

**THE ROLE OF WORK FORCE DIVERSITY ON EMPLOYEE
PERFORMANCE (IN CASE OF WOLKITE UNIVERSITY)**



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DECLARATION

I hereby declare that the research entitled on “the role of work force diversity on employee performance (in case of wolkite university)" is my own work, that it has not been submitted for any degree or examination at any other institution of higher learning, and that all references have, to the best of my knowledge, been correctly reported. It is being submitted for BA degree in management at Wolkite University.

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CERTIFICATION

It is certified that this research study titled “The role of work force diversity on employee performance (in case of wolkite university) ” is based on original research work carried out by Bizualem Taye under my supervision and that it has not been submitted for the award of any degree in this or any other University.

Name of Advisor: Birhanu Shambel

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Approval sheet of the research

As an examining member of the final research defense program we certify that we have read and evaluated the research prepared by Bizualem Taye entitled: “The role of work force diversity on employee performance (in case of wolkite university) ”, and recommended that it is accepted as fulfilling the research requirements for BA degree in management.

Examiner -1

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ABSTRACT

The purpose of this study is to assess the role of workforce diversity on employee performance. The descriptive research design method was adopted for the study. The study centered on the Wolkite University administration and the total population were 943 concerned on the level of diversity practiced in terms of primary and secondary level of diversity. Wolkite University was the case area of this study. A total of 90 copies of questionnaire were disseminated to the respondents of the study and they were filled. The data were collated and analyzed using descriptive method of data analyzing percentages and frequencies. Tables used to analyzing data through percentage and charts. The limitation to the study is that the study made use of only few aspects of workforce diversity and as such, findings cannot be generalized to cover other dimensions of diversity not covered in the study. The research findings showed all aspects of workforce diversity used in the study has a significant role to employee performance. It was also discovered that gender, age and educational diversity have strong role on employee performance. Hence, based on findings, it is recommended that management continue to uphold its diversity policies and practices in order to increase the benefits of diversity. Management should ensure that all employees are properly trained on diversity issues as these trainings will also help employees to change those unconscious behaviors that hinder diversity and inclusion practices. This study will add to the already existing literature on diversity and it will help Wolkite University, other organizations, employees, government and the society as a whole to fully understand diversity issues, how to manage it and how to reap the benefits.

Keywords: Diversity, Diversity Management, Employee Performance and Workforce

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CHAPTER ONE

1. INTRODUCTION

This chapter tells us about background to the Study, statement of problem, objective of the study, scope, limitation and significance of the study. It also include definition of the study.

1.1 Background to the Study

The world's increasing globalization needs a lot of interaction amongst people from various backgrounds than ever before. This is so because, individuals no longer live and work in narrow surroundings; as they are currently a part of a worldwide economy competing in nearly all part of the world (Patel, 2016). On these grounds, organizations are aiming to become more diversified in order to gain competitive advantage by becoming more creative, innovative and open to useful change.

Griffin & Moorhead (2014) pointed out that having a diverse workforce requires managers to identify and manage the varied attribute that exist among the employees in the organization. Therefore, businesses, educational systems and other entities are investigating ways to better serve their constituents to attract and retain the finest and most qualified employees (Gupta, 2013).

Workforce diversity refers to those significant differences and similarities that are present among employees within an organization (Griffin & Moorhead, 2014). Nwinami (2014) say it represent those uniqueness which includes; an individual's personality, age, gender, ethnicity/race, religion, marital status, income, the work experience and all those views which supposes and sustains an organizations core values. It also means those organizations that are turning out to be more varied with respect to its workforce composition based on characteristics as age, ethnicity, expertise, etc. (Robbins & Judge, 2013).

Human resource is an important asset for any organization, and as such, having a diversified workforce is a primary concern for most organizations. Although, it has become necessary for organizations to employ a diversified workforce, at the same time, it has become quite challenging for organizations with increasing diversified workforce to reap the benefits of diversity while managing its potentially disruptive roles (Kreitz, 2008) (Kreitz, 2008; Saxena, 2014). Organizations have recognized the fact that it is through the collective effort of its

diversified workforce that monetary resources are harnessed to achieve organizational goals. For organizations to reach its goals, the skills, knowledge, attitude and efforts of its workforce have to sharpened occasionally to optimize the effectiveness of its workforce and to enable them to meet greater challenges. Organizations are made up of individuals and without the work force, organizations cannot achieve its goals (Mullins, 2010). For this reason, the management of its human resources is also a crucial issue for organizational leaders (Saxena, 2014).

In Ethiopia all organization have diversified work force but, worker are not satisfied due to several challenges like payments ,environment, incentive and historical difference between them however, better and consistent human resource programmers need to be in important in order to attain the steadiness of the process (Parker, 1992).

(Griffin & Moorhead, 2014).to achieve and maintain competitive advantage over competitors, managers must be able to draw from the most valuable resources i.e. the competencies of its workers. Based on the growing richness of diversity in the world and in the workforce, managers have to spread out their outlook and use innovative approaches to achieve success.

1.2 Statement of the Problem

The work atmosphere is becoming more complex due to globalization and competition which as a result has necessitated the need for a workforce that is made up of people with varying age, experience, knowledge and backgrounds to maximize competitive advantage (Ragins & Gonzalez, 2003). According to Childs (2005) organizations that wants to gain competitive advantage must widen its perspective about workforce diversity and diversity management, and the management must commit themselves to ensure that diversity management is a part of it daily operations.

Ethiopia is known to be the giant of Africa with a population of over 108 million people and more than half the population consists of people of working age in 2011. Hence, there is a large pool of talent of which organizations draw from to achieve its goals. To manage the workforce, managers must be create diversity policies that are in line with the a 'Labor Act' and other laws that have in put in place to protect all kinds of employees from discrimination because of his/ her social categorization (Ugwuzor, 2011).

As Ugwuzor (2011) pointed out, in Ethiopia, there appear to still be cases of tribalism, regional identities, nepotism and discrimination both in the public and private organizations. Cases of ethnic bias, language bias, religion and other forms of discrimination still take places in organizations during hiring, promotion and other employer-employee relation practices. Hence, managements are face with the big challenge of managing its diverse workforce and the challenge of making sure that conflict of interest in policies and practice implementation are minimized (Akinnusi, Sonubi, & Oyewunmi, 2017). Though some organizations train their new intake upon hiring on job related issues yet, individuals still take decisions and showcase attitudes and behavior that go against diversity principles. One reason could be that with diversity practices, employees enter into an environment that compels everyone to work together with other workers that are dissimilar to them. This kind of forced inclusion can create an environment of conflict amongst employees, discrimination and other challenges of diversity.

Most of the researches on workforce diversity and its impact on employees performance have been conducted in Africa just Ethiopia . Some that exist, focused more on diversity and its role on organizational performance or productivity, not so much have been done to inspect the role of work force diversity and employees' performance which in turn improves the entire organizational performance. Few of such studies that exist, have fail to deliver detailed examination about workforce diversity. Therefore, this study was seek to add existing literature on workforce diversity by examining empirically and theoretically concept of workforce diversity in terms of diversity dimension and its role to employee performance. It have also add values to the overall department in the university by increasing output, motivation, performance and share experience because, until now there is no significant study on work force diversity and its role on employees performance.

1.3 Research question

- 1.what are the role of primary dimension diversity to employees performance?
- 2.what are the role of secondary dimension diversity to employees performance?
- 3.What are the challenges posed by works force diversity on performance of employees in wolkite university?

1.4 Research Objective

The researcher used the following general and specific objectives in this study.

1.4.1 General objective

The general objective of this study was to assess the role of workforce diversity on employee performance in wolkite university.

1.4.2 The specific objectives of this study

1. To investigate the role of first dimension diversity on employee performance in wolkite university.
2. To examine the role of second dimension of diversity on employee performance in wolkite university.
3. To Explore the challenges of work force diversity on the performance of employees in wolkite university.

1.5 Significance of the Study

The study provides key information in terms of recommendations and suggestions that would be useful in improving the general policies and practices of workforce diversity management in organizations in general and wolkite university in particular.

To Employees: This study help to employees to accept and value the unique diversity of follow colleagues who are not only similar to them but, also those who are unlike. It was help them to realize that working together can help improve their performance.

To Government: Diversity management is a very important topic for a country like Ethiopia that is so culturally diverse. This study helps the government in its quest to manage the diversity of its population across regions. It was awaken the government to look into the issue of diversity and ensure the laws that suppose diversity are obeyed by every organization. This study was help the government to fully embrace the richness of the diversity and harness the benefits that comes from it.

To Society: Ethiopia as a country is rich in ethnic diversity. This study was an eye opener to the society as it was help people to begin to see diversity as a blessing rather than a curse that needs to be avoided. It was help the society to see the need for having diversity. It was confirm that we as a society can work together because of the differences not despite the differences. The community was see the need to value the many cultural differences that makes up the nation Ethiopia .

To researcher: It helps to get bachelor art degree in partial fulfillment by management and encourage the experience researcher to do such assessment in the future.

For other researcher; the study is used to motivate other researcher to go in further study on the issue and serves as references.

1.6 Scope of the Study

This study is limited only wolkite university. It examined the role of workforce diversity on employees' performance in wolkite university. The study was also limited to few workforce diversity- first dimension (age, gender ethnicity, educational back ground diversity), second dimension diversity and on employee performance. The study was not include other forms of diversity except first and second dimension of diversity. The population of the study was limited to employees of wolkite university who were in administrative position basically in the main campus because of limitation of time and resources in which the researcher assess all employees of the campus have.

1.7 Organization of the study

The study is broken down into five chapters. Chapter One: gives an overview of the study by providing background information of the study, the statement of the problem, the research objectives to be achieved. This chapter further outlines the research questions to be answered, significance of the study, scope of the study, and limitations of the study. Chapter two- centers on the reviewed literature of the academic arguments from the secondary sources of information like; books, journal articles, etc. Chapter three discussed the research methodology adopted for the study in terms of the research design, the population of the study, sampling technique and the sample, and the data collection technique. Chapter four, presented the analyses and interpretation

of the data collected. Chapter five which is the last chapter of the study, it gives the summary of this research finding, conclusions and provides recommendations.

1.8 Limitation of study

This study was face with many limitations. Firstly, the quality of data may be a limitation. The researcher study use only 90 respondents. Secondly, accuracy of the data retrieved as response from the population could not be ascertain because it is difficult to ascertain that what the employees gave as their response truly reflected their opinion of the issue in their work environment. Finally, the study only centered on few areas of workforce diversity as opposed to the many diversities that exist in the workplace.

1.9 Definition of Terms

Diversity: means any characteristic that makes people different from one another (Robbins & Judge, 2013). It is the differences and similarities between employees in terms of gender, age, educational background, ethnicity, sexual orientation, or other dimensions. Diversity includes everybody (Daft, 2008).

Workforce Diversity: this refers to the important similarities and differences that stay alive among employees of organizations (Griffin & Moorhead, 2014). It means a workforce composed of people with different human qualities or who belong to various cultural groups (Daft, 2008).

Age Diversity: looks at the ability to accept the different types of age within a business environment.

Gender Diversity: is when a company is represented by a more equal share of men and women. It is the equal treatment and acceptance of both male and female in an organization.

Ethnic Diversity: Ethnic diversity implies diversity in language, religions, races and cultures. (Gupta, 2013). It refers to a socio-cultural workforce diversity which is specified by the number of people who have dissimilar ethnicity in the company.

Employee performance- performance is the act of carrying out an action, or an achievement or accomplishment.

CHAPTER TWO

LITERATURE REVIEW

2. Introduction

This chapter focus on the reviewed literature gathered from secondary sources; articles, journals, books, Internet, etc. that was relevant to the study. There for, the researcher selected the following information in order to conduct this study.

2.1 Definition of Diversity

Evans & Henry (2007), said diversity means the mixture of workforce from different socio cultural backgrounds working together in an organization. It could be seen as the characteristics of a social grouping that reveals the degree of objectives or subjective differences existing among groups (Knippenberg & Schippers, 2007).

Scott & Sims (2016) defined workforce diversity “as a strategy that promotes and supports the integration of human diversity at all levels and uses focused diversity and inclusion policies and practices to guide this approach in work environment” . All these definitions simply shows that diversity is all about these characteristics that makes us different or similar to one another. In an organizational setting, a diverse workforce consist of a mixture of employees from various genders, ages, races, ethnic, back grounds, religious beliefs, etc.

2.1.1 Dimensions of Diversity

Often diversity is distinguished along the primary, secondary and tertiary or organizational dimensions. Differences among employees can be categorized into two aspects; primary differences such as; genders, ages, races, ethnic, backgrounds, religious beliefs, etc. and the secondary differences such as; educational background, communication style, etc. (Aydan, 2016).

2.1.1 Primary (first)Dimension

This aspect reveals the key dissimilarities among diverse individuals as well as the highest role to initial encounters, it could be quickly detected and it also serve as a filter through which people view the world. It includes visible identity characteristics such as; gender, age, sexual

orientation, physical abilities, ethnicity, race, etc. (Sayers, 2012). Powell (2011) said they are those essential unchangeable personal characteristics that exert significant lifelong impacts and they shape the basic self image sense of identity.

2.1.1.2 The Secondary Dimension:

Secondary differences such as; educational background, communication style, marital status, organizational role and position, religion, geographic location, income, work experience and work style, are those qualities that are not noticeable in the first encounter and can even change throughout different encounters. These dimensions are appear to be less visible, exert a more variable influence on personal, and add a more subtle richness to the primary dimension of diversity (Sayers, 2012). People are usually less sensitive about these aspects because they are element we have made a choice on and we have the power to change them. The secondary dimensions of diversity are referred to by organizational researchers as Experience-based diversity. This form of diversity includes a wide range of differences that are acquired, discarded, and or modified throughout one's lifetime and as a result, are less pertinent to one's core identity. Powell (2011) said the secondary dimensions are the personal changeable characteristics. Characteristics that over the years we have acquired, we may decide to modify or even abandon throughout the life time.

2.1.1.3 Organizational Dimension

This dimension deal with characteristics within the organization, such as; word location, organizational structure, part time or full time, organizational climate or culture, status, etc. (Sayers, 2012).

The basis for secondary and organizational dimensions of diversity is information processing and decision making theory. This perspective suggest that diversity when managed was have positive implications on work group outcomes since such groups was have a wide array of views, skills, and information. Educational background, functional and industrial experience are part of the competencies that one employs when undertaking a task. The ability to productively discuss and examine task related content issues grounded in a diverse set of perspectives can enhance performance.

2.1.4 Diversity Management

Scott & Byrd (2012) diversity management have emerged as a power strategy for handling diversity issues. Valuing and managing diversity is becoming more and more essential for delivering higher level of performance and creativity, enhancing problem solving and decision making. Scott Byrd (2012) citing Roosevelt (1990) said diversity management does not mean containing, controlling or stifling diversity rather it means management recognizing the utility of every feature of diversity and tapping the potentials. To properly manage diversity means they must work to ensure that unfair discriminations are eliminated within the work environment (Robbins & Judge, 2013). Top executives play the role of communicating the value of diversity and a commitment to diversity within the organization while the managers ensure that the work environment is one that embraces diversity (Scott & Byrd, 2012).

Diversity management is grounded on the idea that people are key asset for organizational success. By recognizing that people are characterized by many intersected diversities that needs to be managed, a diversity management approach maintains that only the conscious management of these diversities can establish a real outstanding and lasting competitive advantage for the organization (Cole & Salimath, 2013).

2.1.5 Benefits of Diversity and Diversity administration

Research indicates that when diversity is accepted and valued, it boost employee effectiveness, organization's productivity, and ensure the organization's continuous competitiveness . Managers that are able to encourage and promote a diverse work environment invariably attract and retain valuable workforce and thus, enhance the loyalty of customers. Looking at public corporations, this also turns into a successful delivery of vital services to communities with varied wants. Loewy & Guffey (2011) suggested six benefits of diversity. These are:

1. **Work Team** In organizations, employees are sometimes group into teams. These teams are made up of people from different background. When people from different background come together in a team, it gives room for creativity, effective problem solving techniques and quick decision making.
2. **Business organization diversity** is an important bottom line business strategy organizations use to improve employees' role and increase their productivity. Organizations that create time and

put aside resources to cultivate, harness and take advantage of diversity was experience less discrimination law suits, less union conflict and fewer government regulatory actions.

3. Consumers Customer preferences are always changing. Consumers desire for organizations to have specialized products and services that was always satisfy their needs at all times. When organizations have teams made up of persons from various backgrounds and experiences, such groups are better equipped to create products that the consumers required.

4. Increased productivity: when employees feel respected, included and valued in the organization, they become committed to its goal and hence work towards achieving the goals.

5. Fewer lawsuits: there was be fewer lawsuit since both management and employees have been trained on how to respect and value difference and treat everyone equally without discrimination.

6. Retention of business: organizations now pay careful attention to other organizations that they transact with. Seeking out for businesses that suppose inclusion.

2.1.6 Best Approaches for Managing Diversity

Diversity management is a process that encompasses systems, policies and practices. It is creating a workplace and making it one where employees' differences and views are valued, respected and used to increase the capacity of the organization (CDMP, 2004). According to Mor Barak (2014) diversity management "refers to the voluntary organizational actions that are designed to create through deliberate policies and programs greater inclusion of employees from various backgrounds into the formal and informal organizational structures". It is recognizing how individual's similarities and differences can be organized for the good of not just the individual and the organization but for the society as a whole. Diversity management strategies can help organizations to construct a link between its internal and external aspects of work. That an organization is having or hiring a diverse workforce does not at all translate into positive benefits.

To make the workplace an inclusive one, organizations must enlarge its recruitment scheme to spot and inculcate new talent pools both within or outside the organization. The fact is workers often follow the cue of their top management. Therefore, top executives should be capable of articulating the business case for diversity. Let the employees see that their top executives support diversity (Kampf, 2017).

Communication

The importance of diversity, inclusion and other organization's cultural practices should be well communicated to all employees so as to set the tone for the organization. Managers can inculcate this during company events, management meetings, or even at informal meetings with employees (NIWGW, 2009).

Training

Diversity training is vital strategy to address workplace diversity issues. As organizations become more diverse, it is imperative that management conduct trainings on diversity for all hierarchical levels within the organization. This is enable all the management and employees to be aware of the elements of individual's difference among employees and how to accept, respect and value the similarities and differences among differences (Scott & Byrd, 2012).

2.2 Theoretical review of Workforce diversity

Diversity is a very broad field which arguably, has been generalized across many boundaries. That is, management research, functional categories, social categories and psychological research. Diversity theorists have recently turned to the well-established field of social psychology for insights into how diversity is important to individuals and groups in organizations. Organizational researchers often refer to inborn human characteristics as dimensions of diversity, or social category diversity. The primary dimensions of diversity shape people's perception and behavior without regard to work-task relevance. According to O'Flynn, Ricciotti, Nicholas, Lau, Sammaritino, & Fisher (2001) the three most commonly used theories of diversity are the social categorization theory, the similarity attraction paradigm and the informational diversity and decision making perspective. These theories according to the researchers all produce inconsistent and contradictory results.

2.2.1 Similarity-Attraction Paradigm

Similarity attraction theory assumes that people like to associate themselves with those whom they perceive to be like them based on demographic characteristics such as age, ethnicity, etc. It is believed that this attraction helps to promote cohesion, communication and cooperation among team members (Kunze, Boehm, & Bruch, 2011). For instance it is possible to find younger employees in an organization pursuing common social activities with fellow colleagues within

their age group and even going for lunch breaks with their colleagues who are of the same age group. This kind of attraction and personal ties tends to promote communication and cooperation among them because they are able to share similar life and work experiences with one another and as such develop their similar life attitudes and beliefs.

2.2.2 Social Identity Theory

This theory predicts that people tend to group themselves into specific groups based on certain areas which are of personal importance to them such as demographic characteristics like ethnicity, gender, etc. the result of this is that they tend to favor colleagues of their in group at the expense of the out-groups. This theory was initially formulated by Tajfel (1978) to explain exclusion in the workplace. Tajfel (1978) said social identity theory is “that part of an individual's self concept which originates in his/ her membership in a social group(s), along with the importance and the emotional importance attached to that group membership”.

2.2.3 Social Categorization Theory

The most popular theory for explaining diversity is the social categorization theory. This is so because the theory is based used in explaining overt, explicit or easy identifiable dissimilarity (e.g. age, ethnicity and gender) existing between individuals and reveals association of a particular social category (Knippenberg & Schippers, 2007). This theory builds on the assumptions already made in the social identity theory.

2.2.4 Human Capital Theory

Explaining Age Diversity According to Grund & Westergård-Nielsen (2005) an organization that houses diverse work force (both old and young employee) can benefit from both human capitals. The younger employees have the physical resilience and the ability and willingness to learn new things. They also bring new ideas and skills on new technologies into the organization, and older employees have their range of experiences to the organization. They also have the working morale, awareness of quality and knowledge about the intra firm structures and the relevant knowledge about relevance markets and networks due to their years of experience. For the human capital to be fully utilized, social similarity is very essential for group cohesion, interaction and communication.

2.2.5 Information and Decision Making Theory

This can be used to explain diversity in terms of educational background. The foundation of this theory is on the premise that diverse groups own an extensive range of task related knowledge, expertise, abilities as well as members with various perspectives and opinions. According to this theory, educational diversity is very important and helpful for any group performance. That is, diversity brings to a group greater potential access to information networks unavailable to a homogenous workgroup (O'Flynn et al. 2001). It reveals the different foundations of knowledge and perceptions that employees bring with them into the organization and their work group.

2.3 Empirical review

According to Dansby, Stewart, & Webb (2001) and Kirton & Greene (2016) the findings of researchers on workforce diversity have produce conflicting results. There are lots and mixed and contradictory evident surrounding diversity roles (Leonard & Levine, 2003). The reason is that different dimensions of diversity are often seen to have different role on team outcomes in different business and organizational contexts. Diversity brings about increase in innovation and creativity, improved problem clarity which in turn results in improved deliberation of alternatives and better solution to problem. Gilbert & Ivancevich (2000) argue that it is essential for management to create a system of equal opportunity for all employees and ensure diversity management policies that would guarantee the maintenance of employees competence so as to guard the organizations competitive position.

2.3.1 Gender Diversity and Employee Performance

Arokiasany (2013) observed that many organizations prefer to hire more of the male workers than the female workers because they are of the opinion that male workers have the ability to perform their jobs and can manage their jobs well. The general creativity and innovativeness of an organization may be enhanced by the combination of both male and female in the organization. From research, it has been discovered that gender diverse groups have the ability to make quality decisions much more than an homogeneous team. Researchers argue that female and minorities are often seen as bringing different skills, values, ways of thinking and life experiences to the organization, which organizations could harness to achieve performance gains, particularly to enhance innovation and creativity Kirton & Greene (2016).

2.3.2 Age Diversity and Employee Performance

Robbins & Judge (2013), said the Role between age and employees' job performance is likely to be an issue of increasing importance during the next decade. According to them, the reasons for this are; first, the common believe that job performance diminishes with increasing age. Secondly, the present workplace is characterized by aging population. As such, quite a number of employers recognize that older workers signify a massive potential pool of high quality applicants. Thirdly, is the regulations set by some countries that outlaw mandatory retirement e.g. the USA. It is a common to assume that as people get older, their skills in terms of agility, strength, speed and coordination begins to decline and job could become boring and lack of intellectual stimulation all contributes to reduced productivity. On the contrary, researches conducted find that the age of employees and their job performance are not correlated and older workforce are more likely to take part in citizenship behavior (Robbins & Judge, 2013). This commitment is seen more in older employees than younger environment seeing that they have lower rates of avoidable absence and thus equal rates of unavoidable absence, e.g. sickness absences. Older employees often gets fulfilled in their work, report better Role s with their fellow employees and are committed to their organization's goals.

2.3.3 Ethnic Diversity and Employee Performance

It is important to look closely to how individuals and different groups within the working environment interact with each other at work as organizations are becoming more diverse in its ethnicity (Weiliang, Mun, Fong, & Yuan, 2011). Weiliang, et al., (2011) citing Pitts and Jarry (2005) said as workforce becomes more heterogeneous in terms of ethnic composition, managers are having a growing interest to know how having a diverse workforce influences the cohesion in the workplace and the overall organizational performance. Base on empirical studies, having a workforce that is ethnically diverse can be beneficial or detrimental to an organization. Hence, it is essential for managers to have knowledge on diversity and ways in which they can manage ethnic diversity of their workforce in ways that was help the organization take full advantage of the beneficial aspect of ethnic diversity (Benschop,2001), discrimination, poor workplace harmony, as well as difficulty in getting coming to (Van Knippenberg , De Dreu, & Homan, 2004). According to the social identity, social categorization and similarity attraction theories,

when a workforce is ethnically diverse, it could result in psychological processes like in-group liking, in-group attraction and worst of all in-group favorites

2.3.4 Challenges related to work force diversity

Hiring

practices and policies Hiring practices and policies may be outdated and a potential hindrance to increasing diversity at your company. Set increased diversity as a goal, then with that goal in mind – review all of your hiring practices and policies.

Training

Sustaining an inclusive and productive workforce requires ongoing training for all employees. Make sure employees understand and embrace the company's commitment to diversity. Offer adequate support to managers so that they can maximize performance and employee satisfaction and minimize resistance or conflict.

Communication

As diversity increases, communication becomes more complex and more crucial. HR professionals need to create opportunities for dialog – both formal and informal. Devote time to employee brainstorming sessions that include a variety of viewpoints. In addition, set aside social time at the workplace. Encourage employees to visit with and learn about each other. Once the channels of communication are open in non-threatening settings, resolving difficult employee relations issues was be easier. Robbins & Judge (2013), (Cole & Salimath, 2013).

CHAPTER THREE

RESEARCH METHODOLOGY

3. Introduction

The main objective of this chapter is to explain the framework on how the study was carried out. Therefore, the focus of this chapter is on the choice of the research design, characteristics of the population, the sampling technique, the sources of data and the method of data analysis were stated below.

3.1 Research design

Research design is a planned structure or procedural strategy that a researcher adopts in order to obtain answers to the research problems or questions. descriptive research design was adopted for this study by reason of the descriptive nature of the study. The researcher formulated the research objectives, the primary and secondary data collection methods were determined, the population of the study and the sample to be studied was determined. The researcher also selected the instrument for primary data collection. A well structured questionnaire was administered to the respondents for primary data collection.

3.2 Research Methods

Descriptive research describes the characteristics of a population through the use of surveys, interviews and observations. The choice of the research methodology was influenced by the objectives and the research questions of the study. To answer the research questions, the researcher was prepared questionnaire. The reason for this choice was to help in gathering data from the respondents in order to evaluate and analyze data that was provide answers to the research questions. The appropriate research approach for this study are more qualitative and little quantitative. In which quantitative research is used in chapter four and three while qualitative in all others part.

3.3 Data type, source and method of data collection

3.3.1 Type and sources of data

This study used both primary and secondary data sources. primary data was from the response of employees that the study obtain from its research study using its data collection tool such as questionnaires of managerial worker and top manager of wolkite university. The secondary data

was obtain from various published and un published material was carry out the secondary data including university's broacher documents and book and other reference.

3.3.2 Methods of data collection

In this study primary data collection methods is used principally self administrate questionnaires was purpose tools from primary data collection method because the time given to conduct this study is too short the researcher use this technique to get more data within short period as an additional data is collected through questionnaires and un structured interview is held with the employees of the offence of wolkite university and the secondary data was collected through review of company documents.

3.4 Population of the Study

The population of the study is wolkite university administration worker. The total population of the study is 943 employees which have the same characteristic but, working in different department only administrative office . This comprised of all categories of employees and homogeneous characteristic.

3.5 sample size

Based on the information given by the manageable total population above the researcher 943 employees in wolkite university the researcher selected 90 employees which are representative of total population. Additionally the researcher also including one subject who is the top manager from the top officials of wolkite university administrative office worker from Yemen's formula.

$$n = N / 1 + N(e)^2$$

Where N=total population

n=sample size

e=margin error

N=943

e=10%=0.1

n=?

$$n = 943 / 1 + 943(0.1)^2$$

so sample size $n=90.41 = 90$ people was be taken

3.5. Sampling Technique

The sampling technique for the study was simple random sampling technique, because the population have comparable character or homogenous

3.6 Method of Data Analysis

The processed data was analyzed by descriptive method of data analyzing mainly through table, charts and percentages, because of simplicity for drawing inference and easily reasoned by reader. The researcher was also analyze the data by using descriptive analyzing technique including editing, coding as the result was appropriately and properly fulfill the objective of the study in which the data gathering from primary source.

CHAPTER FOUR

DATA ANALYSIS, INTERPRETATION AND PRESENTATION

4.Introduction

This chapter presents the descriptive statistics of data used for the study. The data Tables are used here to present the data. Data will be presented in Tables and analyzed using frequency and percentages to examine the role of the for employee performance.

4.1 Data Presentation

The study is a simple random sampling hence, the total population of the study is 943 employees and select 90. Therefore the total of ninety (90) copies of questionnaire were distributed to the selected employees of wolkite university administration. The entire questionnaire were correctly filled and returned giving a response rate of 91%. The Table below shows the distribution of questionnaire.

TABLE 4.1 Response rate

Total Number of Questionnaire distribute	Number of Questionnaire Retrieved	Response rate in (%)
90	81	91%

Source: - own questioner survey- 2019

4.1.1 Demographic Characteristics of Respondents

This section provides demographic information of the respondents of the study. The characteristics include; gender, age group, marital status, ethnicity and educational qualification are described.

Table 4.2 presents the demographic characteristics of the employees of wolkite university administration office.

No.	Items	Frequency (f)	Percentage (%)	Cumulative
1	Gender:			
	Female	49	60.50%	49
	Male	32	39.50%	81
	Total	81	100%	100%
2	Age:			
	18-30	20	24.69	20
	31-40	46	56.8	66
	41-50	14	17.28	80
	50 above	1	1.23	81
	Total	81	100	100
3	Marital Status:			
	Single	18	22.22%	18
	Married	51	63%	69
	Divorce	2	2.47%	71
	Others	10	12.35%	81
	Total	81	100%	100
4	Ethnic Group:			
	Amhara	14	17.28%	14
	Oromo	11	13.83%	25

	Tigre	8	9.87%	33
	Guraghe	20	24.7%	53
	Wolaita	12	14.81%	65
	Kembata	4	4.94%	69
	Hadya	2	2.47%	71
	Other	10	12.35%	81
	Total	81	100%	
5	Educational Qualification:			
	Certificate	0	-	0
	Diploma	8	9.89%	8
	Degree	44	54.32%	52
	Master	14	17.28%	66
	PHD	10	12.34%	76
	Other	5	6.71%	81
	Total	81	100%	

(Source: - own questioner survey- 2019)

Employees were asked to indicate their gender. Table 4.2 revealed that 39.50% of the respondents were male while 60.50% of the respondents were female. This implies that wolkite university administration office welcomes gender diversity.

Age of the respondents: Table 4.2 shows that 20 (24.68%) of the respondents falls within the age bracket of 18-30, while 46 (56.8%) of the respondents falls within the age bracket of 31-40, and 14 (17.28%) of the respondents falls within the age bracket of 41-50. This analysis revealed that most of the respondents were within the age bracket of 31-40 and 1(1.5)are above 50 years old .

Marital Status: Table 4.2: shows that 17 (21%) of the respondents were single, 63 (77.8%) of the respondents were married, and 1 (1.2%) of the respondents fall into the other category. This

category comprised of divorced, separated or widowed. This implies that the majority of the respondent in wolkite university were married.

Ethnic Group of the respondents: Table 4.2 shows that 11 (13.6%) of the respondents were Oromo, 14 (17.4%) were Amhara, while the Guraghe respondents were 20 (24.7%), wolayta respondents were 12 (14.81%), kembata 4(4.94%) , Hadya 2(2.47%) and the respondents from other ethnic group were 10(12.35%). This shows that majority of the respondents were individuals from Guraghe ethnic group background.

Table 4.2 shows that 8 (9.89%) of the respondents were diploma holders, 44 (54.32%) of the respondents were degree holders, 14(.25%) of the respondents were master holders, and 10 (12.34%) of the respondents falls into the others category. There was 5(6.71%) P.HD holder among the respondents. Therefore the majority of respondent in wolkite university administrative office were degree holder.

Table 4.2 provided information on the bio data section of the questionnaire. It consisted of the respondents' gender, age group, marital status, ethnic group, educational qualification, work experience, and level in organization. In summary, the survey analysis showed that majority of the respondents were guraghe (24.7%) married (63%) males (60.5%) between the age bracket of 31-40 (56.8%), with first degree (54.32%) educational qualification, and have worked with Wolkite university. From the responds, it can be said that Wolkite university has a work environment that welcomes work force diversity.

4.2 Descriptive Analysis of Data and Interpretation.

This section presents data retrieved from the respondents on Workforce Diversity ad Employee Performance. The data reflects employees' opinion on workforce diversity and employee performance items stated on the questionnaire. The respondents gave their response by selecting from the likert scale either “strongly disagree”, “disagree”, “neutral ”, “agree” or “strongly agree”. Below are the descriptive Tables showing the frequency and percentage distribution of the respondents.

Table 4.3: There is equal opportunity for career growth and advancement for women in my organization

Item	Frequency	percent	Cumulative
Strongly disagree	2	2.5%	2
Disagree	9	11.1%	11
Neutral	5	6.2%	16
Agree	40	49.4%	56
Strongly agree	25	30.9%	81
Total	81	100%	

(Source: - own questioner survey- 2019)

Table 4.3: reveal the frequency distribution of the responses as follows: 2 (2.5%) of the respondents strongly disagree, 9 (11.1%) of the respondents disagree, 5 (6.2%) of the respondents were not able to make a decision, 40 (49.4%) agrees, and 25 (30.9%) of the respondents strongly agrees. The highest number of respondents 49.4% agreed to the statement and this implies Wolkite university. provides opportunity for career growth to employees irrespective of gender.

Table 4.4: Opposite gender can perform well and I enjoy working with them.

Item	Frequency	percent	Cumulative
Strongly disagree	2	2.5%	2
Disagree	4	4.9%	6
Neutral	13	16.0%	19
Agree	33	40.7%	52
Strongly agree	29	35.8%	81
Total	81	100%	100

(Source: - own questioner survey- 2019)

Table 4.4: present the percentage distribution of the responses as follows: 2 (2.5%) of the respondents strongly disagree, 4 (4.9%) of the respondents disagree, 13 (16.0%) of the

respondents were not able to make a decision, 33 (40.7%) agrees, and 29 (35.8%) of the respondents strongly agree. The highest percentage rate was 40.7% of the respondents agreeing to the statement. This implies that both male and female employees have the capacity to perform properly and efficiency and they enjoy working together.

Table 4.5: Workforce of the same gender can easily form working groups

Item	Frequency	percent	Cumulative
Strongly disagree	3	3.7%	3
Disagree	16	19.8%	19
Neutral	18	22.2%	37
Agree	40	49.4%	77
Strongly agree	4	4.9%	81
Total	81	100%	100

(Source: - own questioner survey- 2019)

Table 4.5: presents the frequency distribution of the respondents to the statement “Workforce of the same gender can easily form working groups”. The percentage distribution of the responses is as follows: 3 (3.7%) of the respondents strongly disagree, 16 (19.8%) of the respondents disagree, 18 (22.2%) of the respondents were not able to make a decision, 40 (49.4%) agrees, and 4 (4.9%) of the respondents strongly agree. Here the highest number of respondents 40 (49.4%) agreed that they can easily form working groups with colleagues who are of the same gender as them. However, 16 (19.8%) who disagree with this statement and this implies that they could be some employees in Wolkite university who easily form working groups with opposite gender and thus experience an important role of such group.

Table 4.6 My team leader includes all members of different ages in problem solving performance.

Item	Frequency	percent	Cumulative
Strongly disagree	2	2.5%	2
Disagree	9	11.1%	11
Neutral	3	3.7%	14
Agree	53	65.4%	67
Strongly agree	14	17.3%	81
Total	81	100%	

Source: - (own questioner survey- 2019)

Table 4.6: shows the percentage distribution of the respondents as follows: 2(2.5%) of the respondents strongly disagree, 9(11.1%) of the respondents disagree, (3.7%) of the respondents were not able to make a decision, 53(65.4%) agrees, and 14 (17.3%) of the respondents strongly agree. 65.4% agree that their team leaders welcome members of different age to share opinion when it comes to decision making and this show that leaders embrace age diversity in wolkite university.

Table 4.7: Age difference affects group formation in the workplace

Item	Frequency	percent	Cumulative
Strongly disagree	6	7.4%	6
Disagree	27	33.3%	33
Neutral	9	11.1%	42
Agree	30	37.0%	72
Strongly agree	9	11.1%	81
Total	81	100%	

Source: - own questioner survey- 2019

Table 4.7: shows the frequency distribution of respondents to the statement “Age difference role group formation in the work. The percentage distribution of the responses is as follows: 6 (7.4%) of the respondents strongly disagree, 27 (33.3%) of the respondents disagree, 9 (11.1%) of the respondents were not able to make a decision, 30 (37.0%) agrees, and 9 (11.1%) of the respondents strongly agree. 37% of employees agreed that age have role group formation in the workplace. This means that age differences of the employees have role to the formation of workgroups in the workplace and so affect performance of employees.

Table 4.8 Difference in age have role to consensus building among the workforce

Item	Frequency	percent	Cumulative
Strongly disagree	8	9.9%	8
Disagree	24	29.6%	32
Neutral	9	11.1%	41
Agree	35	43.2%	76
Strongly agree	5	6.2%	81
Total	81	100%	

Source: - own questioner - 2019

Table 4.8 presents the frequency distribution of respondents to the statement “Difference in age role consensus building among the workforce”. The percentage distribution of the responses is as follows: 8 (9.9%) of the respondents strongly disagree, 24 (29.6%) of the respondents disagree, 9 (11.1%) of the respondents were not able to make a decision, 35 (43.2%) agrees, and 5 (6.2%) of the respondents strongly agree. 43.2% agree to that having different age in the workplace role their ability to build consensus. It is evident from this result that age differences among employees causes the employees to experience difficulty in agreeing when it comes to some issues that relates to their task implementation, which could reduce the employees’ performance.

Table 4.9 My ethnic background and my working with colleagues from different ethnic background have role to my ability to carry out my task well.

Item	Frequency	percent	Cumulative
Strongly disagree	33	40.7%	33
Disagree	20	24.7%	53
Neutral	13	16.0%	66
Agree	13	16.0%	79
Strongly agree	2	2.5%	81
Total	81	100%	

(Source: - questioner survey- 2019)

Table 4.9 : presents the frequency distribution of responds to the statement “my ethnic background and my working with colleagues from different ethnic background influences my ability to carry out my task well”. The percentage distribution of the responses is as follows: 33(40.7%) of the respondents strongly disagree, 20(24.7%) of the respondents disagree, 13(16.0%) of the respondents were not able to make a decision, 13(16.0%) agrees, and 2(2.5%) of the respondents strongly agree. 40.7% of respondents disagree that their performance is not influenced by their ethnic group. Whereas only 16% see their performance as being partly influenced by their ethnicity.

Table 4.10 : Different languages used to communicate in the workplace does not create conflict among employees

Item	Frequency	percent	Cumulative
Strongly disagree	7	8.6%	7
Disagree	19	23.5%	26
Neutral	5	6.2%	31
Agree	46	56.8%	77
Strongly agree	4	4.9%	81
Total	81	100%	

Source: - own questioner survey- 2019

Table 4.10 : presents the frequency distribution of the responses to the statement “Different languages used to communicate in the workplace do not create conflict among employees”. The percentage distribution of the responses is as follows: 7(8.6%) of the respondents strongly disagree, 19(23.5%) of the respondents disagree, 5(6.2%) of the respondents were not able to make a decision, 46(56.8%) agrees, and 4(4.9%) of the respondents strongly agree. 56.8% of respondents confirm that language differences does not encourage conflict in the workplace, while 23.5% disagree with this statement as they see language differences as a cause that can lead to conflict in the workplace.

Table 4.11 The language differences among employees have role to group formation and cohesion

Item	Frequency	percent	Cumulative
Strongly disagree	13	16.0%	13
Disagree	23	28.4%	36
Neutral	15	18.5%	51
Agree	26	32.1%	77
Strongly agree	4	4.9%	81
Total	81	100%	100

Source: - own questioner survey- 2019

Table 4.11 : Presents the percentage distribution of respondents to the statement “The language differences among employees affect group formation and cohesion”. The percentage distribution of the responses is as follows: 13 (16.0%) of the respondents strongly disagree, 23 (28.4%) of the respondents disagree, 15 (18.5%) of the respondents were not able to make a decision, 26 (32.1%) agrees, and 4 (4.9%) of the respondents strongly agree. This simply states that majority of the respondents agrees with the statement 32.1% of respondents agree that languages differences have role to group formation and cohesion.

Table 4.12 : My educational level role my ability to perform my core task responsibility

Item	Frequency	percent	Cumulative
Strongly disagree	11	13.6%	11
Disagree	19	23.5%	30
Neutral	4	4.9%	34
Agree	35	43.2%	70
Strongly agree	11	13.6%	81
Total	81	100%	100

Source: - own questioner survey- 2019

Table 4.12 : My educational level role my ability to perform my core task responsibility”. The percentage distribution of the responses is as follows: 11(13.6%) of the respondents strongly disagree, 19(23.5%) of the respondents disagree, 4(4.9%) of the respondents were not able to make a decision, 35(43.2%) agrees, and 11(13.6%) of the respondents strongly agree. This simply states that majority of the respondents agrees with the statement “My educational level and background have role to my ability to perform my core task and responsibility”.

Table 4.13: I do my job perfectly when I am in a team of workmates with different educational level.

Item	Frequency	percent	Cumulative
Strongly disagree	1	1.2%	1
Disagree	5	6.2%	6
Neutral	4	4.9%	10
Agree	44	54.3%	54
Strongly agree	27	33.3%	81
Total	81	110%	100

Source: - own questioner survey- 2019

Table 4.13: presents the frequency distribution of the responses to the statement “I do my job perfectly when I am in a team of workmates with different educational level”. The percentage distribution of the responses is as follows: 1(1.2%) of the respondents strongly disagree, 5 (6.2%) of the respondents disagree, 4(4.9%) of the respondents were not able to make a decision, 44(54.3%) agrees, and 27(33.3%) of the respondents strongly agree. This indicates that 54.3% of employees of Wolkite university perfectly complete task when they are in work team of people with varying educational background.

Table 4.14 Diversity in education brings creativity and enhances the core competency in task delivery

Item	Frequency	percent	Cumulative
Strongly disagree	0	-	0
Disagree	4	4.9%	4
Neutral	3	3.7%	7
Agree	34	42.0%	41
Strongly agree	40	49.4%	81
Total	81	100%	100

Source: - own questioner survey-2011/ 2019

The above Table presents the frequency distribution of the responses to the statement “Diversity in education brings creativity and enhances the core competency in task delivery”. The percentage distribution of the responses is as follows: 0 (0%) of the respondents strongly disagree, 4 (4.9%) of the respondents disagree, 3 (3.7%) of the respondents were not able to make a decision, 34 (42.0%) agrees, and 40 (49.4%) of the respondents strongly agree. This simply states that majority of the respondents strongly agrees with the diversity in education brings creativity and enhances the core competency in task delivery for increase performance. Employee performance

Table 4.15 Employees are productive in this university.

Item	Frequency	percent	Cumulative
Strongly disagree	0	-	-
Disagree	2	2.46%	2
Neutral	8	9.88%	10
Agree	50	61.73%	60
Strongly agree	21	25.93%	81
Total	81	100%	

Source: - own questioner survey- 2011/2019

The above Table presents the frequency distribution of the responses to the statement “Employees are productive in this university”. The percentage distribution of the responses is as follows: 0 (0%) of the respondents strongly disagree, 2 (2.46%) of the respondents disagree, 8 (9.88%) of the respondents were not able to make a decision, 50 (61.73%) agrees, and 21 (25.93%) of the respondents strongly agree. This simply states that majority of the respondents strongly agrees with the statement that Employees are productive in this university so diversity increases performance.

Table 4.16 Employees are effective and efficient in the diverse situation.

Item	Frequency	percent	Cumulative
Strongly disagree	1	1.23%	1
Disagree	5	6.17%	6
Neutral	8	9.88%	14
Agree	45	55.56%	59
Strongly agree	22	27.16%	81
Total	81	100%	

Source: - own questioner survey-2011/ 2019

The above Table presents the frequency distribution of the responses to the statement “Employees are effective and efficient in the diverse situation”. The percentage distribution of the responses is as follows: 1 (1.23%) of the respondents strongly disagree, 5 (6.17%) of the respondents disagree, 8 (9.88%) of the respondents were not able to make a decision, 45 (55.56%) agrees, and 22 (27.16%) of the respondents strongly agree. This simply states that majority of the respondents strongly agrees with the statement that Employees are effective and efficient in the diverse situation . Therefore diversity increase effectiveness and wise use of resource.

Table 4.17 Employees have ability to produce high output in a diverse situation.

Item	Frequency	percent	Cumulative
Strongly disagree	3	3.70%	3
Disagree	6	7.41%	9
Neutral	1	1.23%	10
Agree	48	59.26%	58
Strongly agree	23	28.40%	81
Total	81	100%	

Source: - own questioner survey-2011/ 2019

The above Table presents the frequency distribution of the responses to the statement “Employees have ability to produce high output in a diverse situation”. The percentage distribution of the responses is as follows: 3 (3.70%) of the respondents strongly disagree, 6 (7.41%) of the respondents disagree, 1 (1.23%) of the respondents were not able to make a decision, 48 (59.26%) agrees, and 23 (28.40%) of the respondents strongly agree. This simply states that majority of the respondents strongly agrees with the statement employees increases their ability to produce high output in a diverse situation condition.

4.3 Employees performance in Wolkite university

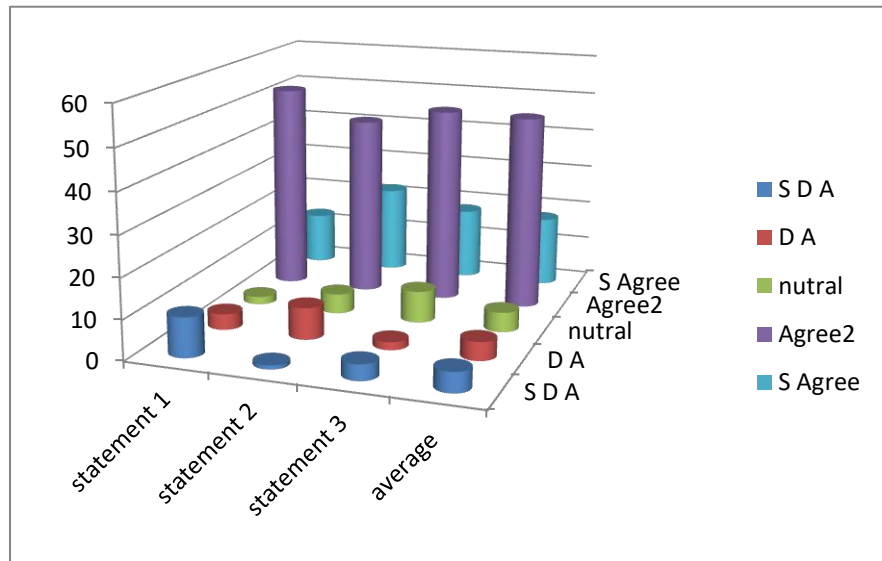


Figure 1. Employee performance

Source: - own survey-2019

In the above figure as conclusion all of the three statement have highest value that shows as wolkite university employees performance in which most of them were agree this shows us the employees are productive and efficient in diverse work force or team work. Therefore the university increase work force to increase service productivity. The general understanding from this is diversity increase employee performance increase.

CHAPTER FIVE

SUMMARY, CONCLUSION AND RECOMMENDATION

5. Introduction

This focus of this chapter is to provide the summary and conclusion of the study and to provide recommendations to University, individuals, government and the society at large that can help in managing the issue of diversity and creating an inclusive environment.

5.1 Summary of Work

The aim of this research was to assess the role of workforce diversity on employees' performance in Wolkite making reference to the Wolkite University. Data for the study were gathered from the Wolkite university. The instrument that was use to gather data was a well structured questionnaire. The population for the study was limited and as such, the whole population was studied i.e. Wolkite university. 90 questionnaires were distributed to all employees of both branch and the respondents requested for three days to fill the questionnaires due to tight schedules. Almost all of the questionnaires were filled and returned and they were all relevant for data analyses.

It was discovered that Wolkite university sees diversity as an importance and that cannot be over looked. To show it commitment to diversity and ensure that diversity policies are integrated into its corporate practices, the management created a diversity team that make certain that its acquires a diverse workforce. This is seen in its workforce characteristic such as; gender, age, ethnicity, education, etc. From the study it was found for an organization to succeed in it diversity plan, it is importance to know the benefits of having a diverse workforce, encouraging diversity by bringing together different individuals of different demography and different background and making policies and implementing practices to properly manage diversity. When an inclusive environment is established, it can lead to more innovation and creativity, capacity building, productivity and output amongst team or group members brought together.

5.2 Findings

Based on literature and survey carried out for this study, it is evident that diversity has a significant role to employee performance.

5.2.1 Theoretical Findings

From the literature reviewed, three most commonly used theories of diversity are the social identity theory, the similarity attraction paradigm and the information and decision making theory. Therefore the researchers finding support this theory as stated below.

5.2.2 Social Identity Theory

Literature review reveals that this theory was developed to explain people behavior (Korte,2007). Based on the social identity theory, diversity is perceived to have a positive role to employee performance. According to this theory, groups are found based on the individuals need for socialization, belonging and self esteem. Viewing this theory from the perspective of age, it is assumed that people of different age group most often identify to a specific age group and they are quick to assess their group members positively when comparing themselves to members of the outer group.

5.2..3 Social classification

Categorization deals with how people arrange themselves into groups (Knippenberg & Schippers, 2007). Literature reviewed on role of workforce diversity on employee performance envisage that social categorization of employees can lead to communication problems among employees, division among employees and conflict in groups, as members of the in-group fail to recognize and accept other members who are categorized as the out groups. It can also lead to reduced levels of commitment among employees, lack of integration, poor problem solving and poor performance ability.

5.2..4 Similarity desirability Theory

This theory posits people prefer to interact with people who share the same ideology, life values, belief and experience. This theory assumes that dissimilarities in employees' social and physical characteristics can be the bases for expecting similar beliefs or personality from others. That is to say, people are easily attracted to those who are like themselves.

5.2.5 Human Capital Theory

The finding supports the assumption of the human capital theory which assumes that when an organization is made up of workforce with of different ages and expertise, it can enhance both the older and younger employees' performance. That is, older employees can educate or mentor the younger employees based on the experiences they have accumulated over their working years and the younger employees can in turn enlighten older employees on the new skills and knowledge they have gained (NIWGW, 2009).

5.2.6 Information and Decision Making Theory

According to researcher, the information and decision making theory of diversity predicts a significance and a positive role of workforce diversity to performance based on the fact that diversity in educational background is known to introduce new skills, knowledge, information, perceptions and ideas to bear when it comes to problem solving and decision making abilities among workforce. Secondly, diversity improves analysis among employees which enables employees to scrutinize any issue carefully before making decisions. Finally, workforce diversity leads to better and more improved use of information among groups for informed decision making. The findings supports this theory as the results showed the highest number of respondents agree that working in teams consisting of different members with different educational background (expertise, experience, etc.) enhance their effectiveness on the job. Hence there is a significant role educational diversity to employees' performance.

5.3 Recommendation

It is interesting to see that Wolkite university recognizes and accepts the need to have a diverse workforce and has also made out its diversity policies. However, not all organizations are aware of the relevance of diversity. It is important for every organization to embrace diversity and not just be satisfied with having such workforce but ensure that they harness each and every benefits that comes from diversity and ensure that they put machinery in place to reduce the negative consequences that may arise from group social categorization.

This findings of this study have provided evidence that employee performance has a positive role to workforce diversity variables such as; age, gender and educational background. Therefore it is

important for organizations to begin to get conscious of why it is needful that they deal with demographic characteristics so as to gain competitive advantage over competitors and stay competitive. Increase diversity also increase performance and reduce challenges that hinder work force diversity are very important to the University.

1. One of the challenges of diversity in the workplace is the issue of communication. Some employees feel that the language barrier affects their performance. Task should be communicated clearly and organization should try to promote a general language to enhance trust amongst employees. This is so because where an employee or group of employee feel left out because he/she couldn't get along with others due to language barrier it can affect the way he/she relates with other. When there is no trust, information may be withheld and this could have an role on performance. Organization should have similar perspective and channels of communication in the workplace so as to successfully carry out their task. Organizations that uphold a hierarchical structure of communication and this is most suited for vertical communication while the informal communication e.g. grapevine which lets most horizontal communication to occur although it has small or no trustworthiness. Hence this can lead to mistrust causing the messages flowing from top managements to their subordinates about diversity management to be distorted. Therefore, management should make certain that great effort is taken to ensure that workers are properly informed of the present or existing initiatives and programmers of diversity and also ensure to educate or train existing and newly employed employees on issues of diversity and its importance.

2. From the literature reviewed, it was discovered that some organizations still have the glass ceiling that prevents women from advancing into senior positions in the organizations. From the result of this study, it is evident that employees feel motivated when the work with colleagues of different gender as the perceive the opposite gender as being capable of performing their job properly. As such, organizational leaders should take off glass ceilings factor and reviewing the pay structure in the organization to promote equality in pay as this can be one way of encouraging high performance from women and minorities.

5.3.1 Implications to Management

Managements of Wolkite university should maintain and continue to promote diversity policies and practices in its operations given the importance and benefits that diversity provides to the

organization. Management should also make sure that employees that showcase behaviors' which suppose diversity management and promotes better working Roles are rewarded.

Gender Diversity; management should continue to promote equal employment and opportunity for career growth for all gender. To encourage gender diversity, managers should create flexible working policies that can help female employees to manage their work and their personal life (work-life balance) without clashes. Management should also try to monitor their metric by checking periodically the percentage rate of male and female in the organization, the rate of promotion for male and female and even the average income of both genders at each level in the organization. By doing this, they can be sure to find out if their policies are supporting diversity in terms of hiring both male and female, promotion and retention.

Age diversity: management should encourage teams made up of different age groups. The younger employees are more skilled when it comes to handling high business technologies e.g. webcasting, social networking, etc., this are skills that if shared, can boost performance of both groups of employees and organization as a whole because the bank will be able to serve its customers better with such technologies. The older employees are known to have more interpersonal skills and more traditional business skills. If these skills are shared, the organization will be able to build a stronger communication and customer satisfaction.

Ethnic diversity: from the findings, there was no correlation between ethnic diversity and employee performance. However, ethnic diversity comes with its benefits that can enhance employee and organizational performance. Hence, management should encourage social interactions between employees. With this, employees can learn about the culture of fellow colleagues. Such knowledge can encourage tolerance among the employees and knowledge of other culture can be help to successfully carried out a specific task that requires such knowledge when the need arise. Ethnic diversity can also help the in the bank service coverage.

Educational Diversity: management should provide training opportunities to employees who lack the required skills for required job. Management should also encourage employees by providing study leave to employees who wish to further their education. Management can provide financial aid by sponsoring high performance to acquire some certification that will improve performance. This can be an extrinsic motivation to other employees.

5.4 Conclusion

From the conceptual and theoretical, the role of workforce diversity on employee performance in organizations particularly the wolkite university appears to be positively role. The objectives of the study have been achieved and the research questions have been fully answered by the analyses conducted. The answer to the research questions is in the affirmative, confirming that there is a significant role of workforce diversity (gender, age ,ethnic and educational diversity) and employee performance, except for ethnic diversity. This means that workforce diversity is also an role of employee performance.

From findings it is discovered that an University that has a good mix of male and female employees is more likely to perform better than an organization that is dominated by same gender. Season being that both gender think and acts differently and if an organization embraces such diversity, then it is indirectly welcoming different ideas that the male and female employee will display. From the theoretical, conceptual employee behavior, capacity or ability, their motivation, organizational commitment, organizational culture are some of the factors that moderate and explains the role of workforce diversity on employee performance.

In the conclusion all of the highest value that shows as wolkite university employees performance in which most of them were agree this shows us the employees may productive and efficient in diverse work force or team work. Therefore the university increase work force to increase service productivity. The general understanding from this is diversity increase employee performance increase.

Summarily, this study shows that gender, age and educational diversity have a significant role to employee performance.

5.5 Suggestion for Further Studies

Some of these suggestions here will be given as a result of the limitations face in the cause of carrying out this study.

- The researcher recommends that the same study could be conducted again but on a wider scope. That is, it should include more Universities and increase the population size.
- The study can also be done on a place where the researcher study. This will provide deeper understanding on diversity issues.

- Similar study should be conducted on this university but should be support by government organization.
- This study focused on few workforce diversity, however similar study can be conducted focusing on how different dimensions of diversity have role organizational performance and longevity.
- There can also be a comparative study between organizations that embrace diversity (i.e. an heterogeneous organization) and those that do not practice diversity (homogeneous organization). The different between two will help show the importance of workforce diversity.

5.6 Contribution to Knowledge

The study has added to existing literature on workforce diversity and employee performance by empirically validating that having a diverse workforce and creating an inclusive environment can enhance employee performance.

This study has contributed to knowledge by demonstrating that workforce diversity is statistically and positively role to employee performance and it also confirmed that there is a significant role of workforce diversity on employee performance.

The study adds to existing knowledge by providing empirical evidence that educational background is also a predictor of employee performance. Hence there is a significant Role between educational diversity and employee performance.

Most of the study on workforce diversity laid emphasizes on one aspect of workforce diversity on employee performance. However, this study has brought together four important aspects of workforce diversity (gender, age, ethnicity and educational background) to show their role on employee performance. Hence, this study will be a reference for future researchers as it will aid their future studies on diversity in the workplace.

The study has been able to gather relevant literatures and has given in-depth knowledge about diversity issues in the workforce and how management can benefit from it.

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APPENDIX
WOLKITE UNIVERSITY
COLLEGE OF BUSINESS AND ECONOMICS
DEPARTMENT OF MANAGEMENT

DEAR/SIR As part of the course requirement for the award of B.A. in Management, I am conducting a research study on 'The Role of Workforce Diversity on Employee Performance'. My purpose for writing you is to solicit your co-operation in the study I am conducting. I am therefore enclosing here with for your attention a questionnaire in which variety of information is requested from you with regard to the title of this study. I wish to state here that the research is purely for academic purpose and at no instance will it be used for any other purpose other than this. Hence, information given will be treated as strictly confidential. I look forward to your prompt response.

SECTION A: Personal information

Please tick (√) where appropriate

1. Gender: Female ☐ Male ☐
2. Age group: 18-30 ☐ 31-40 ☐ 41-50 ☐ 50 and above ☐
3. Marital Status: Single ☐ Married ☐ divorce ☐ Others ☐
4. Ethnic group: Amhara ☐ Oromo ☐ Tigre ☐ Guraghe ☐ Harare ☐ welayta ☐ kembata ☐ Hadya ☐ Gambela ☐ Others ☐
5. Highest Educational Qualification: Certificate ☐ Diploma ☐ Degree ☐ master ☐ PHD ☐ Others ☐

SECTION B: WORKFORCE DIVERSITY ON EMPLOYEE PERFORMANCE

This section contains items to examine the role of workforce diversity (gender, age, ethnicity and educational background) and employee performance Please rate the following statement on

a scale of 1-5, where 1= Strongly Disagree (SD), 2= Disagree (D), 3= neutral (N), 4= Agree (A) and 5= Strongly Agree (SA)

S.no	SECTION C : GENDER DIVERSITY	1	2	3	4	5
1	There is equal opportunity for career growth and advancement for women in my organization					
2	Opposite gender can perform well and I enjoy working with them					
3	Work force of the same gender can easily form working groups					
S.no	SECTION D : AGE DIVERSITY					
4	My team leader includes all members of different ages in problem solving					
5	Age difference have role to group formation in the workplace					
6	Differences in age have role to consensus building among employees.					
S.no	SECTION E : ETHNIC DIVERSITY					
7	Working with colleagues from different ethnic background have role to my decision making ability					
8	Different languages used to communicate in the workplace do not					

	create conflict among employees.					
9	The language differences among employees have role to the group formation and cohesion					
s.no	SECTION F : EDUCATIONAL DIVERSITY					
10	My educational level and background have role to my ability to perform my core task responsibility					
11	I do my job perfectly when I am in a team of work mates with different educational level					
12	Different educational background brings diverse experience and it enhances performance					
S.no	F. Employees performance					
13	Employees are productive in this university					
14	Employees are effective & efficient due to diversity					
15	Employees ability improved in a diverse situation					

16. What is the advantage of work force diversity on employees performance in wolkite university?

17. In your judgment, what do you think the challenges of works force diversity in wolkite university.

18.Can you suggest any possible measures? for questions 17 above.

19.Generally,what can you say about work force diversity in wolkite university?

Thank you for your cooperation!!!