology	3.820	0.104
Average	3.848	0.126
Organizational Diversity Practices		
Sector	Mean	Std. Deviation
Agricultural	4.006	0.103
Automobiles & Accessories	3.873	0.115
Banking	3.945	0.123
Commercial & Services	3.927	0.092
Construction & Allied	4.071	0.134
Energy & Petroleum	3.934	0.144
Insurance	3.971	0.108
Investment	3.938	0.128
Investment Services	4.018	0.029
Manufacturing & Allied	3.998	0.105
Telecommunication & Technology	3.944	0.157
Average	3.966	0.112

Table 2 presents the sectoral descriptive statistics for workplace diversity practices across the eleven sectors of the Nairobi Securities Exchange, covering three dimensions: internal diversity practices, external diversity practices, and organizational diversity practices. Across all three dimensions, all eleven sectors recorded mean scores above the 3.50 threshold, confirming general agreement on the implementation of workplace diversity practices among publicly quoted companies in Kenya. The aggregate mean scores were 3.913 (SD = 0.115) for internal diversity practices, 3.848 (SD = 0.126) for external diversity practices, and 3.966 (SD = 0.112) for organizational diversity practices, indicating that organizational diversity practices recorded the highest average level of implementation across all sectors, while external diversity practices recorded the lowest. The consistently narrow standard deviations across all three dimensions reflect high uniformity in respondents' perceptions within each sector, suggesting that workplace diversity practices are implemented with relative consistency across publicly quoted companies on the Nairobi Securities Exchange.

Regarding internal diversity practices, the Automobiles and Accessories sector recorded the highest mean score (M = 4.071, SD = 0.069), reflecting the strongest implementation of gender, ethnic, and generational diversity within organizational structures, while the Investment Services sector recorded the lowest mean score (M = 3.732, SD = 0.135), indicating comparatively lower levels of internal diversity practice implementation. The Agricultural sector (M = 3.970, SD = 0.103) and the Telecommunication and Technology sector (M = 3.980, SD = 0.130) recorded notably high mean scores, reflecting strong sectoral commitment to embedding internal diversity within their workforce configurations. The exceptionally narrow standard deviation recorded by the Automobiles and Accessories sector (SD = 0.069) indicates the highest level of consensus among respondents regarding internal diversity practice implementation, suggesting that organizations within this sector maintain highly uniform internal diversity standards across their operations.

With respect to external diversity practices, the Automobiles and Accessories sector again recorded the highest mean score (M = 3.972, SD = 0.153), indicating the strongest engagement with customer, supplier, and stakeholder diversity, while the Agricultural sector recorded the lowest mean score (M = 3.789, SD = 0.116), reflecting comparatively limited external diversity practice implementation. The Energy and Petroleum sector (M = 3.890, SD = 0.132) and the Construction and Allied sector (M = 3.880, SD = 0.108) recorded notably high mean scores, reflecting strong sectoral orientation toward external diversity engagement. The Investment Services sector recorded the highest standard deviation for external diversity practices (SD = 0.229), indicating the greatest variability in respondents' perceptions within this sector, suggesting that external diversity practice implementation is less uniform across organizations within the Investment Services sector compared to other sectors on the Nairobi Securities Exchange.

Concerning organizational diversity practices, the Construction and Allied sector recorded the highest mean score (M = 4.071, SD = 0.134), suggesting the strongest integration of diversity into organizational policies, decision-making structures, and hierarchical configurations, while the Automobiles and Accessories sector recorded the lowest mean score (M = 3.873, SD = 0.115), indicating that despite its strong performance on internal and external diversity dimensions, the sector comparatively lags in embedding diversity into broader organizational systems and processes. The Agricultural sector (M = 4.006, SD = 0.103) and the Investment Services sector (M = 4.018, SD = 0.029) recorded notably high mean scores, with the Investment Services sector recording the narrowest standard deviation across all three diversity dimensions (SD = 0.029), reflecting exceptional consensus among respondents regarding organizational diversity practice

implementation in that sector. Collectively, the findings demonstrate that while all sectors of the Nairobi Securities Exchange have achieved general agreement on workplace diversity practice implementation across all three dimensions, notable inter-sectoral variations exist, particularly between internal and organizational diversity practice configurations, underscoring the sector-specific nature of diversity practice embedding among publicly quoted companies in Kenya.

A comparative analysis across the eleven sectors reveals that organizational diversity practices recorded the highest aggregate mean ($M = 3.966$, $SD = 0.112$), followed by internal diversity practices ($M = 3.913$, $SD = 0.115$), organizational performance ($M = 3.910$, $SD = 0.184$), external diversity practices ($M = 3.848$, $SD = 0.126$), and structural capability ($M = 3.850$, $SD = 0.564$). The Construction and Allied sector led on both organizational diversity practices ($M = 4.071$) and organizational performance ($M = 4.028$), while the Automobiles and Accessories sector dominated on internal diversity practices ($M = 4.071$), external diversity practices ($M = 3.972$), and structural capability ($M = 4.170$). The Agricultural sector recorded the lowest means for both external diversity practices ($M = 3.789$) and structural capability ($M = 3.543$), while the Insurance sector recorded the lowest organizational performance ($M = 3.830$), confirming that performance and diversity gaps are distributed differently across sectors.

Structural capability recorded the highest aggregate standard deviation ($SD = 0.564$) among all five variables, far exceeding organizational performance ($SD = 0.184$), external diversity practices ($SD = 0.126$), internal diversity practices ($SD = 0.115$), and organizational diversity practices ($SD = 0.112$), confirming that structural capability is the most unevenly developed construct across publicly quoted companies in Kenya. The Commercial and Services sector recorded the widest intra-sectoral variability in structural capability ($SD = 0.959$), while organizational diversity practices remained the most consistently implemented variable across all sectors. The Agricultural sector's structural capability mean ($M = 3.543$) was the closest to the 3.50 threshold among all variables, underscoring its underdeveloped structural systems and the consequent risk of failing to convert comparatively strong diversity practice scores into sustained organizational performance outcomes across the Nairobi Securities Exchange.

4.3 Correlation Analysis

Table 3 presents the correlation coefficients between workplace diversity practices, structural capability, and organizational performance among publicly quoted companies on the Nairobi Securities Exchange.

Table 3: Correlation Matrix

		Organizational Performance	Internal Diversity Practices	External Diversity Practices	Organizational Diversity Practices	Process Innovation
Organizational Performance	Pearson Correlation Sig. (2-tailed)	1.000				
Internal Diversity Practices	Pearson Correlation Sig. (2-tailed)	.425 0.000	1.000			
External Diversity Practices	Pearson Correlation Sig. (2-tailed)	.389 0.000	0.025 0.777	1.000		
Organizational Diversity Practices	Pearson Correlation Sig. (2-tailed)	.473 0.000	-0.039 0.658	-0.052 0.557	1.000	
Structural capability	Pearson Correlation Sig. (2-tailed)	0.559 0.005	0.208 0.011	0.514 0.007	0.759 0.027	1.000

Table 3 presents the correlation coefficients between workplace diversity practices, structural capability, and organizational performance among publicly quoted companies on the Nairobi Securities Exchange. Internal diversity practices recorded a positive and statistically significant correlation with organizational performance ($r = .425$, $p = 0.000$), as did external diversity practices ($r = .389$, $p = 0.000$) and organizational diversity practices ($r = .473$, $p = 0.000$), collectively confirming that all three dimensions of workplace diversity practices are positively and significantly associated with organizational performance. Organizational diversity practices recorded a positive and statistically significant correlation with organizational performance among the three diversity dimensions, suggesting that functional-level diversity comprising role diversity and hierarchical diversity exerts the greatest independent influence on organizational performance. The three diversity dimensions recorded negligible and statistically non-significant inter-correlations among themselves, with coefficients ranging from $r = -0.052$ to $r = 0.025$, confirming the absence of multicollinearity among publicly quoted companies on the Nairobi Securities Exchange in Kenya.

Structural capability recorded a positive and statistically significant correlation with organizational performance ($r = 0.559$, $p = 0.005$) among all study variables, reinforcing its critical moderating role in the relationship between workplace diversity practices and organizational performance. Structural capability demonstrated a positive and statistically significant correlation with organizational diversity practices ($r = 0.759$, $p = 0.027$), external diversity practices ($r = 0.514$, $p = 0.007$), and internal diversity practices ($r = 0.208$, $p = 0.011$), confirming that structural capability is significantly associated with all three dimensions of workplace diversity practices. These positive and statistically significant associations affirm that well-configured structural systems comprehensively support the embedding of internal, external, and organizational diversity

practices across all organizational levels and stakeholder interfaces among publicly quoted companies on the Nairobi Securities Exchange in Kenya.

Based on the foregoing correlation evidence, the null hypothesis-that there is no statistically significant moderating effect of structural capability on the relationship between workplace diversity practices and organizational performance of publicly quoted companies in Kenya across sectors-is rejected. This decision is justified by the positive and statistically significant correlation between structural capability and organizational performance ($r = 0.559$, $p = 0.005$), alongside statistically significant correlations between structural capability and all three dimensions of workplace diversity practices-internal diversity practices ($r = 0.208$, $p = 0.011$), external diversity practices ($r = 0.514$, $p = 0.007$), and organizational diversity practices ($r = 0.759$, $p = 0.027$). These consistent associations, reinforced by pronounced inter-sectoral variability in structural capability development ($SD = 0.564$), provide robust cumulative evidence that structural capability exerts a significant moderating influence on the diversity–performance relationship across sectors of publicly quoted companies on the Nairobi Securities Exchange in Kenya.

4.4 Qualitative Analysis

The qualitative findings are derived from in-depth interviews conducted with human resource departments across publicly quoted companies on the Nairobi Securities Exchange (NSE). Figure 2 presents a network diagram of structural capability, illustrating how structural capability manifests across different sectors through distinct organizational mechanisms.

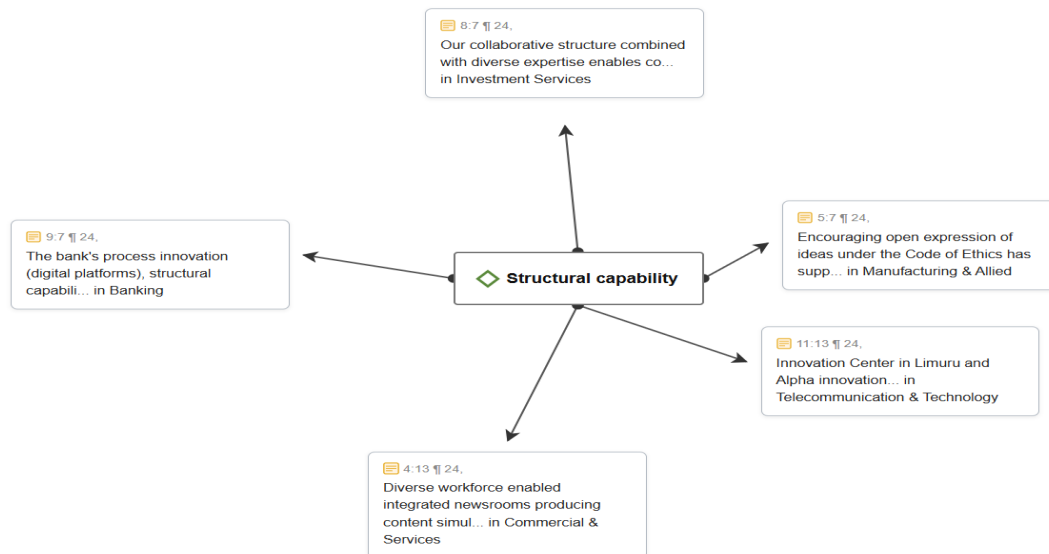


Figure 2: Network Diagram of Structural capability

The diagram reveals cross-sectoral themes showing how structural capability is configured to support organizational performance through diverse workforce integration. Across sectors, collaborative structures enable the pooling of diverse expertise, particularly within investment and financial service environments where coordination and knowledge sharing drive value creation. In the banking sector, structural capability is reflected through process innovation anchored on digital platforms, which streamline operations and enhance service efficiency. Within manufacturing and allied sectors, organizational systems such as formal Codes of Ethics create an enabling environment for open expression of ideas, thereby supporting innovation and operational

effectiveness. In commercial and service-oriented sectors, diversity is leveraged through integrated workforce structures that facilitate coordinated content production and service delivery. In contrast, the telecommunication and technology sector demonstrates more specialized configurations, where innovation centers and structured innovation initiatives serve as critical mechanisms for harnessing diverse talent toward performance improvement. Collectively, these patterns confirm that structural capability is not a uniform construct but varies significantly across sectors, with each sector developing context-specific systems that either enhance or limit the translation of workplace diversity practices into improved organizational performance.

5.0 Conclusion

The sectoral analysis of the moderating effect of structural capability on the relationship between workplace diversity practices and organizational performance of publicly quoted companies in Kenya conclusively established that structural capability plays a positive and statistically significant moderating role across all eleven examined sectors, though the specific diversity dimensions-internal, external, and organizational-through which this moderation manifests vary distinctly from sector to sector. The findings confirm that structural capability is not a uniform organizational construct but rather a sector-specific mechanism shaped by the unique operational demands, regulatory environments, and diversity configurations characterizing each sector on the Nairobi Securities Exchange. The Construction and Allied sector demonstrated the strongest alignment between diversity practices and organizational performance, while the Agricultural sector recorded the lowest structural capability development. Consequently, the null hypothesis was rejected, and the study concludes that strengthening structural capability across all eleven sectors is critical for converting workplace diversity practices into superior and sustainable organizational performance outcomes among publicly quoted companies in Kenya

6.0 Recommendations

The study recommends that boards and senior management of publicly quoted companies on the Nairobi Securities Exchange prioritize deliberate investment in structural capability development as a strategic organizational imperative, recognizing that well-configured structural systems comprising organizational infrastructure, knowledge management frameworks, decision-making structures, and communication mechanisms are essential for translating workplace diversity practices into measurable organizational performance improvements across all sectors. Sector-specific structural capability strategies should be designed and implemented, acknowledging that the moderating pathways through which structural capability influences the diversity–performance relationship differ across agricultural, banking, commercial, construction, energy, insurance, investment, and manufacturing sectors, requiring tailored rather than uniform approaches to structural capability enhancement. The Capital Markets Authority and relevant regulatory bodies are further recommended to incorporate structural capability assessment criteria into their governance and performance evaluation frameworks for publicly quoted companies, ensuring that listed companies maintain adequate structural systems to support diversity-driven innovation and organizational performance. Additionally, human resource practitioners and organizational development specialists within NSE-listed companies should design sector-informed diversity management programs that are structurally embedded within organizational policies, recruitment frameworks, training systems, and performance accountability mechanisms, thereby ensuring that workplace diversity practices are systematically supported by the structural capability configurations necessary to generate sustained competitive advantage and superior organizational performance outcomes across all sectors of publicly quoted companies in Kenya.

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