

**EFFECTS OF WORKFORCE DIVERSITY MANAGEMENT ON  
EMPLOYEE PERFORMANCE: THE CASE OF SELECTED PUBLIC  
SECTORS OF BUTAJIRA CITY ADMINISTRATION, GURAGHE ZONE**



**IN PARTIAL FULFILLMENT OF THEREQUIREMENTS FOR THE  
DEGREE OF MASTER OF BUSINESS ADMINISTRATION AND MANAGEMENT**

**(SPECIALIZATION: MBA)**

**ABDI NASIR SEID**

**WOLKITE UNIVERSITY, WOLKITE, ETHIOPIA**

**MAY, 2022**

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**A THESIS SUBMITTED TO THE  
DEPARTMENT OF MANAGEMENT, WOLKITE COLLEGE OF BUSINESS AND  
ECONOMICAS, SCHOOL OF GRADUATE STUDIES,  
WOLKITE UNIVERSITY  
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**MAY, 2022**

**SCHOOL OF GRADUATE STUDIES**

**WOLKITTE UNIVERSITY**

**ADVISORS' APPROVAL SHEET**

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This is to certify that the thesis entitled “effects of workforce diversity management on employee performance: the case of public organizations in Butajira city administration” submitted in partial fulfillment of the requirements for MBA degree with specialization in Business administration has been carried out by Abdi Nasir (GSEB/014/11) under my/our supervision. Therefore, i/we recommend that the student has fulfilled the requirements and hence thereby can submit the thesis to the department.

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Signature

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We, the undersigned, members of the Board of Examiners of the final open defense by Abdi Nasir (GSEB/014/11) have read and evaluated his thesis entitled “effects of workforce diversity management on employee performance: the case of selected public organization sectors of Butajira city administration, Guraghe zone”, and examined the candidate. This is, therefore, to certify that the thesis has been accepted in partial fulfillment of the requirements for the degree masters of business administration and management.

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As members of the Board of Examiners of the final Master's degree open defense, we certify that we have read and evaluated the thesis prepared by Abdi Nasir (GSEB/014/11) under the title “effects of workforce diversity management on employee performance: the case of selected public organization sectors of Butajira city administration, guraghe zone” and recommend that it be accepted as fulfilling the thesis requirement for the degree of Master of Business Administration and management with Specialization in Business administration.

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Thesis approved by

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DGC/SGC	Signature	Date

### **Statement of declaration**

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I hereby declare that the thesis entitled “effects of workforce diversity management on employee performance: the case of selected public organization sectors in Guraghe zone butajira city administration” submitted to the department management, Wolkite University for the award of the Degree of masters of business administration and management with specialization of business administration is carried out by me myself under the supervision and guidance of principal advisor Dr. Aweke Ashenafi and co- advisor Dereje Kefale (MBA). This work has not been submitted earlier in full or in a part thereof, for the award of other similar degree, Diploma, Fellowship, Associate ship or any other similar titles to this or any other University or institution.

Name: Abdi Nasir

Signature: \_\_\_\_\_

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## **Acknowledgment**

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## **List of Acronyms and Abbreviations**

HRM: - Human resource management.

HIV: - Human immunodeficiency virus.

AIDS: - Acquired immune deficiency syndrome.

DM: - Diversity management.

USA: - United states of America.

IWPQ: - Individual Work Performance Questionnaire.

IWP: - Individual work performance.

S/N/N/P/R: - Southern nations, nationalities and peoples region.

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## Abstract

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*When we are working within a diverse workforce it is essential to manage the workforces because it ensures that employees are aligned with the overall organization aspiration. In case of Ethiopia most of the researches on this research topic are mainly focused on business organizations. But the objective of this study is to examine the effects of workforce diversity management on employee performance: in case of selected public organization sectors in Butajira city administration. The data was collected using questioners distributed to 286 respondents and used software package for social science (SPSS) for analyzing it through descriptive and explanatory research design. The result of the study shows that all independent variables (age diversity, gender diversity, ethnic diversity and education background diversity) have a positive effect on of employee performance. Based on the findings, Butajira city public organizations should engage in increasing the qualities and quantities of training program for all its employees so as to increase their performance and also they should treat all their employees equally.*

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***Key words: Diversity management; age diversity; gender diversity; ethnic diversity; education background diversity; employee performance.***

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# CHAPTER ONE

## Introduction of the study

### 1.1 Introduction

The purpose of this chapter is to introduce the research project to the readers. The introduction contain different parts such us background of the study which states about the nature and purpose of the study, statement of the problem which identifies and explain the problem by describing where the problem occurs, objectives of the study which states about what the researcher hopes to achieve in the research, research questions which states the questions that are raised within the research, significance of the study, scope of the study, definitions of terms and organizations of the study. All the above contents are underlined based on the objectives of the study in the effects of workforce diversity management on employee performance.

### 1.2 Background of the study

Management of diversity is based on the ‘notion of difference and the effective management of differences.’<sup>1</sup> Many diversity scholars have argued that, “diversity facilitates organizational performance when it is managed in constructive and integrative ways. In the past twenty years, the growing diverse work force in organizations has led scholars to pay increased attention to the issue of workforce diversity and organizations will only be successful to the extent that they are able to embrace and encourage workforce diversity”.<sup>2</sup>

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<sup>1</sup> Tom Redman and Adrian Wilkinson, 2006, contemporary human resource management, 2<sup>nd</sup> edition, Pearson education limited, England, p 309-310

<sup>2</sup> Gupta R., 2013, Workforce Diversity and Organizational Performance, international Journal of business Management Invention, V.2, Issue 61, p 36-44.

‘There is no one-size fits all solution and hence, diversity needs to be defined for every organization and accordingly implemented’.<sup>3</sup>

Our differing human characteristics influence the way how we perform in different situations. This is critical as it determines each individual’s behavior at the workplace. This has a bearing on such matters as organizational politics and potential conflicts within the workplace. ‘Hence the differences in individuals pose a whole complex situation that requires careful, rational mechanisms to effectively manage them. Often, these differences interfere with our ability to support, trust, and respect each other, and thus to effectively function together.’<sup>4</sup>

It is important for any organization therefore to have in place the right persons with the correct professional, academic and social skills for the various functions that have to be fulfilled. For this to be attained, it is critical that the organization taps from a wide pool of source not restricting itself to a particular group of people. This means that individuals are likely to be drawn from different sources of geographical, social, cultural and political. This means that “an organization is likely to have people from different socio-cultural and political backgrounds bearing the inevitable differences in ethnicity, religion, race, gender, size, personalities, physical abilities, age, and sexual orientation (global perspective). Since an organization hires individuals, it is important to note that these individuals are unique and may bear their own set of differentiating qualities from those mentioned.”<sup>5</sup> When we say

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<sup>3</sup> Dr. R. Anita & Dr. V.K. Swamy, January 2018, Diversity Management at Workplace: Aspects, Challenges, and Strategies, V.5, Issue 1, p.10.

<sup>4</sup> Tabitha W.W., J.G Wangombe, M.W Muthura, A.W Kamau and S.M Jackson, December 2013. Managing Workplace Diversity:A Kenyan Pespective, Vol.4 No.16: p.16.

<sup>5</sup> Tabitha W.W., J.G Wangombe, M.W Muthura, A.W Kamau and S.M Jackson, December 2013. Managing Workplace Diversity:A Kenyan Pespective, Vol.4 No.16: p.2.

organizations are likely to have employees from different backgrounds it's not discriminating one person from the other rather it is describing ways to have the needed requirements for the organizations.

Workplace diversity can also generate conflicts between employees. This 'conflict' occurs due to differences of perception, ideas, behaviors, interest, attitudes, religious and political differences and unjustified distribution of resources. Workforce diversity was found to affect employee performance at varying degrees considering both managers and non-managerial employees.'<sup>6</sup>

In order to reach excellence, a work environment enabling peak performance is required above all. In addition to interesting career opportunities and attractive prospects, it is "all about creating a work culture through which every colleague feels motivated to do his best and develop his or her potential. In the process, diversity management, that is, recognition of the diversity of skills, experience, and talents of employees, should be promoted and used increasingly as a success factor in the company and in public institutions."<sup>7</sup>

Beyond the existed works, this study tries to add some additional knowledge in the study area. Even though there are numerous workforce diversity variables which can affect employee performance, this study only focuses on gender, age, education background and ethnicity. The reason why this study uses age, gender, education background as independent variable is that in Ethiopian civil servants proclamation it is shown that in order to be hired in government

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<sup>6</sup> Mercy G.M and M.M. Rachael, 2013, Workforce Diversity Management and Employee Performance in The Banking Sector in Kenya, volume 1, p.17

<sup>7</sup> Mathias Zeuch, April 2016, handbook of human resources management, Springer Nature, Berlin Heidelberg, p.519

organizations, the employee age, gender and education are the criteria to join as an employee. In addition to the three variable (age, gender and education background), the reason why ethnicity is added as a variable is: most researchers considers that ethnicity as a critical variable in managing workforce diversity. This study is also lay it's based on learning theory of diversity management.

Therefore, when we are working within a diverse workforce it is very essential to manage the workforces because it affects our work environment. The aim of this paper was also to assess the effects of workforce diversity management on employee performance.

### **1.3 Statement of the problem**

The current population of Ethiopia as of August 3, 2020 shows that it is more than 115,192,520 (1.47% of the total world population) and these populations are composed of different demographic groups.<sup>8</sup> 'As the composition of the workforce continues to become more inclusive and diverse, understanding how this dimension affects performance has become an increasingly significant issue for HRM.'<sup>9</sup>

A research finding shows that 'in Ethiopian South Nation's Nationalities and Peoples Region public organizations there is a pathetic HR problem'.<sup>10</sup> The major findings of the research shows that the acceptance and support of organizational strategy by staff members was

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<sup>8</sup> United Nations, department of economic and social affairs, population division, 2020, Ethiopian population forecast, <https://www.worldometer.info/world-population/ethiopia-population/>.

<sup>9</sup> Julie Beardwell & Amanda Thompson, 2017, human resource management a contemporary approach, 8<sup>th</sup> ed., Pearson education limited, United Kingdom, p.446

<sup>10</sup> Sintayehu, B.T., April 2016, institutional capacity assessment of selected public sector organizations in southern Ethiopia, international master of MED educational studies, university of Glasgow, Scotland, p.2

under severe challenge, Public sector organizations lack HR training and development policy, the training programs in public sector have been designed without properly considering the skill requirements and/or deficiency of employees in the organizations.<sup>11</sup> The researcher recommended that those public organizations in general have to seek new and ever more effective ways of making substantial progress towards their missions, and this entirely requires developing organizational capacity that aimed at fostering an internal process development that attempts to increase an individual, groups and/or organization's ability to perform, solve problems and manage current challenges in order to achieve desired outcomes.”

Even if the issue of managing workforce diversity affects the performance of employee's and organizations at any place, in Ethiopia many researchers mainly focused on it in the context of private organizations. But ‘Public organizations have a long history of implementing diversity policies. At first, these diversity programs focused on affirmative action and equal employment opportunity to enhance minority groups’ representation in the public workforce.’<sup>12</sup> From the main dimensions of diversity management, this study uses age, gender, education background and ethnicity as independent variables which affect employee performance.

In Ethiopia public organizations can also manage employees based on the putting some specific criteria and this is done for the achievement of organizations reason of existence.

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<sup>11</sup> Sintayehu, B.T., April 2016, institutional capacity assessment of selected public sector organizations in southern Ethiopia, international master of MED educational studies, university of Glasgow, Scotland, p.2

<sup>12</sup> Tanachia A. and G.Sandra, March 2015. Diversity management for all: An empirical analysis of diversity management outcomes across groups, Vol.44 No.5: p.1.

According to proclamation of Civil Servants of South Nations, Nationalities and Peoples' Region of Ethiopia, "the purpose of Human Resource Planning shall be to enable a government institution to take measure to meet the objective specified in the strategic plan, to forecast its human resource demand, to acquire human resource in the right number and type, to develop and properly utilize it, monitor and evaluate its result and make corrective measures from time to time."<sup>13</sup>

The finding of the above researcher which shows pathetic HR problems are the gaps that the researcher of this study was trying to get a solution. To curb the problems in HR that appeared in public sectors, the author of this research paper assumes diversity management is to be a new and ever more effective way. 'Inorder to use organizations human resources properly, diversity management contributes an effective role.'<sup>14</sup> The author of this research focused on the management side of workforce diversity which affects the performance of employees. Therefore, to be specific and inorder to get a clear finding; the researcher this study only lay-up on selected public sector organizations of southern Ethiopia in Guraghe zone Butajira city administration.

#### **1.4 Research Questions**

In order to get an appropriate solution for the gaps stated in the area of the study, this study addresses the following research questions:

1. Does managing age diversity affect employee performance?

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<sup>13</sup> Dehub negarit gazeta of the southern nation's nationalities and people's regional state, 2018, the revised draft proclamation No-176/ 2018 of Civil Servants of South Nations, Nationalities and Peoples' Region, Hawassa, Ethiopia, 10.P.

<sup>14</sup> Tom Redman and Adrian Wilkinson, 2006, contemporary human resource management, 2<sup>nd</sup> edition, Pearson education limited, England, p 309-310

2. Does managing gender diversity affect employee performance?
3. Does managing Ethnic diversity affect employee performance?
4. Does managing Education background diversity affect employee performance?

## **1.5 Objectives of the Study**

### **1.5.1 General Objective**

The general objective of the study is to assess the effects of workforce diversity management on employee performance in selected public sector organizations of Southern Nation's Nationalities and Peoples Region in Guraghe zone Butajira city administration.

### **1.5.2 Specific Objectives**

Based on the general objective, this study addresses the following specific objectives:

1. To evaluate the effects of managing age diversity on employee performance.
2. To evaluate the effects of managing gender diversity on employee performance.
3. To evaluate the effects of managing ethnic diversity on employee performance.
4. To evaluate the effects of managing education background diversity on employee performance.

## **1.6 Significance of the Study**

'When organizations manage their workforce diversity properly, in the way they can also create an inclusive and harmonious work environment.'<sup>15</sup> This paper also will have high significance in different ways. Some of its significance will be: -It will have a high significance by signaling ways for solving some HRM problems for the organizations. The findings will lead us to a better ground to live within a unity in diversity in the workplace by reminding us the favorable conditions of managing diversity; and this will create a safe work environment the organizations. Since the finding will show effects of workforce diversity management, then managers will effectively acknowledge and manage the diversity presented in their groups. Therefore it will make them to be the most successful in managing their employees. It also will help organizations to manage their diverse workforces in the way that

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<sup>15</sup> Tabitha W.W., J.G Wangombe, M.W Muthura, A.W Kamau and S.M Jackson, December 2013. Managing Workplace Diversity:A Kenyan Pespective, Vol.4 No.16: p.3.

can increase their individual employee's performances. It will be effective in creating a better ground for the achievement of the organizations desired goals, objectives, missions and visions. Since this research is new in the area, it will show a better ground for other researchers in searching of further findings. It is will also create ways to be considered in signaling things to be considered for policy makers.

### **1.7 Scope of the Study**

The scope of this study was limited on assessing the effects of workforce diversity management on employee performance. The study was also delimited to selected public sector organizations of southern nation's nationalities and peoples region in Guraghe zone Butajira city administration and the data also collected from both managers and non-managerial employees. The reason why the study is delimited to Butajira city is; because almost all public organizations in all areas of the country have the same types of sectors which leads by the same rules and regulations, the area is highly related with the research in that public sectors that are needed for this research are appeared here, to be specific and in order to get a clear finding, easy access of data for the researcher.

### **1.8 Operational Definitions of key terms**

**Age, Gender, and Educational background:** - these are physical dimension of diversity and they refer to demographic diversity which is indicated by the number of people having different demographics in the company, ultimately which will affect employees' performance.<sup>16</sup>

**Ethnicity:** Pertaining to or characteristic of a people, sharing a common or distinctive culture, religion, language, or the like.<sup>17</sup>

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<sup>16</sup> Assefa, A. W., 2014, November, effect of workforce diversity towards employee performance in total Ethiopia S.C, retrieved February 20 2011, from <http://repository.smuc.edu.et/bitstream/123456789/731/1/ASSEFA%20ADMASU.pdf>

<sup>17</sup> Mwatumwa A, Kingi W, Mohamed H, Idua M, Omido K., Effect of workforce diversity on employee work performance: A study of the county government of Mombasa, International Journal of Management and Commerce Innovations; 2016.

**Diversity Management:** is defined as acknowledging, understanding, valuing, celebrating, and accepting differences among people with respect to age, gender, ethnicity, and class, mental or physical ability.<sup>18</sup>

**Diversity:** The condition of having or being composed of differing elements: especially the inclusion of different types of people (as people of different age, gender, marital status, work experience, educational background and ethnicity) in an organization.<sup>19</sup>

**Employee performance-** performance is the act of carrying out an action, or an accomplishment or achievement. Employee performance is how well an employee is effectively fulfilling his/ her job requirement or discharging his/ her duties so as to achieve good results.<sup>20</sup>

### **1.9 Limitation of the study**

Even though there are many benefits in using different methods to perform a research, also there may be some problems. The researcher was also facing some problems in data collection processes. Some of the problems were: - the missing of respondents in their workplace, misunderstanding of some questions. Therefore when the data was collected the researcher was trying to make the questions clear and easy to understand.

### **1.10 Organization of the Study**

This study is organized into five chapters. The first chapter is the introduction part and it contains: - background of the study, statement of the problem, Research questions, objectives of the study, Significance of the study, Scope of the study and Limitations of the study. The second chapter deals about the literature review which mainly constitutes the concepts and theoretical reviews, empirical reviews and conceptual framework model of the study. The third chapter also contains the materials and methods that are applied for the research and it

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<sup>18</sup> Gupta, R., (2013), Workforce Diversity and Organizational Performance, International Journal of Business and Management Invention, 2(6), 36-41.

<sup>19</sup> Mwatumba A, Kingi W, Mohamed H, Ibia M, Omido K., Effect of workforce diversity on employee work performance: A study of the county government of Mombasa, International Journal of Management and Commerce Innovations; 2016.

<sup>20</sup> Durga, P. R., (2017). The Impact of Workforce Diversity on Organizational Effectiveness: (A Study of Selected Banks in Tigray Region of Ethiopia). International Journal of Science and Research (IJSR), 6(1), 427-434

contains: - research design employed, target population and sample, sources of data, data collection instruments, validity and reliability, data analysis procedure and ethical consideration. The fourth chapter deals about results and discussions. Finally Chapter five presents summary of the study and conclusion of the findings and recommendations. In addition to the above five chapters the paper also contain references, appendices and biographical sketch.

## **CHAPTER TWO**

### **Review of related literatures**

#### **2.1 Introduction**

This section sets out the review of related literatures that will be adopted to meet the study objectives. Generally, the chapter outlines the study in three parts: theoretical literature review, empirical literature review and the conceptual framework of the study.

#### **2.2 Theoretical literature review**

##### **2.2.1 Human resource management: context and concept**

The most important factor in any organization is the human element. We cannot therefore, talk about diversity in an organizations, without human beings.<sup>21</sup> Human Resource Management (HRM) is a process of bringing people and organizations together so that the goals of each are met. It is part of the management process which is concerned with the management of human resources in an organization. It tries to secure the best from people by winning their wholehearted cooperation. In short, it may be defined as the art of procuring, developing and maintaining competent workforce to achieve the goals of an organization in an effective and efficient manner.<sup>22</sup> The above general definition and concept of human resource management shows that it may be appear in public or private organizations because in both organizations there is a diverse workforces which needs to be controlled and this also affects the performance of the employees.

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<sup>21</sup> Tamunomiebi, M. D., & Ehior, I. E, 09 March 2019, Diversity and Ethical Issues in the Organizations, International Journal of Academic Research in Business and Social Sciences, vol.9 (2), p.3.

<sup>22</sup> Bibhuti B.M, 2010, human resource management, Published by New Age International (P) Ltd., Publishers, New Delhi, P.3

Obviously, every manager is responsible for management of human resources of course with the advice and help of personnel department. Management of human resources is the essence of being manager who has to get things done through the people without whom he can be a technician but not a manager. Thus, every manager has to develop and maintain his competency in managing human resources, which have assumed utmost significance in modern organizations.<sup>23</sup>

### **2.2.2 Managing People**

In view of the industry dynamics, in the current times, there is a greater demand for knowledge workers.<sup>24</sup> This shows us that the demand for the desired workforce needs to be controlled and managed by the responsible body of the organization because every organization have their own missions, therefore inorder to achieve their missions they need to determine their diverse workforces in a desired level. Therefore the demand for desired workforces of the organization is satisfied by determining them in selecting; recruiting, hiring and effectively managing them in a proper manner because just only having the needed human resources cannot satisfy the demand of the organization. To manage knowledge and knowledge creation effectively within an organization, “managers need to understand not just the stocks of knowledge within the firm but also how to manage the actual and potential transfers and diffusions (flows) of knowledge within and across the boundaries of the

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<sup>23</sup> Bibhuti B.M, 2010, human resource management, Published by New Age International (P) Ltd., Publishers, New Delhi, P.2

<sup>24</sup> Bibhuti B.M, 2010, human resource management, Published by New Age International (P) Ltd., Publishers, New Delhi, P.7

organization”.<sup>25</sup> Human capital is the real asset for any organization, and this makes the HR role important in recruiting, managing, and retaining the best. The HR department has a clear role in this process and determines the success tempo of any organization.<sup>26</sup>

### **2.2.3 The boundary of Public organizations diversity**

Because there are many types of diversity and many possible consequences of diversity, no single program or set of practices can be used to manage diversity effectively. Reaping the benefits of diversity often requires investing substantial time and effort to create large scale organizational change. From the world population Ethiopia ranks number 12 in the list of countries by population of 115,243,494 (1.47% of the world population).<sup>27</sup> The Ethiopian population is characterized by considerable diversity in religion (the Ethiopian Orthodox Church, Protestants, Muslims, traditional belief systems), language (there are dozens of different languages), culture, socio-economic activities (pastoral nomadism, sedentary agriculture) and traditional governance structures.<sup>28</sup> Since Ethiopia is a diverse country, management of diversity for public organizations at any part of the country is necessary because if it cannot be managed properly it is devastating for anyone.

According to the Ethiopian constitution, the construction of an Ethiopian national identity is based up on the recognition of each diversity of the population which is unity depended on the

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<sup>25</sup> Emily Nyanchama Ayega and Stephen Muathe, 2018. Critical Review of Literature on Cultural Diversity in the Work Place and Organizational Performance: A Research Agenda, Vol.6 No.1: p.12.

<sup>26</sup> Bibhuti B.M, 2010, human resource management, Published by New Age International (P) Ltd., Publishers, New Delhi, P.7

<sup>27</sup> United Nations, department of economic and social affairs, population division, 2020, Ethiopian population forecast, <https://www.worldometer.info/world-population/ethiopia-population/>.

<sup>28</sup> Christophe Van der Beken, August 28 2016, Ethiopia: Constitutional Protection of Ethnic Minorities at the Regional Level, Vol.20: p.106.

recognition of and the respect for diversity. This attention to unity in diversity was legally expressed as to live us the nations, nationalities and peoples of Ethiopia; it 'requires full respect of individuals and peoples fundamental freedoms rights, to live together on the basis of equality and without any sexual, religious or cultural discrimination.'<sup>29</sup>

The above proclamation forces all diverse public organization of the country to respect ones religion, culture, values, and any other differences between them without any discrimination. This principle also based its bottom on the way to manage the diverse' nations of the country by giving value each other. Of course this way of giving value for our difference is one of the techniques to manage our diversity but sometimes there may be disagreements between the employees of public organizations and when this happen the responsible body tries to manage their problem in different ways. One of the ways to manage differences is to give value for their differences or respecting their differences at any level of the organization.

#### **2.2.4 General Key issues in managing diversity**

Generally four key issues emerges from analyzing managing diversity literatures and shows that there are 'some extents to which the usefulness, applicability, resistance to change and the extent in newness of diversity management'.<sup>30</sup>

##### **1. The extent in usefulness of diversity management**

The extent to which there is evidence that organizations that manage diversity are more successful than organizations that do not. As suggested earlier, there is clearly the need for

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<sup>29</sup> Ethiopian federal democratic republic, August 21 1995, constitution of the federal democratic republic of Ethiopia proclamation No. 1/199, Addis Ababa, Ethiopia, p.1.

<sup>30</sup> Tom Redman and Adrian Wilkinson, 2006, contemporary human resource management, 2<sup>nd</sup> edition, pearson education limited, England, p 320.

more research in this area. Ideally, research needs to focus on longitudinal assessment of diversity programs, using a range of criteria from impact on economic performance to the attitudes of those groups that the interventions have been designed to address. Only then can the claims made for the success of managing diversity be properly evaluated.

## **2. The extent of its application to other countries situation**

There is a question of the extent to which a movement that originated in North America translates easily into the British, European context other countries of the world. It would seem that the business case for managing diversity is more partial in other economic contexts. A further issue in this context is the problematic nature of universalistic notions of managing diversity. In practice the term does not have a unitary meaning, it means different things to different people, and can mean different things in different cultures or organizations.

## **3. Issues in resistance to change**

A third issue that is rarely addressed is resistance to change. As with any change initiative we would expect some resistance to managing diversity programs. Yet this resistance is rarely addressed within the literature as managing diversity is promoted as being in the interest of all groups, regardless of their differences. Clearly there needs to be further consideration of the issue of resistance, why it occurs, and how it can be effectively managed, together with the consequences of that resistance for those traditionally disadvantaged groups who may be seen to gain from diversity initiatives.

## **4. The extent of its newness**

A final, but significant issue is the extent to which managing diversity is really new. Kandola (1995) suggests that much that has been written under the heading of managing diversity is

striving to make it appear to be a new area. He suggests that at best this is naive, and at worst somewhat dishonest. He outlines how there have, for example, been generations of work looking at the impact of heterogeneity and homogeneity on the performance of groups in the workplace. Additionally the work on diversity-focused organizations has produced very similar sets of characteristics to those identified as the characteristics associated with learning organizations elsewhere in the literature.

Having said that, perhaps the extent to which the debate is new is of little significance, if, as an area of discourse and intervention, managing diversity can offer new hope for furthering equal opportunities. More impetus is clearly needed to further moves for equality for those groups within the labor force who are traditionally discriminated against. The managing diversity approaches highlights are the economic cost to organizations of losing talented staff through discriminatory practices and this is surely a crucial issue for HRM policy and practices.

Increasingly, there are challenges from cultures about whether the Western model is appropriate to Ethiopian contexts, when we manage diversity the applicability of the issues may need high attentions, for example with regard to Ethiopia, LGBT (lesbians, Gay, Bisexual and transgender) is forbidden but in some European countries managing diversity may include to respect and tolerate their ceremony, holidays and etc.

In Ethiopia most of the past years were passed by conflicts between different ethnic groups. From ten most causes of conflicts, 'most of them were conflicts based on ethnic antagonism. However, they simply appeared as ethnic conflicts just because they happened to bear the names of participant ethnic groups. In particular, the major factor which made the post 1991

ethnic conflicts of Ethiopia appear as inter-ethnic conflicts resulting from pure ethnic variations was the previously created inter-ethnic distances.’<sup>31</sup>

### **2.2.5 Managing performance in a diverse workforce**

In our country Ethiopia diversity management literatures in public organizations are hard to find. Indeed, ‘emphasis on diversity and its management has become a primary theme in the public management research literature, with enquiry devoted to diversity management programs (Naff and Kellough, 2003; Kellough and Naff, 2004), the impact of diversity on performance outcomes (Wise and Tschirhart, 2000; Pitts and Wise, 2004; Pitts, 2005), the status of minority groups in public employment (Lewis and Smithey, 1998) and the role of diversity in public administration education (Tschirhart and Wise, 2002; Pitts and Wise, 2004).’<sup>32</sup>

### **2.2.6 Theories of diversity management**

A different viewpoint for diversity management theories tries to explain that either diversity is harmful or beneficial for organizations and individuals. Therefore the following managing diversity theories tries to show some of the view points of the theories.

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<sup>31</sup> Lubo T., 2012, the post 1991 ‘inter-ethnic’ conflicts in Ethiopia: An investigation, Journal of Law and Conflict Resolution, V.4. Issue 4, p.68.

<sup>32</sup> Julie Beardwell & Amanda Thompson, 2017, human resource management a contemporary approach, 8<sup>th</sup> ed., Pearson education limited, United Kingdom, p.446

### **2.2.6.1 Managing diversity theories**

Even though there are many theories of diversity management, 'the following are the most important four theories of diversity management: Psychology organization theory, contingency theory, goals theory, learning theory'.<sup>33</sup>

#### **1. Psychology organization theory**

This theory provides a set of practices which better suited for employees who are looking for simplified procedures and rules. It can be applied to all positions in all organizations.

#### **2. Contingency theory**

This theory states that diversity management and the organization success depend on the attitude of the organization in multiple areas such as culture and organization strategies, environment organization, as well as individual employees.

#### **3. Goals theory**

This theory states that the conflict within the organizational goals and the lack of clarity leads to difficulty in acceptance by individuals, which leads to low level of organizational performance and thus requires management to clarify those goals through effective management of diversity.

#### **4. Learning theory**

According to this theory, diversity management programs are an essential way to rethink processes and basic tasks of the organization, with elimination of unnecessary tasks, thus contributing to improve the performance of the entire organization.

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<sup>33</sup> Latif A.A, 2016, Workplace Diversity in organizations Conceptual Framework, Vol.18 No.4: p.16-17

### **2.2.7 Effects of diversity management on employee performance**

Many researchers try to assess the effects of diversity management on employee performance. They also conceptualize their research based on the different factors that may affect employee performance resulted from management of diverse workforces. 'Ethnicity, religion, race, gender, size, personalities, physical abilities, age, and sexual orientation are the global perspective that affects employee performance within diverse workforces.'<sup>34</sup> The researcher of this paper tries to refer different factors from different papers but commonly factors that affect workforce diversity management on employee performances in private and public organizations are: Age, gender, education background, marital status, Ethnicity, Physical and mental ability, Race, Sexual orientation, Culture and etc.

#### **2.2.7.1 Individual employee performance and motivation**

As defined by advanced dictionary of English; Performance is the way that someone how well or badly does something; it is the act or process of performing a task, an action, etc. The idea of a psychological contract between the individual employee and the organization helps clarify why people might stay or leave a job. But for an employer to want to keep an employee, that person must be performing well. According to (Robert & John, 2011, P.157), the HR unit in an organization exists in part to provide ways to analyze and address the performance and motivation of individual employees and the authors clarify them as fallows; -

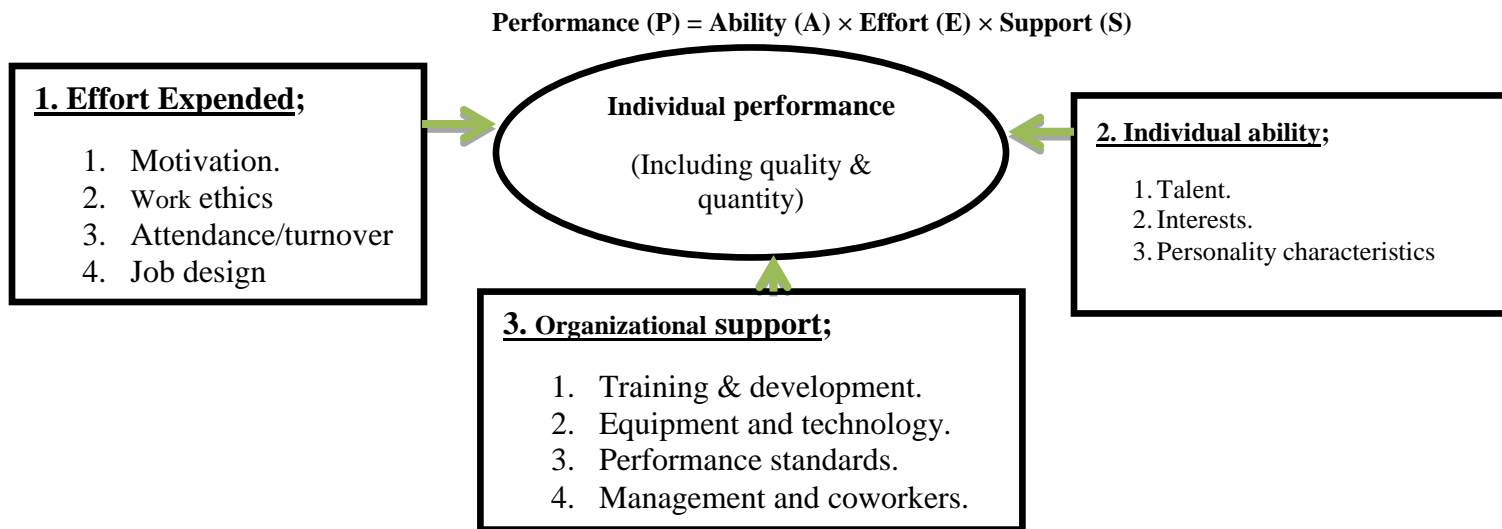
#### **2.2.7.2 Individual employee performance**

The three major factors that affect how a given individual performs are determined by individual ability to do the work, effort expended and organizational support.

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<sup>34</sup> Tabitha, W.W., et al. December 2013. Managing Workplace Diversity: a Kenyan Perspective, Vol.4 No.16: p.2.

The relationship of the above three factors are widely acknowledged in management literature as follows:



**Figure- 1:** The components of individual performance

Source: Robert L. Mathis, and John h. Jackson, 2011, Human Resource Management, 13<sup>th</sup> ed., South-Western Cengage Learning., USA, p.157

Individual performance is enhanced to the degree that all three components are present with an individual employee, and diminished if any of these factors is reduced or absent. For instance, if several production workers have the abilities to do their jobs and work hard, but the organization provides outmoded equipment or the management style of supervisors causes negative reactions by the workers, the lack of organizational support may reduce individual performance.

An example of how this performance equation can work in a positive way is seen in the link between individual motivation and organizational support in the form of coworkers. Studies have shown that the motivation of poor-performing employees can be improved when these employees work more intensely with a group of better-performing workers. The link between individual motivation and organizational support has important HR management implications.

### **2.2.7.3 Individual Motivation and Management Implications**

The desire within a person causing that person to act is called motivation. People usually act to reach a goal, which means that motivation is a goal-directed drive that seldom occurs in a void. The words need, want, desire, and drive are all similar to motive, from which the word motivation is derived.

Motivation is complex and individualized, and managerial strategies and tactics must be broad-based to address the motivation concerns of individuals at work. Factors that can inhibit motivation and work performance include a worker's capacities and determination to get work done regardless of difficulties. For instance, with a poor-performing employee, managers must determine whether inadequate individual behavior is due to employee deficiencies, inconsistent reward policies, or low desire for the rewards offered.

By having supportive supervisors and managers who serve as mentors, concerns about motivations can be better addressed with employees. Understanding motivation is important because employee engagement can affect both performance and retention. Fostering motivation can improve performance and can reduce turnover.

## **2.3 Empirical literature review**

### **2.3.1 Diversity management**

Diversity management focuses on organizational efforts to ensure that all people are valued regardless of their differences.<sup>35</sup> As we can see from the definition the term 'diversity

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<sup>35</sup> Robert L.M and H.J John, 2011, human resource management, 13<sup>th</sup> edition, South-Western Cengage Learning, USA, P.139

managing' is often used to describe the approach to fairness that emphasizes the individual differences between people and giving value for each difference.

In some instances, managing diversity may seem to be discriminating one job seeker from another because when human resource department plans to hire job seekers it may specify their age, gender, ethnicity, religion or any other criteria. In Ethiopia any government institution based on its strategic plan shall prepare and implement short, medium and long term human resource plan and this is based up on the purpose of human resource planning which is to enable a government institution to take measure to meet the objective specified in the strategic plan, to forecast its human resource demand, to acquire human resource in the right number and type, to develop and properly utilize it, monitor and evaluate its result and make corrective measures from time to time.<sup>36</sup> The purpose of human resource planning in regional level is also the same as the federal level.

It is important for any organizations to recognize that treating employees unfairly may result instability within the organization. The unfairness may come from treating People differently when they ought to be treated the same, and sometimes from treating people the same when key differences ought to be recognized. There shall be no discrimination among job seekers or civil servants in filling vacancies because of their ethnic origin, sex, religion, political outlook, disability, HIV AIDS or any other ground.<sup>37</sup> Policies, procedures and attitudes

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<sup>36</sup> Federal negarit gazeta of the federal democratic republic of Ethiopia, 2007, federal Civil servants proclamation No. 515/2007, Addis ababa, Ethiopia, 6.P.

<sup>37</sup> Dehub negarit gazeta of the southern nation's nationalities and people's regional state, 2018, the revised draft proclamation No-176/ 2018 of Civil Servants of South Nations, Nationalities and Peoples' Region, Hawassa, Ethiopia, 12.P.

within an organization should therefore be based on recognizing both the similarities and differences between people.

Diversity should be viewed as a best opportunity for all employees, particularly managers. At the sub-organizational level, it means that managers who are concerned with the effective management of performance should put time and energy into understanding the different perspectives of employee groups. The managers who are likely to be most successful are those who effectively acknowledge and manage the diversity present in their groups. As a field, this means that HR practitioners must view diversity management as a core tool in the toolkit of performance management and should strive to include diversity-related competencies and raise levels of understanding and awareness across the entire organization. When the performance of individual employee increases, organizational performance also increases because the ways to increase individual performance it aimed at increasing the whole performance and a public organization bases their rules and regulations commonly for all employees not only for the benefit of individuals.

### **2.3.2 The aim of diversity management in public organizations**

Diversity management in public organizations is increasingly aimed at creating an inclusive organizational climate to elicit the possible positive effects of diversity and to alleviate the negative effects of diversity (Pless and Maak, 2004; Mor-Barak and Cherin, 1998; Nishii, 2013)<sup>38</sup>. The concept of diversity management is increasingly promoted as a strategic people

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<sup>38</sup> Tanachia A. and G.Sandra, March 2015. Diversity management for all: An empirical analysis of diversity management outcomes across groups, Vol.44, No.5: p.2

management technique that will enhance organizational competitiveness.<sup>39</sup> Strategically the concept of managing workforce diversity is a value-adding HR function that enhances organizational performance. This is occurring in spite of the fact that some researchers have questioned the utility of DM (as a U.S.-originated concept) in other societal contexts. Since managing diversity increases performance, applying it for public organizations may help them to achieve their mission and other objectives. The concept of diversity management may have different viewpoints based on the time and definition of the concepts in different times.<sup>40</sup>

The article which shows the concept of diversity management is one of the best ways for finding opportunities for further researchers. ‘One of the articles highlights the recent growth in the concept of managing diversity as an alternative to equal opportunities, and considers whether the difference between them is simply one of semantics or of material substance.’<sup>41</sup> The nature of these different terms is assessed, and their impact on organizations and their relationship to each other are considered. Issues are explored through case studies of two comprehensive schools within an education department with a well-developed equal opportunities policy and structure typical of many public-sector organizations. The article presents findings on the conditions and culture in which women’s management careers are successfully progressed in the public sector and the extent to which these reflect equal opportunities or managing diversity approaches to the issue of gender. The article concludes

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<sup>39</sup> Fang L.C and S.S Debi, 2010, diversity management in India: a study of organizations in different ownership forms and industrial sectors, Vol.49 No.3: p.1.

<sup>40</sup> Dr. Latif A.A, 2016, Workplace Diversity in organizations Conceptual Framework, Vol.18 No.4: p.13-15.

<sup>41</sup> Marilyn McDougall, 14 May 2016, Equal opportunities versus managing diversity: Another challenge for public sector management? , Vol.9 No.5/6: p.2.

by assessing the implications of findings for strategy and policy in this field, particularly relating to training and development.

The basic concept of managing diversity accepts that the workforce consists of a diverse population of people. The diversity consists of visible and non-visible differences which will include factors such as sex, age, background, race, disability, personality and work style. It is founded on the premise that harnessing these differences will create a productive environment in which everybody feels valued, where their talents are being fully utilized and in which organizational goals are met.<sup>42</sup>

### **2.3.3 Approaches to diversity**

#### **2.3.3.1 Managing diversity and Equal opportunities approaches**

Despite the best efforts of organizations, the dominance of male influence continues. At the level of the employing organization, a common approach to dealing with the effects of dominant male influence is one which focuses on equal opportunities, and the public sector has been at the forefront of developments in this field. In the last few years, however, the assumptions and characteristics of this approach have been under particular scrutiny with the advent of a new concept: managing diversity.

This term managing diversity originated in the USA in the late 1980s with the publication of the forecast that white males would be a minority of new entrants to the American labor force in the year 2000. Managing diversity has been defined as follows: “The basic concept of managing diversity accepts that the workforce consists of a diverse population of people. The

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<sup>42</sup> Marilyn McDougall, 14 May 2016, Equal opportunities versus managing diversity: Another challenge for public sector management? , Vol.9 No.5/6: p.4.

diversity consists of visible and non-visible differences which will include factors such as sex, age, background, race, disability, personality and work style. It is founded on the premise that harnessing these differences will create a productive environment in which everybody feels valued, where their talents are being fully utilized and in which organizational goals are met.<sup>43</sup>

In comparing equal opportunities with managing diversity, one possibility is that the difference is purely one of semantics that this new concept represents no more than a change in language, perhaps because of frustration at the slow speed of change to date. Indeed, the point has been made, that such language change is itself helpful, that “new terms as well as new solutions have to be found for old problems if the issue is to be kept alive”.<sup>44</sup>

However, comparisons between these two approaches have been made which relate to differences other than simply language. Marilyn McDougall also they tries to show us the goal of equal opportunity and managing diversity approaches as follows: the goal of equal opportunities has been described in terms of social justice and of redressing past wrongs: “to correct an imbalance, an injustice, a mistake”. The goal of managing diversity on the other hand is described in wider terms to treat people as individuals, recognizing that each employee has different needs and will need different kinds of help to succeed. The shift here is from a solely gender-related perspective to one which focuses on all employees. The fundamental purpose of the equal opportunities framework at national level and equal opportunities policies and practices in organizations has been described in terms of the search for equality, i.e. the

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<sup>43</sup> Marilyn McDougall, 14 May 2016, Equal opportunities versus managing diversity: Another challenge for public sector management? , Vol.9 No.5/6: p.3.

<sup>44</sup> Marilyn McDougall, 14 May 2016, Equal opportunities versus managing diversity: Another challenge for public sector management? , Vol.9 No.5/6: p.4.

creation of conditions where women and men are treated the same and are not advantaged or disadvantaged because of their gender.

Regarding the question of where ownership of responsibility for change is located in the organization, this is described in the equal opportunities approach as resting with personnel or human resource practitioners, while managing diversity widens this responsibility to all employees especially managers.

It seems, therefore, that if these terms are taken to mean a difference in philosophy or approach in organizations, it can be argued that there is more than simply a difference of semantics. This difference, however, is less of material substance but rather one of focus with the managing diversity approach engaging with a wider perspective. The latter relates to the goal, reasons and strategies for change, and ownership of responsibility for outcomes as outlined above. Nor are the characteristics of these approaches mutually exclusive few people who are in favor of equal opportunities would quarrel with key elements of the managing diversity approach such as the concept of valuing all difference; of creating conditions for maximizing potential, etc.

“It (diversity) doesn’t say ‘Let us give them a chance’. It assumes a diverse workforce that includes us and them. It says ‘Let’s create an environment where everyone will do their best work’.”<sup>45</sup>

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<sup>45</sup> Marilyn McDougall, 14 May 2016, Equal opportunities versus managing diversity: Another challenge for public sector management? , Vol.9 No.5/6: p.5.

#### **2.3.4 Challenges of diversity in the workplace**

Taking full advantage of the benefits of diversity in the workplace is not without its challenges. According to (Anita & Swamy, (2018), 7-8.p), the challenges of diversity are described as follows:

- **Communication** - Perceptual, cultural and language barriers need to be overcome for diversity programs to succeed. Ineffective communication of key objectives results in confusion, lack of teamwork, and low morale.
- **Resistance to change** - There are always employees who will refuse to accept the fact that the social and cultural makeup of their workplace is changing. If the company doesn't handle opposition properly, workplace diversity initiatives may not provide the intended benefits to the company.
- **Increased Tension:** People from different cultural or ethnic backgrounds can have very different views concerning lifestyle, religion, and politics that can lead to tension and conflict when these concepts are introduced into a work environment.
- **Learning Curve:** Businesses that have difficulty adapting to a more diverse culture may require diversity training.
- **Implementation of diversity in the workplace policies** - This can be the overriding challenge to all diversity advocates. Armed with the results of employee assessments and research data, they must build and implement a customized strategy to maximize the effects of diversity in the workplace for their particular organization.

- **Fairness:** One of the key challenges in dealing with diversity is ensuring each worker is treated fairly. This does not mean we can treat everyone the same, as different individuals have different needs.
- **Inclusion:** Inclusion of all employees is often a challenging part of diversity management. People often segregate themselves into groups in which they are comfortable. It is the job of the manager to help workers integrate so that the company and its individuals profit through associations.

In addition to the above described challenges, the authors (Anita R. & V.K Swamy) also described some of the internal and external obstacles of diversity in the workplace. Some of the internal obstacles are difficulty in changing the existing culture of the organization, lack of internal expertise or experience, lack of understanding of the business benefits of a diverse workforce, difficulty in quantifying the benefit to sustain investment. In addition to the internal obstacles, the external obstacles that may face in the workplace are Legal restrictions on holding sensitive data, Historic gaps in anti-discrimination legislation, Differences in national social attitudes and cultural values.

### **2.3.5 Advantages and disadvantages of workforce diversity management**

Although ‘workplace diversity provides many benefits, it also poses many challenges to employees and managers.’<sup>46</sup> In public organizations diversity affects not only the organizations and operations internally but also the community, the country and other external stakeholders. In order to have positive results from diverse workforces, managers and non-

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<sup>46</sup> Tabitha W.W., J.G Wangombe, M.W Muthura, A.W Kamau and S.M Jackson, December 2013. Managing Workplace Diversity: A Kenyan Perspective, Vol.4 No.16: p. 15.

managers of the organizations must understand the challenges and know how to effectively deal with them.

### **2.3.5.1 Advantages of workforce diversity**

Even if diverse workforces have many benefits, some authors try to show us the major ones like (Tabitha et al., (2013), p.18) and other authors show some of the advantages like: -

1. “Diverse work group brings high value, good reputation and high productivity to the organization.
2. Respecting individual differences will benefit the workplace to enjoy a competitive edge and enhance motivation of employees.
3. Diversity management benefits associates by creating a fair and safe environment where everyone has access to opportunities.”<sup>47</sup>
4. Diversity ‘management tools in a diverse workforce should be used to educate everyone about diversity and its issues, including laws and regulations’ and this leads us to be successful in every places within our organizations.
5. How organizations manage diversity from today forward will determine the long-term success or failure in the global marketplace.
6. Diversity management contributes to creating a fair and safe environment, where every person has the right to access to the same opportunities and challenges.<sup>48</sup>
7. “Well managed work force can be very productive to the organizations, individuals who are working in multi-cultural or diversified work force can enhance their skills

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<sup>47</sup> Tabitha W.W., J.G Wangombe, M.W Muthura, A.W Kamau and S.M Jackson, December 2013. Managing Workplace Diversity:A Kenyan Pespective, Vol.4 No.16: p. 18.

<sup>48</sup> Dr. Latif A.A, 2016, Workplace Diversity in organizations Conceptual Framework, Vol.18 No.4: p.23

and boost their knowledge, Organization should also prepare their employers to work with and practice how to manage diversity for productive outcome” and etc.<sup>49</sup>

### **2.3.5.2 Disadvantages of workforce diversity**

The negative and positive effects are dependent on diverse workforce practices, committed work practices and good work environments provided. According to (Schehar et al., August 2013, p.9), some of the problems that lead us to get negative diverse workforces are:

1. The employees express negative attitudes only when they are treated unfairly.
2. Poor diversity and ethical conducive work environment result in a great deal of behavioral problem which are of immense apprehension to the organizations.
3. Communication may affect the employees if they have no common first language. Many of Ethiopians first language are Amharic.
4. As the employees are more diverse, we may face associated costs which may not be considered.

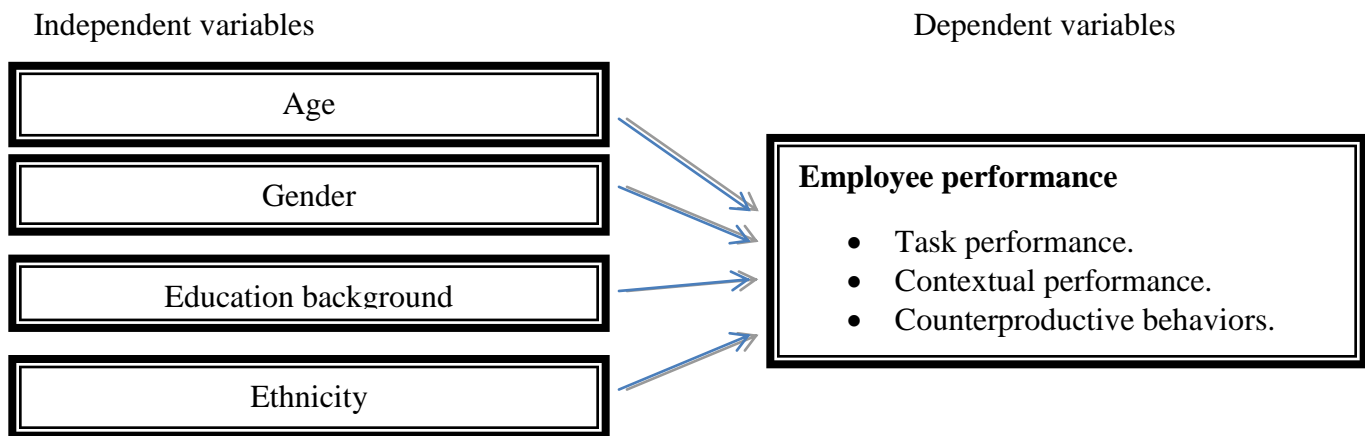
## **2.4 Conceptual framework of the Research**

A conceptual framework is a logically developed, described and elaborated network of interrelationships among variables integral in the dynamics of a situation being investigated. It explains the theory underlying these relationships and describes the nature and direction of these relationships.<sup>50</sup> The next figure 2 shows the conceptual framework.

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<sup>49</sup> Mohammad Q., 2017, Effect of Workforce Diversity on Employee’s Job Performance: The Empirical Assessment of Education Sector, Jalalabad, Afghanistan, Vol.6 issue. 5: p.4

<sup>50</sup> Muthiora Doreen Muthoni, November 2017, workforce diversity management and employee performance, degree of master in business administration, thesis, Kenyatta university, Kenya, p.28



**Figure- 2: Conceptual framework of the research**

Source: (Weiliang, et al., 2011, p.30)

In this research work individual work performance is measured through the Individual Work Performance Questionnaire (IWPQ) which is adopted from a researcher whose name is Linda KOOPMANS. “IWPQ measures the main dimensions of job performance (task performance, contextual performance, and counterproductive behaviors) in a wide variety of jobs. The operationalization of the IWPQ scales was based on relevant and generic indicators, and the scales were refined based on a large, generic sample using the latest statistical techniques. Short scales were constructed consisting of items that were relevant across all occupational sectors, supporting the use of a generic measure of IWP.”<sup>51</sup> Currently one of the best ways to measure individual work performance is IWPQ.<sup>52</sup> Therefore the researcher of this paper uses IWPQ in order to measure the level of individual employee’s performance in public organizations.

<sup>51</sup> Linda Koopmans, Claire Bernaards, Vincent Hildebrandt, Stef van Buuren, Allard J. van der Beek, Henrica C.W. de Vet, 2014, "Development of an individual work performance questionnaire", International Journal of Productivity and Performance Management, Vol. 62 Iss: 1 pp. 25

<sup>52</sup> Brhane H.R, 2017, investigate the performance level of public organization employees in Ethiopia, Vol. 7 No. 5: p.2

The reason why age, gender, education background and Ethnicity are selected is because they are components of workforce diversity management.

The reason why this study uses age, gender, education background as independent variable is that in Ethiopian civil servants proclamation number 1064/2017 shows that in order to be hired in government organizations, the employee age, certificate of competence (education background) and also sometimes gender are the criteria's to join as an employee. In addition to the three variable (age, gender and education background), the reason why ethnicity is added as a variable is: because most researchers considers that ethnicity as a critical variable in managing workforce diversity. This study is also lay it's based on learning theory of diversity management.

## **CHAPTER THREE**

### **Materials and methods**

#### **3.1. Introduction**

Chapter three outlines the materials and methods of the research which provides the ways how the author implements the research. Applying the best methodology helps the author in order to get clear findings which can successfully meet the objectives of the study. By considering the objectives of the study, the following section shows the methodological viewpoints about the study population. This chapter presents the following sub-sections; descriptions of the study area, research design, target populations, sample size and sampling techniques, sources of data and data collection instruments, method of data analysis.

#### **3.2. Description of the study area**

Butajira is one the fastest growing city administration in southern nations, nationalities and peoples region of Ethiopia. Butajira is found in 130 kilo meters far away from Addis Ababa. The city is located at the base of Zebidar massifs in 2131 meters above sea level. The total populations of the city are 30502. The city have 21 public sector organizations and it is consists of different ethnic groups (Guraghe, Amhara, Oromo, silte, hadiya and etc.), religious groups (Muslim, orthodox, protestant)<sup>53</sup> and other diverse group of peoples. The potential reason to select this area is that Butajira public sector organizations are one of the organizations that signals the gap of this study.

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<sup>53</sup> Butajira city administration public service & HRM development bureau, 2012, second term public servants statistical report, section 6.8

### 3.3. Research design

In short, research design is a mapping strategy. It is essentially a statement of the object of the inquiry and the strategies for collecting the evidences, analyzing the evidences and reporting the findings. A research design includes the following components: research method or research strategy, sampling design, choice of research tools, and choice of statistical techniques.”<sup>54</sup>

Based on the objective of the study and the availability of relevant information, this study uses a descriptive and explanatory research design. ”The major purpose of descriptive research is description of the state of affairs as it exists at present. The main characteristic of this method is that the researcher has no control over the variables; he can only report what has happened or what is happening.”<sup>55</sup> In this case, the researcher of this study assumes that individual employee performance is hard to measure specifically for each employee because public organizations measure their employee’s performance within the first half of the year or at the end of the year. ‘Most performance management schemes include an assessment, which is usually carried out during or after a performance review meeting. This may be carried out by overall assessment, rating or visual assessment.’<sup>56</sup> This shows that individual employees performance is depend upon the current status of the employee at the period when they are evaluated.

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<sup>54</sup> Yogesh K.S., 2015, New age Fundamentals of research methodology and statistics, New Age International (P) Ltd, New Delhi, P.86

<sup>55</sup> Kothari C.R., 2004, research methodology methods and techniques, New Age International (P) Ltd, New Delhi, P.3

<sup>56</sup> Ranjit Kumar, 2011, Humanresource management practice, 13<sup>th</sup> edition, Ashford Colour press Ltd, United kingdom, p. 339

### 3.4. Target populations

The research has different employees from 11 selected public organizations in Butajira city administration. The study target population has 1113 employees and they are permanently hired employees. From the total population 666 are male and 447 are female employees from 11 selected sectors. All the target populations are composed of public sectors in Butajira city bureau of: - teachers & education, municipal, Health, Enterprises development, tax & Revenue, city Mayors, Finance & Economic development, First instant court, Trade & industry development, public service and HRM development, Butajira & its surrounding area bureau of high court. The study target populations are also composed of both managerial and non-managerial employees and it doesn't include temporarily hired employees.<sup>57</sup>

### 3.5. Sample size and sampling techniques

#### 3.5.1. Sample size

According to Kothari (2004:179), since the target population is finitely determined, anyone can use the following sample size determination formula and this research also applies it in order to determine the sample size;

$$n = \frac{z^2 \cdot p \cdot q \cdot N}{e^2 (N - 1) + z^2 \cdot p \cdot q}$$

**Where:** n = size of sample

N = size of total population

p = sample proportion, q = 1 – p;

e = acceptance error (the Precision)

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<sup>57</sup> Butajira city administration public service & HRM development bureau, 2012, second term public servants statistical report, section 6.1

$z$  = the value of the standard variate at a given confidence level and to be worked out from table showing area under Normal Curve.

Given  $N = 1113$

$p = 0.5, q = 1 - p; = 0.5$

$e = 5\% = 0.05$

$z = 1.96.$

$n = ?$

$$n = \frac{1.96^2 * 0.5 * 0.5 * 1113}{0.05^2 (1113 - 1) + 1.96^2 * 0.5 * 0.5} = 286$$

Therefore, the sample size is 286 employees from 11 sectors.

**Table 1: - Sample size determination in each sector.**

S.r.No/ $n_h$	Butajira city administration public sectors name	No of employees			Sample size in sectors $n_h$ $= \frac{n * N_h}{N}$
		Male	Female	Total( $N_h$ )	
1	Bureau of Health	51	73	124	$n_1 = 286 \times 0.1114 = 32$
2	Butajira area bureau of high court	28	29	57	$n_2 = 286 \times 0.0512 = 15$
3	Municipal bureau	121	42	163	$n_3 = 286 \times 0.1464 = 42$
4	Enterprises Bureau	44	16	60	$n_4 = 286 \times 0.0539 = 15$
5	Trade & industry development bureau	23	14	37	$n_5 = 286 \times 0.0332 = 9$
6	Finance & Economic development bureau	24	25	49	$n_6 = 286 \times 0.0440 = 13$
7	First instant court bureau	25	16	41	$n_7 = 286 \times 0.0368 = 10$
8	Butajira city Mayors office	32	18	50	$n_8 = 286 \times 0.0449 = 13$
9	Teachers & education bureau	275	186	461	$n_9 = 286 \times 0.4142 = 118$
10	Bureau of tax & Revenue	34	23	57	$n_{10} = 286 \times 0.0512 = 15$
11	Public service and HRM dev't	9	5	14	$n_{11} = 286 \times 0.0126 = 4$
<b>TOTAL</b>		666	447	1113	<b>286</b>

### 3.5.2. Sampling techniques

In order to perform this research, the study employs both probability and non-probability sampling techniques. These techniques are chosen in order to meet the purpose as it helps to obtain enough and valuable data concerning the existing effects of managing workforce

diversity on employee performances. Purposive sampling technique are applied to select the public sector organizations in Butajira city administration which have many employees and sectors whose functions are highly related with human resource management and the reason why the researcher chooses them based on this criteria is because ‘when the number and composition of employees increase, issue of diversity management is more significant.’<sup>58</sup>

After choosing the sectors, stratified random sampling technique is applied to decide the number of employees to be included in the study as a sample from the respective organizations based on their proportion (proportionate stratified sampling). The reason why the researcher chooses this technique is because the population of the study is from different sectors of public organizations. This technique is done first by identifying each of the sectors within the target population as a stratum and then samples are divided for each stratum through adopting proportional allocation as shown above in table 3.1:

$$n_h = \frac{n \cdot N_h}{N}$$

Where:

$n_h$  = is the number of samples to be determined in each stratum.

$N_h$  = is the size of each stratum.

$n$  = total sample size.

$N$  = total populations.

$n_1 = \frac{n \cdot N_1}{N}$  Where  $n_1$  is the total sample to be determined from sector 1 and continue to determine samples from all stratum ( $n_2, n_3, \text{etc.}$ ).  $N_1$  is the total number of employees in

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<sup>58</sup> Julie Beardwell & Amanda Thompson, 2017, human resource management a contemporary approach, 8<sup>th</sup> ed., Pearson education limited, United Kingdom, p.446

sector 1 and continue to determine samples from all stratum ( $N_2, N_3, \text{etc.}$ ) and  $N$  is the number of total sample populations.

Finally based on the availability of the samples within each stratum a simple random sampling was applicable in order to select among employees within the selected organizations and this is done because in order to give equal chances for each employee.

### **3.6. Sources of data and Data collection instruments**

#### **3.6.1. Sources of data**

The sources of data were from both primary and secondary data. The primary data sources are collected from managerial and non-managerial employees of the selected public organizations and the data are collected through questionnaires. In addition to the primary data source, the secondary data sources are also include different published journals, earlier research papers, government publications (e.g. Demographic information) and proclamations for public organizations, Mass Medias (Reports published in newspapers, magazines, Internet) and books. Here in the research the secondary data that collected from different sources are used as a supportive element for the analyzed primary data by describing and in order to justify why or how something is happen.

#### **3.6.2. Data collection instrument**

For this research, the instruments for data collection were self-administered questionnaire. The questionnaire were constructed by adopting and then modifying the questionnaire of prior related research (Muthiora D.M, (2017), p.63-69). Individual performance is also measured through scales which were developed by KOOPMANS, (2014). “Compared to constructing own questionnaire, adopting questions from other researches” well developed questionnaire

could ensure higher validity of the questions used to ask the targeted respondents. It is known that the higher the validity means the more accurate the measure can represent a concept.” (Eugene chew et al., (2011), p.40). The self-administered questionnaire requires Likert scale questions and the respondents can choose their answer according to the scales which contains numerical scores. The scores indicate that the respondent’s level of agreement about the raised questions and the scores are totaled and analyzed to measure the respondent’s attitude. The main reason why Likert scale used here is that it is universally accepted method of data collection and it is easy to understand.

### **3.7. Method of data Analysis**

Based on the nature of the data different statistical techniques were employed. Consequently, the data collected from the respondents are analyzed quantitatively and qualitatively. Since these research paper is applied to study the effects of independent variables (age, gender, ethnicity and education backgrounds) on dependent variable (employee performance), the researcher uses a regression and correlation with descriptive analysis. The analyzed data are presented in descriptive and explanatory way and the regression will show the effects of independent variables on dependent variable. In order to analyze the data gathered from different sources, Statistical Package social science (SPSS) is used. The analysis is presented mostly by tables because tables are the easiest ones to understand. In addition to tables, charts are also used.

The generic form of regression model specification that includes both independent and dependent variables is:

$$Y = \beta_0 + B_1X_1 + B_2X_2 + \dots + B_kX_k + e$$

Where,

Y= Dependent variable

$\beta_0$ = is the regression constant.

$B_1$ -  $B_k$ = regression coefficient of independent variables.

$X_1$ -  $X_k$ = explanatory or independent variables.

e = Error term

### 3.8. Reliability Test

Is a test which is useful for research which can measure the extent to which the questionnaire data is valid or not. The questionnaires were tested using Cronbach alpha test. Before testing the whole study pilot test was performed and it was performed by using a small number of test participants.

A commonly accepted rule of the thumb for describing internal consistency is using Cronbach alpha and the scale for making decision for Cronbach alpha coefficient is presented in the following table.

**Table 2: Scales of reliability statistics**

Cronbach alpha Value	Internal consistency
$\alpha \geq 0.9$	Excellent
$0.7 \leq \alpha < 0.9$	Good
$0.6 \leq \alpha < 0.7$	Acceptable
$0.5 \leq \alpha < 0.6$	Poor
$\alpha < 0.5$	Unacceptable

Source: Klein L. & Ford G., (2003), Consumer search & Information in the digital age: an empirical study of pre-purchase search for automobiles, Journal of Interactive Marketing, Vol.13(3), 29-49.

The **Cronbach alpha value for total study variables** of this research paper is shown in table below as follows.

**Table 3: Reliability Statistics**

No.	Constructs	Alpha Coefficients	No of item	Valid N
1	Age	0.762	4	276
2	Gender	0.825	6	276
3	Ethnicity	0.753	4	276
4	Education Background	0.758	5	276
5	Employee performance	0.746	18	276

Source: (SPSS Output Own Survey Result, 2022)

The above table 3 indicates the reliability of each items is critical in determining the effect of diverse workforce management on employee's performance. The cronbach's alpha for all item of the study variable are greater than 0.7 and the implication of the data is that questionnaires statement were acceptable, reliable and clear for respondents.

### **3.9.Ethical considerations**

Since this research uses human samples, as a researcher anticipating "the use of human sample subjects should be considered in ethically acceptable manner. The main part that the sample subjects and the researcher have contacts was in the process of data collection, therefore ethical consideration is appropriate here. The main considerable issues that were considered here was: - when the researcher collects the questionnaires, the name of the respondents are not mentioned rather describe them by code, the researcher protects the dignity and welfare of human sample subjects, the human sample subjects freedom to decline participation were respected, and the confidentiality of research data also maintained properly, the researcher also safe guards violation or invasion of privacy.

## CHAPTER FOUR

### Results and discussions

#### 4.1. Introduction

This section presents and discusses descriptive and regression results of the survey data. As already noted, in the course of presenting and discussing the descriptive statistics, it was found the effect of all independent variable on employee's performance in the target area of Butajira city administration public organizations. Before conducting the analysis preliminary tests were conducted. In order to test the internal consistency of the questionnaires Cronbach's alpha test were conducted, in order to apply parametric statistics the normality of the data were checked and it passed the criteria.

#### 4.2. Response Rate

Totally 286 questionnaires were administered for the sampled sectors of Butajira city administration and 276 (96.5%) of the questionnaires were filled and returned properly.

#### 4.3. Descriptive Analysis

##### 4.3.1. Personal characteristics of Respondents

**Table 4: Gender of the employee's**

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Male	174	60.8	63.0
	Female	102	35.7	100.0
	Total	276	96.5	100.0
Missing	System	10	3.5	
Total	<b>286</b>	100.0		

Source: Own Survey (2022)

The above table 4 shows that most of the respondents (63.0%) were male employees than female employees (37.0%). This shows that the even though the number of female employees

are less than male employees this number indicates women’s participation within the organization is in good condition.

**Table 5: Age of the employee's**

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid 18-25	2	.7	.7	.7
26-35	163	57.0	59.1	59.8
36-45	70	24.5	25.4	85.1
46-55	35	12.2	12.7	97.8
>55	6	2.1	2.2	100.0
Total	276	96.5	100.0	
Missing System	10	3.5		
Total	286	100.0		

Source: Own Survey (2022)

As shown in the above table 5 Age of respondent is dominated by 26-35 (59.1%) age groups, and the next age group which dominates is age group of 36-45, 46-55, >55 and 18-25 respectively. The table shows that the age distribution is almost proportion.

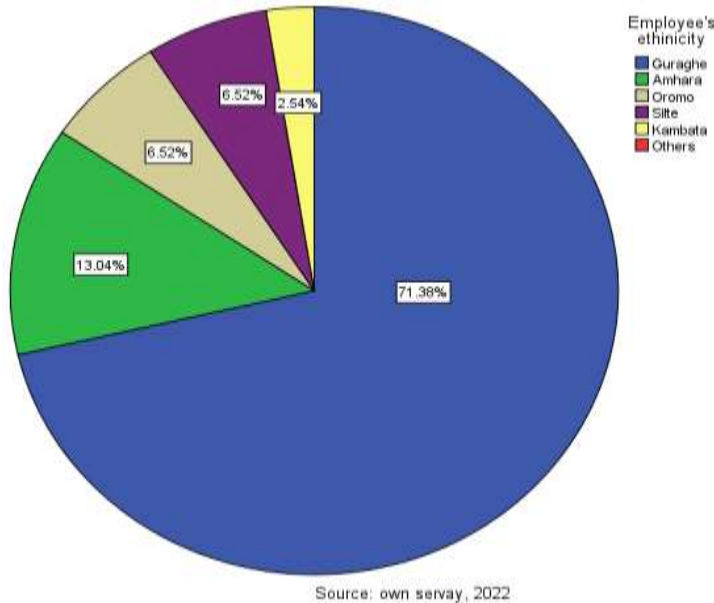
**Table 6: Employee's level of academic qualification**

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Certificate of diploma	1	.3	.4	.4
First degree	258	90.2	93.5	93.8
Master’s degree	17	5.9	6.2	100.0
Total	276	96.5	100.0	
Missing System	10	3.5		
Total	286	100.0		

Source: Own Survey (2022)

As indicated in above table 6, educational background was also enquired where most of the respondents of educational background of both sex lie on first degree which is 93.5% from the total respondent. The remaining 17 (6.2%) at master level and 0.4% diploma graduate.

**Chart 1: Respondents ethnicity background**



As we see in the above chart 1, the analysis of the respondent's ethnicity is dominated by Guraghe respondents accounted for 71.4%, the second largest number is accounted for Amhara (13.04%) and Oromo (6.5%), Silte (6.5%), Kambata (2.5%) respectively. From the chart one can understand that ethnic distribution within the organization is not proportional because more than a half of the respondents are in one ethnic group (Guraghe). The reason why only 5 ethnic groups are selected is that according to Butajira city administration public service & HRM development bureau 2012 second term public servants statistical report, it shows that this 5 ethnic groups (Guraghe, Amhara, Oromo, Silte, Kambata) have highest number in Butajira public sector organization. According to different researchers diversity management is critical when the number and composition of employees is high and also the aim of this study is in order to examine the effects of workforce diversity management.

#### **4.3.2. Descriptive Statistics of Variables**

While making interpretation of the results of mean and standard deviation, the scales were reassigned as follows to make the interpretation easy and clear (Al-Sayaad, Rabea, & Samrah,

2006 as cited by Bassam, 2013). Hence, this reassignment is considered as a rule of thumb to interpret the mean score values of the sub-variables of the main variables.

**Table 7: Five points Likert Scale Criterion**

No.	Mean range	Response Option
1	1	Strongly disagree (SD)
2	2	Disagree (D)
3	3	Neutral (N)
4	4	Agree (A)
5	5	Strongly Agree (SA)

Source: Bassam (2013).

**Table 8: Attributes on Education background**

Attributes on education background	Frequencies in level of agreement					Mean	Standard deviation
	SD	D	U	A	SA		
1. Employees that have been offered on-job training are more productive than general education graduates	10	60	102	58	46	3.25	1.086
2. Employees in your organization are assigned jobs directly related to their training/skills attained in the college	16	53	103	66	38	3.21	1.084
3. The skills attained in the college directly influences an employee performance in the organization	11	89	105	55	16	2.91	0.953
4. Education background influences employees to perform in their full effort	39	52	110	62	13	2.85	1.071
5. The organization supports its employees to improve their performance	11	88	87	72	18	2.99	1.002

Source: Own Survey (2022)

Under the attributes on education background in table 8 of item 1, the employees were asked whether employees that have been offered on-job training are more productive than general education graduates. The results of study showed that most of the employees are not certain about the influence of on-job training on productivity which is about 102 employees or 35.7% of respondents. Uncertainty may come from lack of effective communication about the organization. According to many reserachers, effective communication with employees

indicated makes them feel as if they are part of the organization and valuable. On average, a total of 20.3% agreed to that consisting of 58 agreeing and 46 strongly agreeing about on job training influence on performance. 21.7% of the respondents did not agree that on job training have an influence on employee performances and a few did not share the same opinion and strongly disagreed to that, at about 10 (3.6%).

The availability of different employees with different education background would be expected as measure of the impact of workforce diversity on employee's performance. With regards to the availability of professionals, although the impact of diverse educated employees was seen in terms of employees of the organization are assigned jobs directly related to their training/skills attained in college or not. Respondents were asked to assess their level of agreement with the above question as summarized in above table 8 item 2, significant category of response most of the respondents wasn't certain with the employees of the organization are assigned jobs directly related to their training/skills attained in college. The respondents replies is 103 (37.3%) respondents uncertain or neutral, 66 (23.9%) respondents agree, 53 (19.2%) are disagree, 38 (13.8%) respondents strongly agree and 16 (5.8%) strongly disagree.

One of the factors for level of education is summarized in the above table 8 of item 3 shows that the respondents came up with the following responses as factors for their education, 105 (38%) of respondents indicated that they were uncertain by the influences of skills attained in the college have directly impact on employee performance in the organization. 89 (32.2%) respondents disagree with the direct influence of skill attained on college, 55 (19.9%) agree, 16 (5.8%) strongly agree and 11 (4.0%) of the respondents replies strongly disagree.

From the above table 8 item 4 that summarized the level of satisfaction for respondents who were asked that education background influences employees to perform in their full effort or not, significant number of respondents which is most of the total respondents were uncertain whether the employees perform with their full efforts based on their education background. 110 (39.9%) uncertain, 62 (22.5%) agree, 52 (18.8%) disagree, 39 (14.1%) strongly disagree and 13 (4.7%) of the respondents responded that they strongly agree with education background influences employees to perform in their full effort.

As shown in the above table 8 item 5 respondents were asked to show their level of satisfaction with whether the organization supports its employees to improve their performance. Most of the respondents 88 (31.9%) shows their disagreement and the others replies 87 (31.5%) uncertain, 72 (26.1%) agree, 18 (6.5%) strongly disagree and 11 (4.0%) respondents disagree.

Employees that have been offered on-job training are more productive than general education graduates has the highest mean score (means = 3.25), while “Education background influences employees to perform in their full effort” has the lowest mean number of respondents (means = 2.85). The item “Employees that have been offered on-job training are more productive than general education graduates” has the highest standard deviation, which is 1.086 and the item with lowest standard deviation is “The organization supports its employees to improve their performance”, with the standard deviation value of 1.002. Generally the grand mean and standard deviation of education background variable is 3.04 and 1.04 respectively.

**Table 9: Attributes on Gender**

Attributes on Gender	Frequencies in level of agreement					Mean	Standard deviation
	SD	D	U	A	SA		
1. Fair treatment is given to all employees of the organization, whether they are male or female	34	113	69	39	21	2.64	1.105
2. The employees have not been discriminated by employer while hiring and recruitment process on the gender basis	10	47	171	25	23	3.01	0.861
3. There is individual ability difference between male and female employees	5	53	98	76	44	3.37	1.023
4. The effort expended by male and female to perform their task is different	10	77	139	8	42	2.98	1.032

Source: Own Survey (2022)

In the above table 9 item 1 shows that most of the respondents were disagree with that the organization gives fair treatment to all employees whether they are male or female. On average 40.9% (113) disagree, 12.3% (34) strongly disagree, 14.1% (39) agree, 7.6% (21) strongly agree, 25.0% (69) uncertain and also few of respondents from the total only 21 respondents are strongly agreed with the given question.

Under the attributes on Gender in table 9 item 2, the employees were asked whether there is discrimination based on gender while the organization hires employees. The results of study showed that most of the employees 171(62.0%) strongly agree and 10 (3.6%) strongly disagree about discriminating new employees while they are hiring.

Item 3 shows that 76 of respondents agree with the question that there is individual ability difference between male and female employees and 44 strongly agree, 53 respondents disagree, 98 uncertain and small extents (5) of replies shows strongly disagree.

Under table 9 of item 4 shows that the effort expended by male and female to perform their task is different 50.4% (139) percent of respondents response is uncertain about the effort expended by male and female, 27.9% (77) percent of the respondents said disagree, 15.2%

(42) of the respondents said strongly agree, 3.6% (10) of the respondents strongly disagreed and 2.9% (8) of the respondents were agree about effort of male and female.

“There is individual ability difference between male and female employees” has the highest mean score (means = 3.37), while “Fair treatment is given to all employees of the organization, whether they are male or female” has the lowest mean number of respondents (means = 2.64).

The item “Fair treatment is given to all employees of the organization, whether they are male or female” has the highest standard deviation, which is 1.105 and the item with lowest standard deviation is “The employees have not been discriminated by employer while hiring and recruitment process on the gender basis”, with the standard deviation value of 0.861. Generally the grand mean and standard deviation of gender variable is 3.01 and 1.02 respectively.

**Table 10: Attributes on Ethnicity**

Attributes on Ethnicity	Frequencies in level of agreement					Mean	Standard deviation
	SD	D	U	A	SA		
1. There is an equal treatment by the organization among employees of all Ethnic groups of employees	29	123	69	29	26	2.64	1.105
2. The employees have not been discriminated by employer while hiring and recruitment process on the Ethnic basis	7	91	123	28	27	2.92	0.959
3. There is individual ability difference between different ethnic groups	5	41	161	28	41	3.21	0.935
4. The effort expended by employees is different based on their Ethnicity	12	52	108	68	36	3.23	1.040

Source: Own Survey (2022)

Under the attributes on ethnicity in table 10 of item 1, the researcher asks to put their level of agreement for the item that is there an equal treatment by the organization among employees of all Ethnic groups of employees of not. The results showed that most of the employees

123(44.6%) and 29(10.5%) of the respondents gives disagree and strongly disagree accordingly which means that within the organization there is a discrimination based on their ethnicity. A respondent which puts their answer as agree and strongly agree is 29 and 26 accordingly. In addition to the other answers 69 (25.0%) of the respondents are not certain if there is equal treatment or not.

The question above and level of agreement shown in table 10 of item 2 shows that respondents gives their answers for the item that ‘the employees have not been discriminated by employer while hiring and recruitment process on the Ethnic bases. The outcome of the study shows that most of the respondents 123(44.6%) are not certain about employees if there is ethnic based discrimination in hiring and recruitment process. Some of respondents 91(33.0%) and 7(2.5%) of replies disagree and strongly disagree accordingly, which means that there is a discrimination within the processes. A little part of respondents are 28(10.1%) and 27(9.8%) of respondents gives agree and strongly agree answers which means that there is no any discrimination based on ethnicity while hiring and recruitment.

The above shown level of agreement in table 10 item 3, 10.1% and 14.9% of respondents puts their agreement as agree and strongly agree respectively for the question that if there is individual ability difference between different ethnic groups. But most of the respondents 58.3% give answers as uncertain which means they are in two minds to tell there is ability difference between different ethnic groups. Some respondents disagree and strongly disagree that there is ability difference among ethnic groups which means there is no ability difference.

The result of the study as shown in table 10 item 4 indicates that 52(18.8 %) and 12(4.3%) of respondents disagree and strongly disagree respectively. which means that the effort spend by employees are not different based on their ethnicity. The participants which are not certain are

108(39.1%) from the total respondents. The reply shows that respondents are not sure to agree or disagree that there is ethnic based effort difference between employees. Some of the respondents 68(24.6%) and 36(13.0%) of replies are agree and strongly agree accordingly. This shows that the effort is different among employees which are based on their ethnicity. “The effort expended by employees is different based on their Ethnicity” has the highest mean score (means = 3.23), while “There is an equal treatment by the organization among employees of all Ethnic groups of employees” has the lowest mean number of respondents (means = 2.64).

The item “There is an equal treatment by the organization among employees of all Ethnic groups of employees” has the highest standard deviation, which is 1.105 and the item with lowest standard deviation is “There is individual ability difference between different ethnic groups”, with the standard deviation value of 0.935. Generally the grand mean and standard deviation of ethnicity variable is 3.00 and 1.01 respectively.

**Table 11: Attributes on Age**

Attributes on Age	Frequencies in level of agreement					Mean	Standard deviation
	SD	D	U	A	SA		
1. My manager include all employees at different ages in problem solving and decision making	10	55	103	42	66	3.36	1.153
2. At work, I experience lack of bonding with people of different age groups	16	88	74	59	39	3.06	1.154
3. My organization provides me with equal opportunities for training and career development	9	99	92	49	27	2.95	1.029
4. Employees of different ages are valued equally and fairly	10	69	129	38	30	3.03	0.985
5. Employee’s effort on their task is dependent on their age	12	64	94	62	44	3.22	1.105
6. Individual ability between employees is dependent on their age	9	79	90	57	41	3.15	1.095

Source: Own Survey (2022)

In the above table 11 item 1 shows that 55 respondents' responses disagree and 10 strongly disagree. This shows that their manager did not include different age groups in problem solving and decision making processes. Even though there is disagreement there are also respondents which 42 respondents agree and 66 are strongly agree that their manager includes all age groups in problem solving and decision making processes. The respondents who are uncertain are 103(37.3%).

According to Laura Dietz and Ulrike Fasbender, 'oftentimes age diversity in employees' interactions cultivates interpersonal tensions'<sup>59</sup>. The above table 11 item 2 shows that 88(31.9%) of respondents disagree and 16(5.8%) strongly disagree. This shows that in the workplace they have good connection in the work place. This also can create a good work environment. 26.8% or 74 respondents are not sure that they have good bonding or not. Respondents who strongly agree are 39 (14.1%) and 59 (21.4%) of them agree that at work they experience lack of bonding with people of different age groups.

As described above according to Laura Dietz and Ulrike Fasbender having something in common can de-escalate age related difficulties and reduce negative feelings between diverse individuals. Therefore the organization would be at good condition if they creat a good work bonding among employees.

According to David Sarokin 'training programs and typically focus on developing skill or set of skill to meet an immediate (nearly so) need within the organization and career development provides individual employees with greater flexibility and personalize focus'<sup>60</sup>. Therefore in the above table 11 of item 3 shows that respondents who disagreed are 99(35.9%) and 9(3.3%)

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<sup>59</sup> Laura Dietz and Ulrike Fasbender, April 2022, age diverse workplace friendship, university of Hohenheim, Germany , p.1

<sup>60</sup> David Sarokin, July 23 2020, Employee training, Chron new letter, Housten Texas, <https://work.CHRON.com>.

strongly disagreed that the organization does not provide them an equal opportunities for training and development. When the organization doesn't give them an equal opportunity this may lead employees to have a negative attitude about the organization. Some of the respondents agree (49) and strongly agreed (27) that the organization provides them with equal opportunities for training and career development. 32.2% or 92 of respondents are uncertain that if they are equally treated or not.

Item 4 shown above sets that the agreements of respondents about if different age's groups of the organizations are valued equally and fairly. As indicated when 69 respondents disagree 10 of the others are also strongly disagree that the organizations are not treated different ages groups equally and fairly. On the other hand participants who respond agree are 38 and strongly agree are 30. These shows that different age are treated equally and fairly within the organization. 46.7% (129) of the respondents are uncertain that if the organization treated them equally and fairly.

In table 11 item 5 shows that 64(23.2%) of respondents disagree and 12(4.3%) strongly disagree. This indicates that employee's effort on their task is not dependent on their age. 32.9% from the total respondents or 94 of respondents are uncertain that the effort expended by employees is dependent on their task or not. Respondents who agree are 62(22.5%) and 44(15.9%) are strongly agreed that efforts on task are dependent on age.

Item 6 of table 11 above shown sets of agreements that 79 respondents disagree and 9 strongly disagreed that individual ability in the workplace is not differentiated based on age. On the other way 57 respondents agree and 41 strongly disagreed that ability of employees are differentiated based on age. Responses of uncertain respondents is counted for 32.6% (90

respondents) which means that they are not sure to say ability difference is based on age or not.

“My manager include all employees at different ages in problem solving and decision making” has the highest mean score (means = 3.36), while “My organization provides me with equal opportunities for training and career development” has the lowest mean number of respondents (means = 2.95).

The item “At work, I experience lack of bonding with people of different age groups” has the highest standard deviation, which is 1.154 and the item with lowest standard deviation is “Employees of different ages are valued equally and fairly”, with the standard deviation value of 0.985. Generally the grand mean and standard deviation of age variable is 3.13 and 1.09 respectively.

**Table 12: Attributes on Employee performance**

Attributes on employee performance	Frequencies in level of agreement				Mean	Standard deviation
	D	U	A	SA		
1. I managed to plan my work so that it was done on time	1	92	88	95	3.98	0.833
2. My planning was optimal	2	84	96	94	4.02	0.822
3. I kept in mind the results that I had to achieve in my work	2	145	60	69	3.71	0.850
4. I was able to separate main issues from side issues at work	11	37	115	113	4.20	0.817
5. I was able to perform my work well with minimal time and effort	4	121	97	54	3.73	0.788
6. I took on extra responsibilities	14	36	162	64	4.00	0.753
7. I started new tasks myself, when my old ones were finished	1	167	59	49	3.57	0.781
8. I took on challenging work tasks, when available	15	80	140	41	3.75	0.772
9. I worked at keeping my job knowledge up-to-date	-	108	98	70	3.86	0.793
10. I worked up keeping my job skills up-to-date	2	39	157	78	4.13	0.662
11. I came up with creative solutions to new problems	-	89	125	62	3.90	0.734
12. I kept looking for new challenges in my job	16	49	92	119	4.14	0.908
13. I actively participate in work meetings	-	79	103	94	4.05	0.791
14. I complained about unimportant matters at work	-	29	73	174	4.53	0.679
15. I made problems greater than they	2	45	137	92	4.16	0.709

were at work						
16. I focused in the negative aspect a work situation, instead of on the positive aspects	3	50	85	138	4.30	0.799
17. I spoke with colleagues about the negative aspect of my work	10	47	126	93	4.09	0.804
18. I spoke with people from outside the organization about the negative aspects of my work	2	41	126	107	4.22	0.719

Source: Own Survey (2022)

In table 12 shown above sets of agreements, the number of respondents who disagrees that he/she managed to plan his/her work to perform their activity on time is only 1 and also there is no one who strongly disagrees about managing his/her plan. On the other hand 95 (34.4%) respondents strongly agree that they managed to plan their work so that their work was done on time. 88 respondents also agree like strongly agreed respondents which means that most of the employees are good in planning their work in order to achieve it on time. 92 (33.3%) respondents are uncertain about their plan to achieve their work on time. According to Ulrike Roester and Renate Raw on their research on uncertainty on the work place, they concluded that uncertainty occurs when we have a little information to perform our tasks and when there are changes to our work schedule and it may also be the complexity of our tasks.

As it is shown in table 12 most of the respondents are planned to manage their job and item 2 also shows that most of respondents' replies agree (96) and strongly agree (94) that their plan was optimal. This means that the outcome of their plan was most desirable and satisfactory. Only 2(0.7%) respondents disagree about the optimality of their planning and 84 (30.4%) of respondents are uncertain about optimality of their plan. As we see above the occurrence of uncertainty is comes from little information to perform our tasks.

As the above item 3 of table 12 shows minding the achievement of results in the work is analyzed and more than a half of the respondents (52.5%) replies that they are uncertain. Minding about something is that used to urge someone to remember or take care to do something. Therefore when there is uncertainty about the plan and the results we need to achieve, it lack the organization to achieve its objective. The numbers of respondents who agree and strongly agree are 60 and 69 respectively. This means that the plan which desired to achieve their work is performed successfully. Only 2 respondents are not agreeing with the optimality of their plan.

Item 4 shows that 115(41.7%), 113(40.9%) of respondents respectively agree and strongly agree that they able to separate issues that needs to be achieved in their work from other issues. Only 11(4.0%) of respondents disagree and 37(13.4%) of respondents are uncertain about they can able to separate main issues related with their work from other issues.

As shown in the above table 12 item 5 that 121 (43.8%) of respondents are uncertain, 97(35.1%) agree and 54(19.6%) strongly agree that they are able to perform their work well with minimal time and effort. ‘Motivation is a critical determinant of whether and in what ways employees will put effort into their jobs.’<sup>61</sup> Only 4 respondents reply that they cannot able to perform my work well with minimal time and effort.

According to item 6 of table 12 shown above, more than a half or 162(58.7%) of respondents agree and 64(23.2%) strongly agreed that they take extra responsibilities other than the main one. Taking an extra responsibility may lead to work overload and ‘work overload have

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<sup>61</sup> Anja van den Broeck, Hannes Leroy and Joaseph A. Carpini, March 2017, How uch effort will I put in my work? It depends on the type of motivation: an international perspectives, Erasmus university, Rotterdam, p.22

effects on employees overall productivity in a negative in a negative way which in turn hinders the achievements of organizational goals.<sup>62</sup> Even though there are many respondents who took an extra responsibility, there are also 14 respondents who didn't take extra responsibilities and 36 respondents are uncertain that they took extra responsibilities.

The above item 7 of table 12 tries to show if respondents start new tasks when they finish the new one. 59 (21.4%) agree and 49(17.8%) respondents strongly agree that when they finish their tasks they start the new one by their self. But most of the respondents or 167(60.5%) are uncertain that if they start the new one or not. 1 respondent only responds that he/she didn't start new tasks by his/her self when their old ones are finished.

The above item 8 tries to show that if respondents took on challenging work tasks, when available. More than a half 140 (50.7%) agree and 41(14.9%) respondents strongly agree that when there is any challenging work tasks they accept to perform it. Some of the respondents who are 80(29.0%) of the total respondents are uncertain if they took challenging tasks or not. Only 15 (5.4%) of respondents responded that they disagree on the job which gets them on challenge to perform it.

'Knowledge and skills can be a series problem to an individual perceptions and understanding. It also may cause series damages and challenges for the organization to perform its operations in achieving its intended goals and objectives'.<sup>63</sup> Item 9 also shows that respondents level of agreements on works that keep their job knowledge up-to-date or not. More than a half or 98 (35.5%) agree and 70(25.4%) respondents strongly agree that they

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<sup>62</sup> Fahad Ikram Ul Haq, Aftab Alam, Seyd Sardar Ul Mulic, Farah Rafiq. January 2020, the effect of stress and work overload on employee's performance: a case of public sector universities of Khyber pakhatukhwa, V.5, No 1, p 5

<sup>63</sup> Jacob Joseph Kassema, May 2019, Knowledge and skills, social science research work, Amsterdam, Ntherlands, p.16

worked on keeping their job knowledge up to date. Most of the respondents who counted 108(39.1%) of the total respondents are uncertain that if they worked on keeping their knowledge up to date or not.

Item 10 shows that respondents level of agreements on works that keep their job skills up-to-date or not. More than a half 157 (56.9%) agree and 78(28.3%) respondents strongly agree that they worked on keeping their job skills up to date. Some of the respondents who are 39(14.1%) of the total respondents are uncertain that if they worked on keeping their skills up to date or not. Only 2 respondents' responds disagree that they did not work on keeping their job skills up to date.

It is through 'employee engagement with problem solving skill that they learn to make effective decisions as a team. Problem solving helps them understand their interdependency and it allows them to implement adjustments needed to create a team that survives a constantly changing environment'.<sup>64</sup> Item 11 show that respondents level of agreements on their creative solutions for new problems. Most of the respondents who are 125 (45.3%) are agree and 62 (22.5%) strongly agreed that they came up with a creative solutions to new problems. Some of the respondents who are uncertain that if they are creative on solutions for new problems or not. 'Globalization is a major source of change'<sup>65</sup>. Therefore, as indicated above the changing environment needs us to be a creative in solutions because there are no static solutions for the changing environment.

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<sup>64</sup> Reid Hoffman, march 24 2021, problem solving is a must in the work place, lean scape, California USA, <https://www.leanscape.io>

<sup>65</sup> Anita Kelles-Vitanen, November 2005, New challenges and opportunities for rural development, presented by IFAD, Rome, Italy , p.2

In our globalization world the present trends, 'challenges and opportunities are getting somewhat clearer, the efforts required to address them remain less clear'.<sup>66</sup> In the above table item 12 is also tries to present respondents agreement in how they looking for new challenges in their job. Most of the respondents' who strongly agree are 119 (43.1%) and 92 (33.3%) agree that they tries to look for new challenges in their job. This shows us that they tries examines some solutions and they tries to consider what actions to take. Some of the respondents who are 49(17.8%) of the total respondents are uncertain that if they are they are not looking for the challenges or not. Only 16 respondents' responds that they disagree that they are looking for challenges for their job.

It is also shown in table 12 item 13 that if respondents levels of agreements in participate in work meetings within the organizations. As indicated above 103(37.3%) agree and 94(34.0%) strongly agree that they participate in work meetings. Some of respondents who are uncertain that if they are participate in work meetings are 79(28.6%). When work meetings are purposive, it may be to achieve other important and work related interpersonal objectives like team building, brain storming or group problem solving.

Different researches shows that 'the willingness of employees to exercise his/her right to complain and thereby initiate an enforcement action can be expected to depend on the perceived benefits versus costs of exercising that right from the perspective of an individual worker'.<sup>67</sup> In our globalization world the present trends, 'challenges and opportunities are

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<sup>66</sup> Anita Kelles-Vitanen, November 2005, New challenges and opportunities for rural development, presented by IFAD, Rome, Italy , p.1

<sup>67</sup> David Weil and Amanda Pyles, July 2006, why complain? complaints, compliance, and the problem of enforcements in the U.S. workplace, , Cambridge university, USA , p.63

getting somewhat clearer, the efforts required to address them remain less clear'.<sup>68</sup> Item 14 also tries to present respondent's agreement if they are complaining about unimportant matters at work or not. Most of the respondents which counted 174(63.0%) strongly agree and 73(26.4%) agree that they complain about unimportant matters at work. As it also shown that employees have the right in complaining about good or bad things are important for the organization. 29(10.5%) respondents are uncertain about their complaints in important matters in the work place.

Item 15 tries to show that problems that are aggravated by employees than problems they were at work. Most of the respondents which counted 137(49.6%) agree and 92(33.3%) strongly agreed that they made problems greater than they were at work. Only 2(0.7%) of respondents disagree and 45(16.3%) respondents are uncertain that they made problems greater than they were at work. Item 16 tries to show that respondents who focused on negative aspect of a work situations instead of the positive ones. Therefore according to the question, 138(50.0%) strongly agree and 85(30.8%) respondents agree that they mainly focused on the negative aspects of their work situations. Only 3(1.1%) of respondents disagree on focusing on the negative aspects of work situations than the positive ones and 50(18.1%) of respondents are uncertain that they may focused on negative aspects of work situations or not. Different journals shows that "when employees experience negative ties, they are motivated to more comprehensively evaluate their social environment and assess their overall social standings by more carefully considering their positive ties, in turn also increasing the salience of these

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<sup>68</sup> Anita Kelles-Vitanen, November 2005, New challenges and opportunities for rural development, presented by IFAD, Rome, Italy , p.1

positive ties in affecting their attitudes and outcomes.’’<sup>69</sup> This shows us that focusing on the negative aspects is not a problem because focusing on it leads us to find solutions for those problems.

Item 17 shows respondents’ level of agreements if they spoke the negative aspects of their work with their colleagues. 126(45.7%) of the respondents agree and 93(33.4%) strongly agree that they spoke the negative aspects of their work with their colleagues. Respondents who are uncertain and who disagree are 47(17.0%) and 10(3.6%) respectively. According to the analysis under item 16 which shows that when more comprehensively evaluate our social environment and assess our overall social standings by more carefully considering our positive ties, in turn also increases the salience of the positive ties in affecting our attitudes and outcomes.

As presented in item 18 that tries to show respondents’ replies if they spoke the negative aspects of their work from peoples outside their organizations. 126(45.7%) agree and 107(38.8%) respondents strongly agree that they spoke the negative aspects of their work from peoples outside the organization. Only 2(0.7%) of respondents disagree that they didn’t spoke the negative aspects of their work with peoples outside their organizations. 41(14.6%) of respondents are uncertain that if they spoke the negative aspects of their work for peoples from outside the organizations. Information and data are one of the most useful assets that an organization may possess. Keeping privacy of the organization would be the main priority for any employees and organizations. ‘In our society we simultaneously seek privacy while having to disclose personal and organizational information’s inorder to receive services and

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<sup>69</sup> Vijaya Venkataramani, Travis J.grosser, Giuseppe Labianca, August 2013, positive and negative workplace relationships, social satisfaction and organizational attachment, Travis J. Grosser publishing, Storrs, USA, p.2

establish friendships'.<sup>70</sup> Therefore in order to be the part of our organizations objective we would try to support our organization by keeping out privacy of its negative aspects it.

“I complained about unimportant matters at work” has the highest mean score (means = 4.53), while “I started new tasks myself, when my old ones were finished” has the lowest mean number of respondents (means = 3.57). The item “I kept looking for new challenges in my job” has the highest standard deviation, which is 0.908 and the item with lowest standard deviation is “I worked up keeping my job skills up-to-date”, with the standard deviation value of 0.662. Generally the grand mean and standard deviation of employee performance variable is 4.01 and 0.80 respectively.

### 4.3. Correlation and Regression Analysis

In order to interpret the correlation coefficients this research uses the following range of coefficients: -

**Table 13: Range of coefficient**

Coefficient range	Strength of association
±0.91 to ±1.00	Very strong
±0.71 to ±0.90	High
±0.41 to ±0.70	Moderate
±0.21 to ±0.40	Small but definite relationship
±0.01 to ±0.20	Slight, almost negligible

Source: Adapted from: Hair, Money, Samuel and Page (2007), Research Method for Business, John Wiley and Son Inc.

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<sup>70</sup> Marc Pelteret and Jacques Ophoff, January 2016, a review of information privacy and its importance to consumers and organizations, Vol. 19, p.19.

### 4.3.1. Pearson Correlation Analysis

**Table 14: Correlations**

<b>Variables</b>		<b>Employee performance</b>
Education Background	Pearson Correlation	.819**
	Sig. (2-tailed)	.000
	N	276
Gender	Pearson Correlation	.829**
	Sig. (2-tailed)	.000
	N	276
Ethnicity	Pearson Correlation	.231
	Sig. (2-tailed)	.001
	N	276
Age	Pearson Correlation	.799**
	Sig. (2-tailed)	.000
	N	276

\*\* . Correlation is significant at the 0.01 level (2-tailed).

The above table, table 14 indicates correlations among the variables (i.e. Diversity predictors) there exist positive correlation between them i.e. as the value of one variable increases or decreases the other variable will also increase or decreases at the same direction since the value of the Pearson's correlation coefficient (r) is between greater than 0 and less or equal to 1. Clearly among all the variables Gender diversity has high positive correlation with employee performance with in the organizations as well as all the diversity predictors have positive correlation with employee performance. As we can see the relationship between the independent variables like gender, age, ethnic, and education background with employee performance is significant because their p-value (0.000 & 0.001) which is less than alpha value(0.05).

### 4.3.2. Test of Regression Assumptions

#### 4.3.2.1. Normality

The normality of the data was tested with different techniques but for this research data the normality was tested with Shapiro-wilk test. The results of the test show that all the variables

are significant with the level of above 0.05. Visual inspection of the histogram, normal Q-Q plots and P-P plot showed that the employee performance were approximately normally distributed for gender diversity, age diversity, ethnic diversity and educational background diversity, with skewness of -0.07 (SE = 0.147) and kurtosis of -0.119 (SE = 0.292) for gender diversity, with skewness of -0.087 (SE = 0.147) and kurtosis of -0.304 (SE = 0.292) for age diversity, with skewness of -0.004 (SE = 0.147) and kurtosis of -0.140 (SE = 0.292) for ethnicity diversity, with skewness of -0.040 (SE = 0.147) and kurtosis of -0.144 (SE = 0.292) for educational background. In addition to independent variable also have a skewness of 0.061 (SE = 0.147) and kurtosis of -0.358 (SE = 0.292) employee performance.

#### **4.3.2.2. Multicollinearity**

Soon see whether or not there have been any multiple relations between dependent and independent variables, variance increase factor (VIF) and tolerance value were examined. “If variance increase factor (VIF) greater than or equal to 10, there's a multiple relation between the variables. Furthermore, if tolerance values are over 0.10, no multiple relations between variables are determined”.<sup>71</sup> It is possible to be see that the VIF value for all variables are smaller than 10. Similarly it can be seen that the tolerance values for all variables are higher than 0.10. So there are no multiple relations between variables. The findings regarding these values are shown in table below as follows:-

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<sup>71</sup> Uyanık, G. K., & Güler, N. (2013). A study on multiple linear regression analysis. *Procedia-Social and Behavioral Sciences*, 106(1), 234-240.

**Table 15: Coefficients of Collinearity Statistics**

Model	Collinearity Statistics		
	Tolerance	VIF	
1	Education Background	.119	8.392
	Gender	.139	7.170
	Ethnicity	.965	1.036
	Age	.123	8.156

a. Dependent Variable: Performance

### 4.3.3. Multiple Linear Regression Analysis

The study used multiple linear regression analysis so as to establish the mathematical model showing how the independent variables and dependent variable that is employee performance are interrelated at Butajira city administration public organizations. Adjusted R square is coefficient of determination which tells us the variation in the dependent variable due to changes in the independent variables.

**Table 16: Model Summary**

Mode	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.845	.714	.709	.13834

a. Predictors: (Constant), Age, Ethnicity, Gender, Education Background

b. Dependent Variable: Employee performance

The value of adjusted R square as a measure of model fitted by the significant variables was 0.709 an indication that there was variation of 70.9 percent on employee performance due to changes in Gender, Age, Ethnic and Educational Diversity at 95% confidence interval. R is the correlation coefficient which shows the relationship between the study variables, from the findings shown in the above model fitting summary table is notable that there exists high positive relationship between the study variables as shown by 84.5%. Besides that, the coefficient of determination (R square) can help in explaining variance. The R square value of the four independent variables is 71.4%. These

also mean that independent variables (Educational Diversity, Age Diversity, Ethnic Diversity, and Gender Diversity) can explain 71.4% of the variation in dependent variable (employee performance).

#### 4.3.4. Analysis of Variance (ANOVA)

This section provides an F test for the statistical model. If this F is significant, it indicates that the model as a whole which are, all independent variables as a whole (Age Diversity, Educational Diversity, Ethnic Diversity, and Gender Diversity) combined predicts significantly more variability in the dependent variable (Employee Performance) compared to a null model that only has an intercept parameter.

**Table 17: ANOVA**

Model	Sum of Squares	Df	Mean Square	F	Sig.
1 Regression	12.930	4	3.232	168.888	.000
Residual	5.187	271	.019		
Total	18.116	275			

a. Dependent Variable: Employee performance

b. Predictors: (Constant), Age, Ethnicity, Gender, Education Background

From the above ANOVA table statistics, the study established the regression model has a significance level of 0.000 which is an indication that the data was ideal for making a conclusion on the population parameters as the value of significance (p-value) was less than 0.05. Besides that, the F-statistic is significant at the value of 168.888. Therefore, the model is a good descriptor of the relation between the dependent and predictor variables. This indicates that Age Diversity, Educational Diversity, Ethnic Diversity, and Gender Diversity all can affect employee performance. The significance value was less than 0.05 indicating that the model was significant.

The table below shows that the regression coefficients of the independent variables (diversity predictors).

**Table 18: Regression coefficients**

Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.
	B	Std. Error	Beta		
1 (Constant)	3.106	.047		66.550	.000
Education Background	.106	.031	.320	3.397	.001
Gender	.153	.029	.459	5.272	.000
Ethnicity	.013	.012	.034	1.027	.305
Age	.026	.030	.081	.878	.381

a. Dependent Variable: performance

The findings revealed that gender diversity, age diversity, ethnic diversity and educational diversity to a constant zero, employee performance in Butajira city public organizations would be at 3.106. As shown in table 18, the result of regression coefficient for gender shows 0.153. This indicates that when the required proportion of gender diversity increased by one percent, it would lead to increase employee performance variations by 0.153. Age also shows a regression coefficient of 0.026. 0.026 shows that when the composition of required employee's age diversity (proportion of young age, middle age and old age group of employees) proportionally increased, employee performance also shows variations by 0.026 for each proportion increment. Ethnicity indicates a regression coefficient of 0.013. The result indicates that when the required composition (proportion) of ethnic diversity increased, employee performance will vary by increased 0.013. Accordingly, based on the required qualification of the organizations, when diversity on level of education background (certificate, degree or masters employees) proportions increased, employee performance also shows variations by 0.106 for each increment in proportions of diversity. All the above interpretations on regression coefficient of workforce diversity variables (age,

gender, Ethnicity, and education background) are best aligned when the organizations clearly knows the required proportions of their diverse workforces within the organizations.

Furthermore, the study established that both the variables gender diversity, diversity on education background significant as their significant value was less than ( $p < 0.05$ ) but not age diversity and diversity on ethnicity. Their p-value is greater than 0.05. At 5% level of significance, gender and diversity education background had a p-value of 0.000 and 0.001 but the level of significance for the diversity on ethnicity and age is 0.305 and 0.381. That is more than alpha value of 0.05. Finally, from the data in regression coefficients table, the study established the fitted regression equation:

$$Y = \beta_0 + B_1X_1 + B_2X_2 + \dots + e$$

$$Y = 3.106 + 0.106X_1 + 0.153X_2 + 0.013X_3 + 0.026X_4 + \varepsilon$$

Therefore,

Employee performance in Butajira city public organizations = 3.106 + (0.106) Education level Diversity + (0.153) Gender Diversity + (0.013) Ethnic Diversity + (0.026) Age diversity +  $\varepsilon$ .

From the results of this study, in public organizations education and gender diversity contributed more to the Employee performance.

## **CHAPTER FIVE**

### **Summary, Conclusions and Recommendations**

#### **5.1. Introduction**

This chapter presents the discussion of the research findings from the analyzed data which was presented in chapter four. The descriptive analysis and inferential analysis presented in the previous chapter is summarized, concluded and finally recommended by the researcher. Due to different reasons of respondents, from the total of 286 distributed questionnaires 276 were collected and discussed. Before analyzing the questionnaires, the reliability of the questionnaire was checked by Cronbach alpha test. Since the Cronbach alpha value is more than 0.70, the questionnaire fulfills the acceptable value to be reliable.

#### **5.2. Summary of findings**

##### **5.2.1. Gender diversity and employee performance**

The findings on the effects of gender diversity on employee performance shows that there is positive and significant relationship between gender group and employee performance because of the value for correlation coefficient is positive and high. The gender group variable has a 0.829<sup>\*\*</sup> correlation with the employee performance variable and the p-value 0.000 is less than alpha value 0.01. The strength of relationship between gender group and employee performance is very high and positive.

As shown in the regression table, we can say that gender diversity has a positive and significant effect on employee performance with a regression coefficient of 0.153 and the level of significance is 0.000. The result (0.153) shows that when the organizations required

proportion of employee's gender diversity increased by one percent, employee performance increased by 0.153. One of the researches which support that gender diversity has a significant effect on employee performance is: a research which was performed by Mohammad Qasim (2017, p.4) on a research title effect of Workforce Diversity on Employee's Job Performance, Dr. S. Gokula Krishnan (2020, p.9) on research title gender diversity in the workplace and its effects on employee's performance.

In general it is possible to say that in Butajira city public organizations there is no equal treatment between male and female because it may be due to their nature, it is not possible to say confidently that the employees have not been discriminated by the organizations while hiring and recruitment process on gender basis, since most of the respondents replies agree and strongly agree, we can say that there is individual ability difference between male and female employees. Even if most of the respondents are not certain to say that there is equal effort between men and women to perform their task, there is also an evidence to say that the effort expended by male and female to perform their task is not equal. As the four attributes on gender shows that the effects on diversity on gender has high effect on employee performances.

### **5.2.2. Age diversity and employee performance**

The finding shows that there is positive and significant relationship between age group and employee performance because of the value for correlation coefficient is positive. The age group variable has a 0.799\*\* correlation with the employee performance variable and the p-value 0.000 is less than alpha value 0.01. Since The strength of

relationship between age group and employee performance is 0.799, their relationship is also can be called high.

Age diversity has a positive effect on employee performance with a regression coefficient of 0.026. The result (0.026) shows that when the organizations required proportion of employee's age diversity increased by one percent, employee performance also increased by 0.026. Even though age has a positive effect, but the effect is insignificant with p-value of 0.381. Other researches are also supports these study finding that age is insignificant to affect employee work performance. According to 'Amdemicheal B. and Abdilgelil A. in their study which was performed in Ethiopian telecommunication describes that age was insignificant to affect employees work performance.'<sup>72</sup>

According to the tables under attributes on age, In general it is possible to say that in Butajira city public organizations the managers in different levels includes diverse age groups in problem solving and decision making processes because most of the respondents agree and strongly agree with the attribute, there is lack of bonding at work with different age groups because a total of 98 respondents puts their agreement that at work they experience lack of bonding with people of different age groups. According to Laura Dietz and Ulrike Fasbender 'oftentimes age diversity in employees' interactions cultivates interpersonal tensions'<sup>73</sup>. There are no equal opportunities in providing training and career development within the organizations. Training programs and typically focus on developing skill or set of skill to meet an immediate (nearly so) need within the organization and career development provides

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<sup>72</sup> Amdemicheal B. and Abdilgelil A., 2018, effects of workforce diversity management on employee performance: case of Ethio-tellecom south west Addis Ababa zone, v.1, p.24

<sup>73</sup> Laura Dietz and Ulrike Fasbender, April 2022, age diverse workplace friendship, university of Hohenheim, Germany , p.1

individual employees with greater flexibility and personalize focus. Even though most of the respondents are not certain to say that they are valued equally and fairly with different age groups of the organization, there are also many respondents who disagree that with the attribute that they are treated equally and fairly. One of the attributes on age also shows that the employee's effort on their task is dependent on their age because when age increases the effort to perform their task also going to change, Individual ability between employees is also dependent on their age because someone lasts in on task for many years he/she becomes well experiences and their performance also changed.

### **5.2.3. Ethnic diversity and employee work performance**

The findings shows that there is positive and significant relationship between ethnicity and employee performance because of the value for correlation coefficient is positive. The ethnicity variable has a 0.231\*\* correlation with the employee performance variable and the p-value 0.000 is less than alpha value 0.01. Since the strength of relationship between ethnicity and employee performance is 0.231, their relationship is weak.

As stated in the regression table it is concluded that Ethnic diversity has a positive effect on employee performance with a regression coefficient of 0.013. The result (0.013) shows that when the required proportion of employee's ethnic diversity within the organization increased by one percent, employee performance also increased by 0.013. Even though Ethnicity has a positive effect, but the effect is insignificant with a significance value of 0.305. Other researches which support the finding that ethnicity is insignificant to affect individual work performance such as: Arkapir c. (2017, p.98) which was performed in first bank of Nigeria, 'Shakeel Ahmad and Fazal Ur Rahman, in their study which was performed in Allama Iqbal

open University shows that ethnicity was insignificant to affect employees work performance.<sup>74</sup>

According to the tables under attributes on ethnicity, it is possible to say that in Butajira city public organizations there is no an equal treatment by the organization among employees of different ethnic groups of employees because most of the respondents have a total of disagreement with the attribute. Even though most of the respondents are not certain to say that there is ethnic base discrimination, there are also many respondents disagrees with the attributes of “The employees have not been discriminated by employer while hiring and recruitment process on Ethnic basis”. We are not sure in order to say that there is individual ability and effort difference between different ethnic groups because most of the respondents are uncertain to say that.

#### **5.2.4. Education background and employee work performance**

The findings shows that there is positive and significant relationship between education background and employee performance because the value for correlation coefficient is positive. The education background variable has a 0.819\*\* correlation with the employee performance variable and the p-value 0.000 is less than alpha value 0.01. Since the strength of relationship between education background and employee performance is 0.819, their relationship is high.

Diversity on Education Background also has a positive and significant effect on employee performance with a regression coefficient of 0.106 and the level of significance is 0.001. the

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<sup>74</sup> Shakeel A. and Fazal Ur R., 2019, Effect of Workplace Diversity on Employees' Performance in Allama Iqbal Open University, V.5, issue 2, p.11

result of a regression coefficient of education background (0.106) shows that when the required proportion of employee's education diversity increased by one percent, employee performance increased by 0.106. According to Amir S. et al (2019, p.5) a research performed in higher education sectors of Pakistan in Swabi district, Arkapir c. (2017, p.98) which was performed in first bank of Nigeria, shows that level of education background has a significant effect on employee work performance.

According to the descriptive analysis part of table 8 under attributes on education background, it is possible to say that in Butajira city public organizations employees that have been offered on-job training are more productive than general education graduates because most of the respondents replies their agreement with a total 104(58 agree and 46 strongly agree). Since on-job training is a form of training provided at the workplace, many of the respondents are more productive than who are only graduates of general education without any training.

It is also that employees in Butajira city public organization are assigned jobs directly related to their training/skills attained in the college because 66 respondents agree and 38 strongly agree with the attributes. Even though most of the respondents are not surely say that the skills attained in the college directly influences an employee performance in the organization, there are also many employees who disagrees with the direct impact of skills attained in college. We are not certain that if education background influences employees to perform in their full effort or not but as many respondents replies, it is also easy to say that employees may not expend their full effort even if there are education background differences. Finally it is concluded that the public organization didn't support their employees to improve their

performance because most of the respondents disagree with the attribute on “the organization supports its employees to improve their performance”.

#### **5.2.5. Employee performance**

Finally, the major findings under attributes on employee performance shows that, it is possible to say that in Butajira city public organizations employees can managed to plan their work so that their work is done on time because from the total respondents more than a half agree and strongly agree that they managed to plan their work in order to perform it on time.

The plan of most of the employees is optimal which indicates that they achieved their work based on their plan. Even though most of the employees are not certain that if they kept in mind the results that they had to achieve in their work, most of the employees are also certain and agree in keeping their results they tries to achieve.

Since almost all the respondents agree and strongly agree that they able to separate main issues from side issues at work, it is concluded that in Butajira city administration public organization employees more accurate to focus in their work tasks than other issues and employees are efficient(minimum time and effort) to perform their work. Even if employees are not included other issues to their work, they take another responsibilities which is given by the organization and they may or may not start works by their own self when they finish the old one because sometimes work tasks may be challenging or not but if there is a challenging tasks most of the employees accept it.

Most of the employees in public organizations of the Butajira city try to update their job knowledge and skills because they always try to be creative for new a problem that faces their work. In addition to that they also try to keep looking for new problems in their job. Most of

the employees participate in work meetings and they complained about unimportant matters they are facing at works including their work review that were happened in their work places. They also focused on the negative side of their work situations and talk about it from peoples inside and outside the organization. Inorder to find a solution, talking about the negative aspects may not be a problem but when it is a privacy of the organization it may be a problem.

### **5.3. Conclusions**

Employees are the major assets for any organization. Properly managing these assets becomes imperative inorder to maximize job performances. Workplace Diversity is a valuable source for the effectiveness in employee performances. Diversity improves organizational flexibility, innovation, creativity and increases healthy competition among employees. This study aimed to assess effects of workforce diversity management on employee performance in Butajira city public organizations.

In order to answer the research question, this study performed a throughout examination of different literatures and also empirical study. Inorder to take 286 samples, purposive sampling was applied in order to select 11 sectors of public organizations and stratified random sampling is applied to proportionate the number of samples.

Inorder to show the effects of diversity management, different Literatures were provided for insight examinations of diversity variable (age, Gender, Ethnicity and education background). By considering the objective questions which aims at evaluations at effects of age, gender, ethnicity and education background, the study shows that in public organizations of Butajira city based on what employees deserve equal treatment of diverse work forces is better in meeting organizations objectives. When there is equality in the workplace, it keeps employees

happy and motivated to accept and support organizations strategy. As indicated in summary of finding sections, most of the respondents reply that on job training and development is a better solution for employees to increase their performance.

Nonetheless, the empirical part of this research showed that in public organizations of Butajira city employees seek for more equal employment opportunities. This study also showed that to have tuning work environment, proper use of diversity workforces makes successful careers which is also one of the most efficient methods to solve HRM problems. Therefore, managers in different level needs to be better to aware diversity in decision-making processes, in training and developments and others issues which are related their employees.

#### **5.4. Recommendations**

This part of the study tries to recommend on the findings that are presented in the summary and conclusion section. The findings in each effect of diversity variables on employee performance are covered here one by one.

It is shown that in Butajira city public organizations there is gender in equality it is advisable to settle the problem because the effect of gender inequality affects not only the organization it also affects our society. The ‘costs of inequality in employments in the work place not only harm the women or men concerned, but also impose a cost for the entire society’.<sup>75</sup> Therefore they are advisable to treat their employees based on their ability to work and the effort they can expended because their effort leads to differ in their performance. One of the reasons for

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<sup>75</sup> Stephen K. and Francesca Lamanna, March 2008, the impact of gender inequality in education and employment on economic growth in developing countries,, thesis, university of Gottingen, Germany, p.18.

their difference in performance is their ‘family obligation and the association between gender and required work effort is the best interpreter for stricter performance standards imposed on women, even when and women hold the same job’.<sup>76</sup>

Even though in Butajira city public organizations that there is employee’s participation of work meetings with different age groups, there is also lack of bonding in the area. When there is bonding with different age groups the organizations performance is also increase. The ‘employees within the organizations need to have bodings with their colleagues’.<sup>77</sup> Therefore inorder to create a bonding with different age groups, it is advisable to have an open communication when there is work or other meetings and it is also better to get a guidance and supports from their heads. When there is equal opportunity for training and development, employee performance with regard to their job. Study shows that ‘training and development has an impact on the performance of employees with regards to their job’.<sup>78</sup> Therefore inorder to use employee’s full efforts on their work, it is advisable to give an equal value for all age group of employees within the organizations and giving them an equal opportunity in training and developments is a best solution. Since the finding shows that individual ability between employees is dependent on their age, it acceptable to expect such results because ‘consciousness generally increases with age and it is found that consciousness was perceived

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<sup>76</sup> Elizabeth G. and Julia A., December 2007, Gender and required work effort, university of Virginia, Germany , p.18

<sup>77</sup> Kaisa H. and Jan-Erik J., April 2014, work team bonding and bringing social networks, team identity and performance effectiveness, university of Eastern Finland, Finland , p.15

<sup>78</sup> Alem Damtew L., May 2017, effect of training and development on employee performance: A case study of African union commission, thesis, Indra Gandhi national Open University, India, New Delhi, p.57.

to be associated with older age roles and expected that older workers would be perceived as higher on consciousness than their younger counterparts'.<sup>79</sup>

There is an ethnic discrimination among employees while there is hiring process of new employees and when they are employees of the organizations. Therefore the organizations are advisable to treat all employees from different ethnic groups equally and fairly. In line with the ethnic hierarchies, 'discriminations are higher for groups with a larger social distance to the majority'.<sup>80</sup> This implies that when there is higher number of ethnic group's differences, it may seem like there is discrimination among the employees. Therefore it is better that Butajira city public organizations are expected to be better in treating their employees equally and fairly. In order to create equality in the workplace, the organizations are advisable to develop diversity management systems. Since it is shown that training and development increases employee's performance, it is advisable that in Butajira city public organizations designing training programs by considering the skill requirements and/or deficiency of employees in the organizations to curb HR problems.

Since employees are the major source of success for the organizations, in Butajira city public organizations it is better to equip their employees equally with different training and developments. Sometimes talking about the negative part of work situation for peoples outside the organization may lead the privacy of the organization vulnerable to problems in different ways. Therefore in Butajira city public organizations, employees are advisable to keep the privacy of the organizations because as different research also shows that organizations

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<sup>79</sup> Marilena B., Franco F. and Donald T., November 2013, Age effects on perceived personality and job performance, university Nice Sophia Antipolis, France , p.6.

<sup>80</sup> Bram L., 2021, ethnic discrimination in hiring: comparing groups across contexts, Vol.47, Issue 6, p.3.

strategies in executing privacy policies may reflect how effective the organization is in protecting personal and organizational privacy.

#### **5.4.1. Suggestion for Future Studies**

1. The study can also be done comparatively by studying private organizations and public organization with the same title of this study. This will provide deeper understanding on diversity issues in both situations.
2. Even though there are many diversity variables the researcher of this study only uses four variables that can meet the objectives of this research. But further researchers are advisable to add more variables.
3. The researcher recommends that since this study was conducted in small area coverage, other researchers are advisable to take wide area coverage of target population.

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## **QUESTIONNAIRES**

### **WOLKITE UNIVERSITY**

### **COLLEGE OF BUSINESS AND ECONOMICS**

### **DEPARTMENT OF MANAGEMENT**

#### **General information**

This research is a requirement for fulfillment of the Masters of Business Administration and management (MBA) program at Wolkite University. It aims to assess the effects of workforce diversity management on employee performance in selected public sectors of Butajira city administration, Guraghe zone, Ethiopia. This questionnaire is part of an academic exercise to help the researcher collect data about the topic. It is designed to ensure that all information that you provide will be treated as confidential. None of the information revealed in your responses will be attributed to you (individually) or the Organization.

PLEASE ANSWER ALL OF THE QUESTIONS BY TICKING IN THE BOXES AND WRITE IN THE SPACES PROVIDED. RESPONDENTS ARE NOT REQUIRED TO WRITE THEIR NAME.

#### **SECTION A: GENERAL INFORMATIONS**

1. Which sector do you work in? \_\_\_\_\_

2. Gender: Male  Female

3. Age: i) 18-25 years old  ii) 25-35 years old  iii) 36-45 years old

iv) 46-55 years old  v). Over 55 years old

4. Position in the organization

Senior Manager  Manager  Senior Executive  Executive  Entry Level

5. What is your highest level of academic qualification?

i) Certificate or Diploma  ii) First degree  iii) Masters  iv) Above masters level

6. What is your Ethnicity?

Guraghe  Amhara  Oromo  Silte  Kembata

v) Others (Specify)\_\_\_\_\_

**SECTION B: DOES MANAGING EDUCATION BACKGROUND DIVERSITY AFFECT EMPLOYEE PERFORMANCE?**

7. To what extent do you agree with the following statements on education level and performance in your organization? Use a scale of 1 to 5. Where 1 strongly disagree (S.D), 2 disagree (D), 3 Uncertain (U), 4 agree (A) and 5 strongly agree (S.A).

<b>Attributes education background</b>	<b>S.A</b>	<b>A</b>	<b>U</b>	<b>D.A</b>	<b>S.D</b>
1. Employees that have been offered on-job training are more productive than general education graduates					
2. Employees in your organization are assigned jobs directly related to their training/skills attained in the college					
3. The skills attained in the college directly influences an employee performance in the organization					
4. Education background influences employees to perform in their full effort.					
5. The organization supports its employees to improve their performance.					

**SECTION C: DOES MANAGING GENDER DIVERSITY AFFECT EMPLOYEE PERFORMANCE?**

8. To what extent do you agree with the following statements on gender diversity and employee performance in your organization? Use a scale of 1 to 5 where 1 strongly disagree, 2 disagree, 3 not sure, 4 agree and 5 strongly agree.

<b>Attributes Gender</b>	<b>S.A</b>	<b>A</b>	<b>U</b>	<b>D.A</b>	<b>S.D</b>
1. Fair treatment is given to all employees of the organization, whether they are male or female.					
2. The employees have not been discriminated by employer while hiring and recruitment process on the gender basis.					
3. There is individual ability difference between male and female employees.					
4. The effort expended by male and female to perform their task is different.					

**SECTION D: DOES MANAGING ETHNIC DIVERSITY AFFECT EMPLOYEE PERFORMANCE?**

9. To what extent do you agree with the following statements on Ethnicity and performance in your organization? Use a scale of 1 to 5 where 1 strongly disagree, 2 disagree, 3 not Sure, 4 agree and 5 Strongly agree.

<b>Attributes on Ethnicity</b>	<b>S.A</b>	<b>A</b>	<b>U</b>	<b>D.A</b>	<b>S.D</b>
1. There is an equal treatment by the organization among employees of all Ethnic groups of employees					
2. The employees have not been discriminated by employer while hiring and recruitment process on the Ethnic basis.					
3. There is individual ability difference between different ethnic groups.					
4. The effort expended by employees is different based on their Ethnicity.					

**SECTION E: DOES MANAGING AGE DIVERSITY AFFECT EMPLOYEE PERFORMANCE?**

10. To what extent do you agree with the following statements on age diversity and performance in your organization? Use a scale of 1 to 5 where 1 strongly disagree, 2 disagree, 3 not sure, 4 agree and 5 strongly agree

<b>Attributes on Age</b>	<b>S.A</b>	<b>A</b>	<b>U</b>	<b>D.A</b>	<b>S.D</b>
1. My manager include all employees at different ages in problem solving and decision making					
2. At work, I experience lack of bonding with people of different age groups.					
3. My organization provides me with equal opportunities for training and career development					
4. Employees of different ages are valued equally and fairly					
5. Employee's effort on their task is dependent on their age.					
6. Individual ability between employees is dependent on their age.					

## **SECTION F: EMPLOYEE PERFORMANCE**

11. To what extent do employees perform within the organization? Use a scale of 1 to 5 where 1 strongly disagrees, 2 disagree, 3 not sure, 2 agree, 1 strongly agrees.

<b>Attributes on employee performance</b>	<b>SA</b>	<b>A</b>	<b>U</b>	<b>D</b>	<b>SD</b>
<b>TASK PERFORMANCE</b>					
1. I managed to plan my work so that it was done on time					
2. My planning was optimal					
3. I kept in mind the results that I had to achieve in my work					
4. I was able to separate main issues from side issues at work					
5. I was able to perform my work well with minimal time and effort					
<b>CONTEXTUAL PERFORMANCE</b>					
6. I took on extra responsibilities					
7. I started new tasks myself, when my old ones were finished					
8. I took on challenging work tasks, when available					
9. I worked at keeping my job knowledge up-to-date					
10. I worked up keeping my job skills up-to-date					
11. I came up with creative solutions to new problems					
12. I kept looking for new challenges in my job					
13. I actively participate in work meetings					
<b>COUNTERPRODUCTIVE WORK BEHAVIOR</b>					
14. I complained about unimportant matters at work					
15. I made problems greater than they were at work					
16. I focused in the negative aspect a work situation, instead of on the positive aspects					
17. I spoke with colleagues about the negative aspect of my work					
18. I spoke with people from outside the organization about the negative aspects of my work					

**THANK YOU FOR YOUR SUPPORT!!!**