

**THE EFFECT OF EMPLOYEE DIVERSITY ON ORGANIZATIONAL
PERFORMANCE: A CASE NATIONAL AUDIT OFFICE OF TANZANIA,
MOROGORO**

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**A DISSERTATION SUBMITTED IN PARTIAL FULFILMENT OF THE
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2023

CERTIFICATION

The undersigned certifies that she has read and hereby recommends for the acceptance by the Open University of Tanzania a dissertation entitled; “The effect of employee diversity on organizational performance: a case study National Audit Office of Tanzania (NAOT) – Morogoro” in partial fulfillment of the requirements for the award of the Master Degree of Human Resources Management of The Open University of Tanzania.

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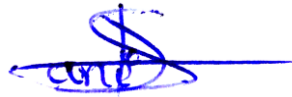
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DECLARATION

I, **Siwema Daniel**, declare that the work presented in this dissertation is original. It has never been presented to any other University or Institution. Where other people's works have been used, references have been provided. It is in this regard that I declare this work as originally mine. It is hereby presented in partial fulfilment of the requirement for the Degree of Master of Human Resource Management (MHRM).

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Signature

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DEDICATION

This work is dedicated to my lovely Family for support during the entire time of my studies.

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I am honored to thank God, the Almighty for His protection, direction, and grace, good health without which I would not have completed this research. Thanks and glory be to Him. This work is the product of contributions from different individuals that played a vital role in giving me direction, encouragement, support, and contributing ideas, opinions, and inspirations that made the completion of this possible.

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ABSTRACT

This study sought to examine the effect of employee diversity on organizational performance: a case study National Audit Office of Tanzania (NAOT), Morogoro. The study was guided by three specific objectives; to determine the effect of employee's gender diversity on the organizational performance, to determine effect of employees education diversity on organization performance and to assess the effect of employees age diversity on the organization performance. The study adopted a positivist research philosophy, Quantitative approach and the case study design was used at the collection of the information at one specific point in times. 62 respondents were the sample size of the study. Sampling techniques used was stratified random sampling. The questionnaires were used to collect data and analyzed using IBM SPSS Statistics. The findings revealed that gender differences have a positive effect on work performance among work groups, also age differences on work conflicts between work groups, it has been proven that there is a positive effect associated with personality, status, experience and maturity among members of work groups. The state of education has a positive effect and cognitive conflicts between work groups are easily resolved. The diversity of the workforce based on age, gender and education level has been well investigated and confirms that there is a positive effect brought by the diversity of the workforce on team performance. The study recommends that the management of NAOT should make sure that studies are being done on regular basis so as to have update information regarding work team diversity and its impact of productivity so as to take possible measures when it is impacting negatively.

Keywords: *Employee Diversity, Organizational Performance, Organization, Performance.*

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LIST OF ABBREVIATIONS

ANOVA	Analysis of Variance
HED	Horizontal Educational Diversity
HRM	Human Resource Management
MHRM	Master of Human Resource Management
NAOT	National Audit Office of Tanzania
SEM	Mean scores and Structural Equation Model
TRA	Tanzania Revenue Authority
VET	Vocational Education and Training

CHAPTER ONE

INTRODUCTION

1.1 Background of the Study

One of the global essential phenomena in the large and small organizations is the diversity which is being characterized by individuals with various cultures, advances in technology and the advent of a global. Li, et al. (2021) state that the diversity of the workforce is increasing number of people work in foreign countries due to increased immigration and globalization, and natives who have never been abroad face people of different backgrounds and cultures when working in companies and local organizations Therefore Orazalin, & Baydauletov, (2020) found employee diversity has become a complex issue in workplaces.

Employee diversity is defined as the presence of more than one aspect among employees, has become a hot topic for organizational scholars and managers due to the advent of globalization (Richard, & Li, 2021). In an organization, diversity refers to the presence of similarities and differences among its members in terms of gender, age, race, culture, disability, and physical ability (Sharma, et al. 2020). A key criterion relied upon by researchers interested in almost any area of management is organizational performance. Organizational performance is essential to the survival and profitability of the modern organization due to market competition for consumers, inputs and capital (Li, et al. 2021).

Bennouri, et al., (2020) have shown that employee diversity can be detrimental to the overall success of an organization. Cho, et al. (2020) have shown the benefits that diversity can have for an organization, including those related to organizational

commitment, retention, and innovation. In Africa, organizations are realizing that having a diverse workforce can have many benefits, such as increased creativity and innovation, improved problem solving, and better customer service (Ghansah, 2021). Rima, et al. (2020) argued that diversity in the workplace can also help organizations better understand and serve diverse customers. As organizations become increasingly globalized and competitive, organizations are looking for ways to maximize the benefits of diverse employees to achieve greater success.

In Ghana a more productive work environment can result from diverse employees as they provide diverse perspectives (Ghansah, 2021). Raymond (2020) revealed that organizational success can include superior innovation, better customer service, and enhanced profitability, has been linked to employee diversity. Rima, et al. (2020) indicated the impact of employee diversity on organizational performance highlight how employee diversity affects a variety of aspects of organizational performance, including customer happiness, employee retention, and financial performance. Moreover, Maingi, (2021) revealed that Social Identity theory in employee diversity attempted to identify the minimal conditions that would lead members of one group to discriminate in favor of the in-group to which they belonged and against another out-group. These things in this Theory are defined by Raymond (2020) revealed that organizational success has been linked to employee diversity.

In Kenya employee diversity is a major challenge that has easily turned into a losing situation for all concerned, leading to undermining of employees and thus affecting employee performance in many organizations. The diversity of the workforce in terms of ethnicity and education can lead to the weakening of employees thus

affecting the performance of employees (Maingi, 2021). Brady, (2020) found that effective policies and strategies regarding educational diversity background and ethnic diversity in the workforce for effective workforce performance should be provided.

Furthermore, Social Identity theory found that apart from the “level of self”, an individual has multiple “social identities” like Gender, Education and age. Social identity is the individual’s self- concept derived from perceived membership of social groups (Akisimire, et al. 2021). Study conducted by Masanja, (2021) in Tanzania show organizations have realized that having employee diversity can help improve their performance and create a positive working environment. Chole, et al. (2020) shown that employee diversity can help reduce conflict in the workplace and create a more equitable environment. Besides the potential benefits of workforce diversity, there are also limitations that organizations must consider. Masanja, (2021) show those limitations for example introducing a different workforce in an organization can lead to increased costs, such as the need to provide additional training and resources.

Although organizations rely on the diversity of employees in order to achieve progress, there have been many challenges that lead to the lack of personality and expected work efficiency. This has resulted into other problems like poor organization performance (Pina, et al. 2020). For this reason, there is a need to determine the effect of employee diversity on organizational performance in Tanzania so as find employee diversity limitations and to provide improvement. In this study The Social Identity Theory was applied, this theory was used variables

such as Gender, Education as well as Age.

1.2 Statement of the Problem

An organization to survive in a competitive economy, human resources from diverse cultural backgrounds with varied skills and experiences must work together as team. Organizations in Tanzania has been experiencing the problem of poor team building as reported by (Chole, et al. 2020) when examining measures for gender diversity and equality at the organizational level. It was indicated that many organizations are not well performing due existence of cultural discrimination at work places. According to Delgado-Pina, et al. (2020), many organizations has their own way of recruitment. In some organizations especially those owned by individuals, employees are employed with elements of cultural priorities. The study further indicated that poor team building have been witnessed in organizations as a result of diversity which has resulted into poor group performance, poor communication and reduce commitment among work group members. The problem has become severe as it has affected team building and the performance of many organizations.

URT, (2020) found that despite of the existence of the Labor Laws in Tanzania such section 7 (4) of the Employment and Labor Relations Act, 2004 prohibits discrimination against an employee in any employment policy or practice, on one or more grounds including: color, nationality, tribe or place of origin, race, national extraction, social origin, political opinion or religion, sex, gender, pregnancy, marital status or family responsibility, disability, the problem in organizations still exist. It is from this context, the researcher seek to determine the effect of employee diversity on organizational performance in Tanzania.

1.3 Research Objectives

This research aims at achieving the following objectives.

1.3.1 General Objective

The main objective of this research is to determine the effect of employee diversity on organizational performance in national audit office of Tanzania.

1.3.2 Specific Objectives

- i. To determine the effect of employees gender diversity on the organizational performance
- ii. To determine effect of employees education diversity on organization performance
- iii. To assess the effect of employees age diversity on the organization performance

1.4 Research Questions

- i. To what extent Gender diversity effect on organization performance?
- ii. How does education diversity affect organization performance?
- iii. How does age diversity influences organization performance?

1.5 Significance of the Study

The knowledge obtained from this study offers profound benefits to employers and human resource managers to understand the current position of employee's diversity on employee team building in their organizations so that they can create team building strategies in their organization. The knowledge from this study was enabled the public organization to discover the success of their organizations through team

building.

In addition to that, theoretical and empirically the study was helps effective policies and strategies regarding the education background diversity and ethnic diversity in the workforce for better employee performance. Furthermore, it was also build awareness to education institutions, consulting firms and funding organizations on the importance of education attainment and other stakeholders at the grassroots level in the process of preparing and implementing employee policies and plans. Also, study was immense benefit to researchers, policy makers, students and scholars who are interested in developing further studies on the subject matter.

1.6 Scope of the Study

The scope of the study refers to the specific areas that were covered in the research project. It establishes the boundaries and extent of the content investigated in order to draw logical conclusions and provide satisfactory answers to the research questions. In this study, the focus was on assessing the effect of employee diversity on organizational performance in Morogoro Municipality, Tanzania. One prominent organization was purposively selected as the research sites. The study aimed to investigate three dimensions. The main participants targeted for the study was Organization manager, HRM Manager and NAOT staffs. A questionnaire method was conducted to gather data.

1.7 Organization of the Study

The study is organized into three chapters. The first chapter has been covered in

previous pages discusses the general background to the study followed statement of the problem, research objectives, followed by research questions, significance of the study and Organization of the Study. The second chapter covers the reviewed literature and establishes the research gap together with the conceptual framework which guides this study. The third chapter gives an account of the design and the methods that was used to carry out this research to completion. Fourthly chapter present finding of the study followed with last chapter that carried summary, conclusion, recommendation and area for further study.

CHAPTER TWO

LITERATURE REVIEW

2.1 Overview

This chapter covers the review of literatures related to the subject under study. It intends to expand the horizon of understanding on the basic concepts about the research topic as laid down by different authors and researchers. The chapter is organized into five parts namely, conceptual definitions of key concepts, theoretical literature review, empirical literature review, research gap and the conceptual framework.

2.2 Definition of Key Concepts

2.2.1 Employee Diversity

Employee diversity is an inclusive environment that provides equal rights and opportunities to all employees, regardless of gender, race, age, ethnicity, physical ability, sexual orientation, religious beliefs, and so on (Sharma, et al. 2020). Employee diversity in the workplace is defined as a trait of company culture wherein the workforce composition includes employees of different genders, age, sexual orientation, religions, languages, abilities, professional backgrounds, socioeconomic backgrounds, and educational backgrounds (Akisimire, et al. 2021).

Anyango, & Florah, (2019) defined that employee diversity in the workplace refers to an organization that intentionally hires employees that include individuals with diverse characteristics, these characteristics include: gender, religion, race and ethnicity. In this study employee diversity was used to refer the state of having or being made up of different elements: diversity, especially the inclusion of people of

different races and cultures in a group or organization.

2.2.2 Gender

Gender refers to the socially constructed characteristics of women, men, girls and boys. This includes the norms, behaviors and roles associated with being a woman, man, girl or boy, as well as the relationships between them. As a social construct, gender varies from society to society and can change over time (Bennouri, et al. 2018). Gender refers to the economic, social, political and cultural characteristics and opportunities associated with being female and male. Social definitions of what it means to be a woman or a man vary between cultures and change over time. Gender is a sociocultural expression of certain characteristics and roles that are associated with certain groups of people based on their gender and sexuality (Bal, & Boehm, 2019).

Anyango & Florah, (2019) defined that gender refers to the social characteristics of women and men - such as the norms, roles and relationships of and between groups of women and men. It varies from community to community and can be changed. In this study gender was used to refer the number of female workers has increased worldwide because of women's rights. There are two ways of thinking about how gender differences affect company performance.

2.2.3 Education

Education is the transfer of knowledge, skills, and character traits. There are many debates on its precise definition, for example, what goals it is trying to achieve. Another issue is whether part of the meaning of education is that the student's change

is improvement (Akisimire, et al. 2021). Bal & Boehm, (2019) defined that Education is the act or process of imparting or acquiring general knowledge, developing the powers of reasoning and judgment, and generally of preparing oneself or others intellectually for mature life, the act or process of imparting or acquiring particular knowledge or skills, as for a profession.

Anyango & Florah, (2019) explained that Education is the process or act of learning or teaching, i.e., acquiring or imparting knowledge. It includes the preparation of children for mature life. The term's meaning can vary, depending on its context, who says it, and where. However, in most cases, it also involves developing people's powers of reasoning and judgment. In this study Education was used to refer the concept of giving your employees access to learning opportunities that develop skills, develop their knowledge and advance their careers.

2.2.4 Age

Age diversity is the degree of age difference of an employee within a group, company or organization. Age diversity is a big issue in the workplace because a large number of people over the age of 45 -50 are working in organizations (Singh & Vinnicombe, 2020). The concept of age describes how old a person is at a particular point in time. It is defined as the measure of the time elapsed from date of live birth to a specific point in time, usually the date of collection of the data (Shrestha & Parajuli, 2021). In this study Age was used to refer the number of months following the Employee's date of birth and ending on his or her death, divided by 12 and rounded to three decimal places.

2.2.5 Organization Performance

Organizational performance is the ability to achieve organizational goals more efficiently and effectively, Organizational performance refers to how well the organization does in different areas (Brookings, & Media, 2022). Vairavan, & Zhang, (2020) explained Organizational performance is the ability of an organization to achieve its goals and improve results. In today's workforce, organizational performance can be defined as a company's ability to achieve goals in an environment of constant change.

Organizational performance refers to how well the organization performs and how much of its daily tasks and set goals it completes successfully. Measuring the performance of an organization involves comparing its actual results or outcomes with those intended. This comparison helps organizations determine whether they are achieving what they set out to do. Business owners, strategic partners, and managers typically perform this performance evaluation, and the process includes identifying and implementing processes that can help improve company performance (Syakhroza, et al. 2021). In this study organizational performance was used to refer to an analysis of the organization's performance against its goals and objectives or a comparison of intended results against actual results

2.3 Theoretical Literature Review

2.3.1 Social Identity Theory

This study was guided by Social Identity Theory. Social Identity Theory was developed by Tajfel and Turner in 1979. The theory was originally developed to understand the psychological basis of intergroup discrimination. This theory

attempted to identify the minimal conditions that would lead members of one group to discriminate in favor of the in-group to which they belonged and against another out-group (Hogg and Vaughan, 2002).

In the Social Identity Theory, a person has not one, “personal self”, but rather several selves that correspond to widening circles of group membership. Different social contexts may trigger an individual to think, feel and act on basis of his personal, family or national “level of self” (Mael et al., 1992). Apart from the “level of self”, an individual has multiple “social identities”. Social identity is the individual’s self-concept derived from perceived membership of social groups (Hogg and Vaughan, 2002). In other words, it is an individual-based perception of what defines the “us” associated with any internalized group membership. This can be distinguished from the notion of personal identity which refers to self-knowledge that derives from the individual’s unique attributes.

Social Identity Theory asserts that group membership creates in-group/ self-categorization and enhancement in ways that favor the in-group at the expense of the out-group. The examples of Turner and Tajfel showed that the mere act of individuals categorizing themselves as group members was sufficient to lead them to display in-group favoritism. After being categorized of a group membership, individuals seek to achieve positive self-esteem by positively differentiating their in-group from a comparison out-group on some valued dimension. This quest for positive distinctiveness means that people’s sense of who they are is defined in terms of ‘we’ rather than ‘I’ (Knippenberg, 2002).

In the end Tajfel and Turner identify three variables whose contribution to the emergence of in-group favoritism is particularly important. a) The extent to which individuals identify with an in-group to internalize that group membership as an aspect of their self-concept. b) The extent to which the prevailing context provides ground for comparison between groups. c) The perceived relevance of the comparison group, which itself was shaped by the relative and absolute status of the in-group. Individuals are likely to display favoritism when an in-group is central to their self-definition and a given comparison is meaningful or the outcome is contestable.

This study was adapted to this theory since the theory advocates the role of a single person on advocating beliefs or ideas to other people so as to influence their general decision making. This theory was used to identify the effect diversity of workers has on performance and effect on the general performance of the organization. One of the major strengths of Social Identity Theory is its ability to explain the psychological processes that govern group formation and maintenance. Also, Social Identity theory suggests that self-concept is formed through group identity and positive social identity is established by positively comparing the in-group versus the out-group. When inappropriate intergroup comparisons occur, individuals perceive a negative social identity.

There is no doubt that in seeking to engage and educate a diverse workforce, great care should be taken of the history and culture of the environment. This concept has been supported by Patrick, (2020) who conducted research and came up with the results that organizations need to understand the culture that exists at all levels in the

countries and the environment of existing organizations in order to work effectively diversity management practices. In this study social identity allows people to know how to be part of groups and to feel a sense of belonging in their organization. These identities play an important role in creating self-image. The more people identify with a group, the more that group takes on the role of shaping how people feel about themselves.

2.4 Empirical Literature Review

In the pursuit of this research work, a reasonable number of scholarly publications have been reviewed by the researcher and summarized here below according to the specific objectives of this study.

2.4.1 The effect of Employees Gender Diversity on the Organizational Performance

Joshi, (2020) conducted the study to assess does gender diversity improve firm performance in India. The research design adopted by the study was a descriptive survey. Study revealed that the issue of India's declining female labour-force participation has been the focus of much research and speculation in recent years. There is a broad consensus that this trend is not just bad for women empowerment, but also spells significant productivity losses for the economy. While the government has introduced policies and practises geared towards fostering gender diversity in the workplace in hopes of drawing more women into the labor-force, many of these have fallen short in practise, owing in part to their limited take-up by the private sector.

Businesses today lack consistent empirical evidence on the nature of relationship between firm-level gender diversity and performance outcomes. Against this backdrop, the present paper examines whether gender diversity improves firm performance in the Indian context. Through an analysis of the World Bank Enterprise Survey data, supported by an extensive literature review, it presents an economic case for firms to promote workplace gender diversity.

Krishnan, (2020) conducted studied on Gender Diversity in the workplace and its effects on Employees' Performance in India. The study based on empirical study also used descriptive study surveyed 230 respondents through convenience sampling technique and has the sampling adequacy of 0.771 (KMO Test's) and Bartlett's sphericity test ($p = 0.000$). Data was analysed through ANOVA Correlation and regression analysis. The finding of the study has disclosed that diversity in terms of gender includes a vital contribution to predict the performance of the employees'. Further, this study has well-tried that Gender Diversity and performance of the employee's differ across gender, age group, and work experience.

The study significantly contributes towards advancements for gender diversity and its effects on employees' performance in an organization. Once the organization is certain regarding distinctiveness among the gender diversity of the workforce, they will succeed and reduce conflicts, focus on high utilization of human at work, make sure the person-organization fit, person-job fit and person-group fit which is able to improve the performance of the workers in a company. The outcome of such gender diversity is more productivity, high satisfaction and engaged employees. Kebede, (2020) studied Gender Diversity in Management Positions and Organizational

Performance in Ethiopia. The research design adopted by the study was a descriptive survey and the analysis is done based on the review of related literature. Study revealed that an organization's success and competitiveness depends upon its ability to embrace diversity and realize the benefits.

The success and failure of an organization is also linked with its leadership compositions. Diversity provides organizations with the ability to compete in global markets. Simply recognizing diversity in an organization helps link the variety of talents within the organization. Diversity is a reality created by individuals and groups from a broad spectrum of demographic and philosophical differences. Gender diversity and organizational performance are positively related. Gender diversity provides the organization strong financial performance, intellectual capital, reputation and corporate governance, smooth communication and wider customer base, creativity and innovation, and effective leadership.

Amsi and Kiflemariam, (2023) conducted studied on Gender Diversity and Employee Performance in the Tanzania Textile Firms. The study used sample size of 618 whereby 203 respondents were from Dar es Salaam; 173 from Mwanza; 117 from Shinyanga and 125 from Simiyu who were chosen by using multistage sampling technique. In total, 554 respondents filled in and returned the questionnaire which makes the response rate of 89.6%. Mean scores and Structural Equation Model (SEM) were used as data analysis techniques. The findings revealed that gender diversity had a statistically significant and positive influence on all employees' performance dimensions i.e. adaptive, contextual and task performance.

2.4.2 The effect of Employees Education Diversity on Organization Performance

Bello-Pintado and Bianchi, (2021) did study on Educational diversity, organizational structure and innovation performance in Uruguay. The research design adopted by the study was a descriptive survey. This paper analyses the relationship between horizontal educational diversity (HED) and firm innovation performance, both in the propensity to innovate and the intensity of innovation in firm performance. Moreover, we hypothesise that the organizational structure of the firm moderates this relationship. Using panel data from the Uruguayan Innovation Survey 2006-2012, econometric estimates show that HED is barely associated with innovation performance in products and processes. Study found that advanced organizational structures of the firm positively moderate the former relationship, but only for firms achieving radical innovations.

Victor, et al. (2019) conducted study on influence of education level diversity on team communication quality and team performance in Spain. Study used moderated mediation model with team communication quality as a mediator in the relationship between education level diversity and team performance, and with innovation team climate as a moderator in this mediated relationship. The study sample consisted of 57 bank branches, and a lagged design with three data-collection points was implemented.

The results obtained showed that, as expected, innovation team climate moderated the relationship between education level diversity and team communication quality, as well as the indirect effect linking education level diversity, team communication quality, and team performance. Simone & Uschi (2020) conducted study on

educational diversity and individual pay: the advantages of combining academic and VET graduates in the workplace in Ethiopia. This study analyses how worker pay is related to educational diversity, i.e., used theoretical considerations drawn from diversity research, and develop hypotheses on the relation between a group's educational diversity and individual workers' pay.

Drawing on an exceptionally large set of employer-employee data with more than 87,000 employers and 1,200,000 employees, we test our hypotheses and find that the educational diversity of work groups—and thus work groups with workers of different types of vocational and academic education—is positively related to individual workers' pay. Thus, educational diversity in the form of a combination of academic and Vocational Education and Training (VET) graduates in the workplace seems to be advantageous for the workers involved. Our findings suggest that educational diversity is especially beneficial in groups with high levels of task complexity and shorter organizational tenure.

Kabissi, (2022) conducted study on skills diversity and its effect on team performance in Tanzania. Study used purposive sampling as non-probability sampling technique was used to select five TRA offices in Kinondoni Tax region, random sampling technique was used to select 145 employees within the selected TRA offices. Both primary and secondary data were collected. The study findings show that education status has positive effect and cognitive conflict among working groups are easily resolved.

2.4.3 The effect of Employees Age Diversity on the Organization Performance

Li, (2020) conducted study on age diversity and organizational performance in

United Kingdom. The study used quantitative design to analyse data and hypotheses were tested with a large manager-report workplace survey data from the Society for Human Resource Management. Results indicate that age diversity was positively associated with organizational performance through the mediation of increased human and social capital. In addition, functional diversity and age-inclusive management amplified the positive effects of age diversity on human and social capital. Our research sheds light on how age-diverse workforces may create value through cultivating knowledge-based organizational resources (i.e., human and social capital).

Shaheen, et al., (2021) conducted study on impact of age diversity on organizational performance in Pakistan. The study was delimited to the employees of banking sector of District Swat. All the employees working in banking sector including all public and private sectors banks constituted the population of the study. Questionnaire was used for data collection from the respondents. The results of the study illustrated that there is significant relationship between employees' age diversity and organizational performances. Furthermore, significant correlation was found between age diversity of the employees and problems solving approaches and abilities of the organization. The higher the age diversity among the employees of bank the lower the organizational problems and the higher their performances.

Odhiambo, et al., (2020) conducted study on relationship between age diversity and employee performance of public universities in Kenya. Study used target population of four public universities and the respondents were 120 head of departments. The study adopted a mixed method design and a survey method was used to collect

primary data using a questionnaire pretested for validity and reliability. Descriptive and inferential statistics were used to analyse the data. Out of the 120 questionnaires sent out, 93 questionnaires were received giving a response rate of 78%. Regression and correlation analysis established a statistically significant positive relationship between age diversity and employee performance.

The conclusions drawn from the study findings is that age diversity influence employee performance positively and majority of the employees are positive about age diversity practices in public universities. The study then recommended that the management should continue to uphold its age diversity policies and practices in order to increase the benefits of workforce diversity and come up with motivation programs that recognize younger employees in team success. Further research should be carried out on other variables of workforce diversity, test moderating variable on this relationship and a look into other institutions in public and private sectors.

Patrick, (2020) conducted study on the contribution of workforce diversity on work performance in local government authorities in Tanzania. The study adopted both qualitative and quantitative research approaches, the study design was descriptive cross-sectional research design within the population of government employees found in Njombe Town Council with sample size of 95 respondents. The respondents were randomly selected from the total population of 1948 employees in the Council. Both primary and secondary data were collected through available literature for secondary data and questionnaires for primary data.

Quantitative data were analyzed statistically by using the SPSS Version 16.0 where by the 5 Likert scales were employed in addressing the objectives and qualitative

data were analyzed thematically. The study established that, workforce diversity in terms of age ranges the findings revealed that workforce diversity if is not well managed may lead to work underperformance, therefore for further and sustainable achievement of diversified workforce, proper and efficient management schemes remains an important agenda. More importantly the findings concurred with the available secondary information or literature that workforce diversity is very essential for the better performance of the organisation. However, managing employees' misunderstandings is one of the important area to focus on for best performance of the diversified workforce.

Table 2.1: Empirical Literature Summary Table

S/N	Author (year)	Country	Title	Methodology (Data analysis)	Main findings
1	Joshi, (2020)	India	assess does gender diversity improve firm performance	The research design adopted by the study was a descriptive survey	Government has introduced policies and practises geared towards fostering gender diversity in the workplace
2	Krishna n, (2020)	India	Gender Diversity in the workplace and its effects on Employees' Performance	Descriptive study surveyed 230 respondents through convenience sampling technique and has the sampling adequacy. Data was analysed through ANOVA Correlation and regression analysis	diversity in terms of gender includes a vital contribution to predict the performance of the employees'
3	Kebede, (2020)	Ethiopia	Gender Diversity in Management Positions and Organizational Performance	research design adopted by the study was a descriptive survey and the analysis is done based on the review of related literature	Diversity is a reality created by individuals and groups from a broad spectrum of demographic and philosophical differences
4	Amsi and Kiflema riam, (2023)	Tanzania	Gender Diversity and Employee Performance in the Tanzania Textile Firms	The study used sample size of 618 from Dar es Salaam, Mwanza, Shinyanga and Simiyu who were chosen by using multistage sampling technique	Gender diversity had a statistically significant and positive influence on all employees' performance dimensions i.e. adaptive, contextual and task performance.
5	Bello-Pintado and	Uruguay	Educational diversity, organizational	The research design adopted by the study was a descriptive survey	Advanced organisational structures of the firm positively moderate the

S/N	Author (year)	Country	Title	Methodology (Data analysis)	Main findings
	Bianchi, (2021)		structure and innovation performance		former relationship, but only for firms achieving radical innovations
6	Victor et al. (2019)	Spain	influence of education level diversity on team communication quality and team performance	Study used moderated mediation model	expected, innovation team climate moderated the relationship between education level diversity and team communication quality
7	Simone & Uschi (2020)	Ethiopia	Educational diversity and individual pay: the advantages of combining academic and VET graduates in the workplace	Used theoretical considerations drawn from diversity research, and develop hypotheses on the relation between a group's educational diversity and individual workers' pay	educational diversity in the form of a combination of academic and Vocational Education and Training (VET) graduates in the workplace seems to be advantageous for the workers involved
8	Kabissi, (2022)	Tanzania	Skills diversity and its effect on team performance in Tanzania	used purposive sampling as non-probability sampling technique	The study findings show that education status has positive effect and cognitive conflict among working groups are easily resolved
9	Li, (2020)	United Kingdom	age diversity and organizational performance in United Kingdom	The study used quantitative design to analyse data and hypotheses were tested	Age diversity was positively associated with organizational performance through the mediation of increased human and social capital.
10	Shaheen, et al. (2021)	Pakistan	impact of age diversity on organizational performance in Pakistan	Questionnaire was used for data collection from the respondents	there is significant relationship between employees' age diversity and organizational performances
11	Odhiambo, et al. (2020)	Kenya	relationship between age diversity and employee performance of public universities in Kenya	Study used target population of four public universities and the respondents were 120 head of departments. The study adopted a mixed method design and a survey method was used to collect primary data using a questionnaire pretested for validity and reliability	age diversity influence employee performance positively and majority of the employees are positive about age diversity practices in public universities
12	Patrick, (2020)	Tanzania	the contribution of workforce diversity on work performance in local government authorities in Tanzania	the study design was descriptive cross-sectional research design within the population of government employees	Workforce diversity in terms of age ranges the findings revealed that workforce diversity if is not well managed may lead to work underperformance

Source: Researcher's construct (2023)

2.5 Research Gap

Many studies includes Patrick, (2020), Kebede, (2020); Krishnan, (2020) Shaheen, et al. (2021), Bello-Pintado, et al. (2021), Amsi, and Kiflemariam, (2023) related to employee diversity have been conducted and some reviewed in the previous paragraphs provide a wealth of information on the topic. Most of them Krishnan, (2020) and Shaheen, et al. (2021) show the relationship between different employees and job performance by reducing the focus on the effect of job performance.

However, a comprehensive assessment of workforce diversity that focuses on whether workforce dimensions such as gender, skills and age contribute to organization performance, especially in Morogoro municipal Council, has not been adequately researched. This study, therefore, intended to fill gap by assess the effect of employee diversity on organizational performance in National Audit Office of Tanzania (NAOT) – Morogoro.

2.6 Conceptual Framework

The effect of employee diversity on organizational performance have been identified and developed to illustrate the relationship between them as shown in figure 2.1. Figure 2.1 shows the relationships of the variables under study. Organizational performance is the dependent study in this study which is affected by three factors which area the independent variables. These independent variables are Employees Gender diversity, Employees' education diversity and Employees' age diversity, which was evaluated to determine performance of the Organization.

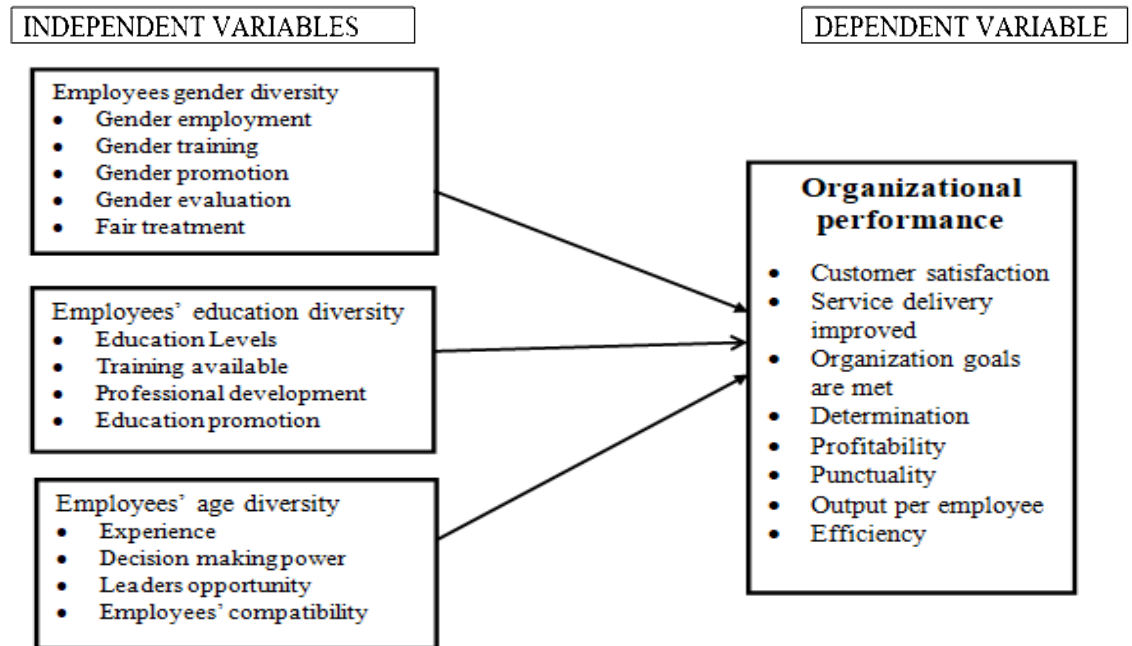


Figure 2.1: The conceptual Framework

Source: Researcher's Construct (2023)

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Research Philosophy

This study was adopted the positivism philosophy as it subjects itself to quantitative research. According to Aikin, (2022), positivism as a philosophy seeks to gain knowledge through research that is only factual, trustworthy and quantifiable in nature.

3.2 Research Approach

Drawn from the research philosophy, this study research approach was used Quantitative approach. Quantitative approach is the method of testing objectives by determining the relationship between variables (Adom, et al. 2021). Data collected can be numerical in form of statistics, percentages. The study employ this approach due to unique strength that made the researcher to test and validate theories already constructed, but also it allows credibility that made to establish cause and affect relationships.

3.3 Research Design and Strategy

This study employed a case study design is a type of research method that is used when one wants to get information on the current status of a person or an object. It is used to describe what is in existence in respect to conditions or variables that are found in a given situation. Case studies are used in preliminary and exploratory studies to allow the study to gather information, summarize, present and to be interpreted to follow with the need of clarification (Aikin, 2022). The case chosen in this study was National Audit Office of Tanzania (NAOT) – Morogoro.

3.4 Research Area

This study was conducted at National Audit Office of Tanzania (NAOT) – Morogoro in Morogoro region. National Audit Office of Tanzania (NAOT) was purposively selected because the study needed to determine the effect of employee diversity on organizational performance in Tanzania.

3.5 Population of the Study

In this study, the target population was 248 respondents include all Organization manager, HRM Manager and NAOT staffs. This group was facilitated the collection of data to accomplish the research objectives on the effect of employee diversity on organizational performance in Tanzania.

3.6 Sampling Design and Procedures

Techniques used to obtain samples as well as the sample size are stated under this section.

3.6.1 Sampling Techniques

By use stratified random sampling. Sample entails dividing the population into subgroups, then obtaining participants who were included in the study. In this study, the researcher was used Organization manager, HRM Manager and NAOT staffs with different education level, also the categories were based on gender. After having three categories of the respondent from Organization manager, HRM Manager and NAOT staffs, the researcher was randomly pick respondents from each category.

3.6.2 Sample Size

Sample size is the number of people to be selected from the population to constitute a sample. The sample size was based on Roscoe's (1975) rule of thumb for estimating sample size in four times the standard deviation in statistical distributions was considered. That means:

If, $1=100\%$

What is $1/4$ of a total population?

$1 = 248$

$1/4 = q$

Which is: $1 \times q = 1/4 \times 248 =$

$q = 62$

Therefore, 62 respondents were the sample size.

Table 3.1: The Sample Size

Sample	Number of respondents
Organization manager	1
HRM Manager	1
NAOT staffs	60
Total	62

Source: Research Data, (2023)

3.7 Data Collection

Only the primary data was collected for this study. The researcher was employed structured questionnaires as a tool to collect data from respondents. Cohen et al (2020) terms questionnaire as the main method of data collection, especially in quantitative studies.

3.8 Variables and Measurement Procedure

In this study, four independent variables were used to predict the dependent variable.

The details of how each variable was measured are as described below:

3.8.1 Independent Variable

Based on the specific objectives of this study, three factors were identified as the predictor variables for employee diversity on organizational performance, which is the dependent variable. These are Gender diversity, skills diversity and values diversity. Each of these variables was measured by number observable items which forms the basis for questionnaire items, with each item measured on a 5-point Likert scale in a questionnaire.

3.8.2 Dependent Variable

The dependent variable under the effect of employee diversity on organizational performance. The study established the extent by the effect of employee diversity on organizational performance can be explained by the three actors termed as the independent variables. The dependent variable was also be measured by an ordinal scale on 5 Likert items on the questionnaire.

3.9 Data Analysis Plan

The collected data were analyzed using descriptive analysis and correlation analysis with the help of IBM SPSS Statistics (Alvi, 2023). For this analysis, the questionnaire was coded before entering data on the statistical package (Chapman, 2022). Descriptive analysis was undertaken to obtain the summary of opinions and general understanding on various questions from respondents. Also, the researcher conducted inferential statistics analysis in a form of correlation to determine the direction and strength of the relationship between independent and dependent variables.

3.9.1 Validity

To ensure the validity of the instrument used, the researcher was presented the instruments and tools to the supervisor for some modifications before applied in the field. Research instruments are considered to be valid only when they allow meaningful and defensible conclusions.

3.9.2 Reliability

Ensuring reliability of data helps to increase the quality of the study findings and therefore, testing the reliability of the data before proceeding with further analysis was an inevitable step. The reliability of this study was ensured by the use of Cronbach's Alpha test. According to Akhtar, (2023) found that reliability of internal consistency of results is tested through Cronbach's Alpha test where the value of > 0.7 implies that the data obtained from the questionnaire is reliable.

3.10 Ethical Considerations

The research was observed all essential rules and procedures to observe cultural values, ethics and human right of all participants involved in the study. Hence it may help the researcher to protect respondents from stress, harm, or any danger (Albertson, and Hillemann, 2023). The researcher was obtaining research clearance letters, confidentiality, informed consent and privacy. The researcher was prepared letters for research clearance to be obtaining from the Open University of Tanzania. After obtaining a clearance letter, the researcher was obtained permission to conduct the study at National Audit Office of Tanzania (NAOT) – Morogoro. The researcher was assured the respondents' that the data obtain was used for only academic purposes. The researcher was assured respondents that no participants are document

by their names in the research report, only acronyms was used to represent them. Then all records and pictures were taken with their respondents' permission and not otherwise. Their security was observed and they were not forced to fill out the questionnaire or be interviewed.

CHAPTER FOUR

RESEARCH FINDINGS AND DISCUSSION

4.1 Overview

This chapter presents and discusses the findings accordingly based on the major study themes. This study firstly begins by presenting the demographic information. Secondly, it presents the effect of employee's gender diversity on the organizational performance. Third it presents the effect of employee's education diversity on organization performance. Last, it presents the effect of employee's age diversity on the organization performance.

4.2 Demographic Information of NAOT Staffs

This section presents respondents in terms of demographic information such as gender, age, level of education, and experience working with the organization.

4.2.1 Gender of the Respondents

Table 4.1: Gender of Respondents

Category	Frequency	Percent	Mean	Std. Deviation
Male	39	62.9	1.6290	.48701
Female	23	37.1		
Total	62	100.0		

Source: Researcher, (2023)

Findings in Table 4.1 present the respondents' distribution by gender. More than half 39 (62.9%) of respondents are Male, compared to 23 (37.1%) of respondents are Female. These findings show that number of males was low compared to the female counterpart. This indicates the existence of gender imbalance, this study has no

special gender issues, thus this gender imbalance provides no harm in the study findings. This implies that still in workplaces males are more eager than females.

4.2.2 Age of Respondents

The findings present the respondents' distribution by age. As shown in Table 4.2 about 41 (66.1%) had aged between 21-39 years and followed by 21 (33.9%) had an age between 40-59 years. These findings indicate that the NAOT is an active age group factor which will affect the performance of organization adversely. This shows the organization has potential staffs to fulfil daily duties for better results of work.

Table 4.2: Respondents Distribution by Age

Category	Frequency	Percent	Mean	Std. Deviation
Below 20 years	-	-	2.3387	.47713
21-39 years	41	66.1		
40-59 years	21	33.9		
60 years old and above	-	-		
Total	62	100.0		

Source: Researcher, (2023).

4.2.3 Education of Respondents with Organization

Findings in Table 4.3 presents the respondent distribution by education level, a large proportion 32 (51.6%) had the Diploma level of education, compared to 1 (1.6%) who had Masters level of education, followed by 9 (14.5%) had certificate level of education and 20 (32.3%) had Degree level of education. These findings imply that despite the fact that educational level is one among the variables to be assessed in this study, the researcher was interested to assess the available human resource in

terms of educational capacity since skills and knowledge of staffs in any institution seem to be very essential for better work results.

Thus, these results show that the organization has enough employees with skills and knowledge who can carry out various activities for better work output. On the other hand, this indicates that the organization still needs to increase efforts to develop those employees in terms of education, especially those with certificates, so that they enter higher levels of education, with many employees entering the master's level and continuing according to the needs of knowledge and skills.

Table 4.3: Respondents Distribution by Education

Category	Frequency	Percent	Mean	Std. Deviation
Certificate	9	14.5	2.2097	.70448
Diploma	32	51.6		
Degree	20	32.3		
Masters	1	1.6		
Total	62	100.0		

Source: Researcher, (2023).

4.3 The effect of Employees Gender Diversity on the Organizational Performance

One of the objectives of this study was to determine the effect of employees gender diversity on the organizational performance. In order determine the effect of employees gender, the researcher had 8 questions to be answered by using Likert scale such as: 1=Strong Disagree, 2=Disagree, 3=Neutral, 4= Agree and 5=Strong Agree. The study investigated whether the Organization has put in place strategies to recruit and retain staffs with different gender to perform Organization duties.

Table 4.4: Organization has put in Place Strategies to recruit and retain Staffs with different gender to perform Organization Duties

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Disagree	11	17.7	17.7	17.7
	Neutral	21	33.9	33.9	51.6
	Agree	12	19.4	19.4	71.0
	Strongly Agree	18	29.0	29.0	100.0
	Total	62	100.0	100.0	

Source: Field Data (2023).

The findings presented in Table 4.4 revealed that majority 18 (29%) of respondents out of 62 agreed that Organization has put in place strategies to recruit and retain staffs with different gender. However, 21 (33.9%) respondents Neutral and 12(19.4%) agree. From the 4.4 findings the existence of more one gender on work station will influence either positively or negatively on employees' performance. Employee's diversity in terms of gender is currently an international issue due to political and economic development, and this has caused some organizations to eliminate discrimination based on gender equality and sometimes more women are encouraged to apply for work, therefore due to these principles this study aims to investigate whether employers in these public organizations employ women equally with men.

Table 4.5: Presence of Employees with Different Gender increase work Performance

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Disagree	9	14.5	14.5	14.5
	Agree	12	19.4	19.4	33.9
	Strongly Agree	41	66.1	66.1	100.0
	Total	62	100.0	100.0	

Source; Field Data (2023).

The findings in Table 4.5 revealed that 41 respondents out of 62 which is 66.1% out 100% Strongly Agree that presence of employees with different gender increase work performance, while 9 (14.5%) disagree, those who agree were only 12 (19.4%). This implies that gender diversity is the basis of good performance of an individual employee. This study in this aspect of gender wanted also to assess whether career development based on gender encourage organization productivity as outcomes of improvement of individual performance influenced by gender.

Table 4.6: Employees with Gender Diversity are unable to provide Quality Job Output

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Strongly Disagree	51	82.3	82.3	82.3
Disagree	4	6.5	6.5	88.7
Neutral	7	11.3	11.3	100.0
Total	62	100.0	100.0	

Source: Field Data (2023).

The findings in Table 4.6 revealed that 51 (82.3%) of the respondents Strongly Disagree that employees with gender diversity are unable to provide quality job output, also other disagree were 4 (6.5%) and who Neutral were 7(11.3%). These findings imply that most employees had an opinion that employees with gender diversity are able to provide quality job output this because no respondent had agree the statement.

Researcher also was interested in assessing whether gender diversity has minimal contribution on the work performance within organization. The findings in Table 4.7

revealed that 38 (61.3%) of the respondents strongly agree that Gender diversity has minimal contribution on the work performance, while other agree were 12 (19.4%). The findings imply that gender diversity has minimal contribution on the work performance. Researcher also was interested in assessing whether good management of employees with different gender in the organization leads to improved work performance.

Table 4.7: Gender Diversity has Minimal Contribution on the work Performance

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Disagree	5	8.1	8.1	8.1
	Neutral	7	11.3	11.3	19.4
	Agree	12	19.4	19.4	38.7
	Strongly Agree	38	61.3	61.3	100.0
	Total	62	100.0	100.0	

Source: Field Data (2023).

Table 4.8: Good Management of Employees with different Gender in the Organization leads to improved work Performance

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Agree	13	21.0	21.0	21.0
	Strongly Agree	49	79.0	79.0	100.0
	Total	62	100.0	100.0	

Source: Field Data (2023).

The findings in Table 4.8 revealed that 49 (79%) of the respondents strongly agree that Good management of employees with different gender in the Organization leads to improved work performance, while other agree were 13 (21%). The findings reveal that employees with different gender in the Organization leads to improved

work performance and contribute development. Researcher also was interested in assessing whether the Organization has guidelines to manage gender diversity.

Table 4.9: The Organization has Guidelines to manage Gender Diversity

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	41	66.1	66.1	66.1
	Disagree	11	17.7	17.7	83.9
	Neutral	9	14.5	14.5	98.4
	Agree	1	1.6	1.6	100.0
	Total	62	100.0	100.0	

Source: Field Data (2023).

The findings in Table 4.9 revealed that 41 (66.1%) of the respondents strongly disagree that the organization has guidelines to manage gender diversity, also Disagree were 11 (17.7%). While Neutral were 9 (14.5%). The findings reveal that within organization no guidelines to manage gender diversity of the employees. Researcher also was interested in assessing whether resources like finance have contribution to the diversified Gender work force to perform well.

Table 4.10: Resources like Finance have Contribution to the diversified Gender work force to perform well

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	33	53.2	53.2	53.2
	Disagree	21	33.9	33.9	87.1
	Neutral	8	12.9	12.9	100.0
	Total	62	100.0	100.0	

Source: Field Data (2023).

The findings in Table 4.10 revealed that many respondents about 53.2% Strongly Disagree that resource like finance have contribution to the diversified Gender work force to perform well, while 33.9% were disagree, and those who disagree were only

21 respondents and remaining 8 (12.9%) they Neutral. These facts imply that finance not contributed to the diversified Gender work force to perform well within an organization. The study also made an investigation on whether Gender diversity contributes to skills and knowledge sharing among employees. This means that researcher needs to examine how gender contributed to skills and knowledge sharing within organization to employees.

Table 4.11: Gender Diversity Contributes to Skills and Knowledge sharing among Employees

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Strongly Disagree	6	9.7	9.7	9.7
Disagree	3	4.8	4.8	14.5
Neutral	2	3.2	3.2	17.7
Agree	9	14.5	14.5	32.3
Strongly Agree	42	67.7	67.7	100.0
Total	62	100.0	100.0	

Source: Field Data (2023).

The findings in Table 4.11 revealed that most of the respondents 42(67.7%) strongly agree that Gender diversity contributes to skills and knowledge sharing among employees, while 9(14.5%) were agree. Most of the respondents were agree that Gender diversity as source of the knowledge sharing within organization so that this contribute employee and organization development.

4.4 Effect of Employee's Education Diversity on Organization Performance

The second specific objective of this study was to assess the effect of employee's education diversity on organization performance. In order to determine the effect of employee's education diversity on organization performance, the researcher had 12

questions to be answered by using Likert scale such as : 1=Strong Disagree, 2=Disagree , 3=Neutral, 4= Agree and 5=Strong Agree. The following are some questions and their responses in tables. This study investigated if recruitment of employees in the organization is based on their education background. The table 4.12 shows results as follows.

Table 4.12: Recruitment of Employees in the Organization is based on their Education Background

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Neutral	4	6.5	6.5	6.5
	Agree	31	50.0	50.0	56.5
	Strongly Agree	27	43.5	43.5	100.0
	Total	62	100.0	100.0	

Source: Field Data (2023)

The Table 4.12 reveals that majority of responses 31(50%) agree that recruitment were done based on education background and this is evidenced from the above responses, 27 (43.5%) strongly agree and only 6.5% were neutral. From these facts it implies that recruitment is done based on education background. The researcher investigated if the organization appreciates education diversity in the work assignments and in turn how this influences performance of individual's performance. The Table 4.13 shows the respondent's responses.

Table 4.13: Organization Appreciate Education Diversity in the Work Assignments

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	1	1.6	1.6	1.6
	Agree	4	6.5	6.5	8.1
	Strongly Agree	57	91.9	91.9	100.0
	Total	62	100.0	100.0	

Source: Field Data (2023).

The Table 4.13 indicates that 57(91.9%) of respondents strongly agree that organization appreciate education diversity in the work assignments and also 4(6.5%) of respondents agree. These results imply that education differences in workgroup influence positively the employee performance. The researcher was also interested in understanding if Education diversity of employees has contributed on problem solving in the organization.

Table 4.14: Education Diversity of Employees has contributed on Problem solving in the Organization

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Agree	62	100.0	100.0	100.0

Source: Field Data (2023).

The Table 4.14 reveals that all responses 62(100%) strongly agree that Education diversity of employees has contributed on problem solving in the organization. From these facts it implies that different number of the employees within organization contribute in solving organization problems. The researcher investigated if the organization encourages carrier development through training of employees.

Table 4.15: Organization Encourages Carrier Development through Training of Employees

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Disagree	41	66.1	66.1	66.1
	Neutral	12	19.4	19.4	85.5
	Agree	9	14.5	14.5	100.0
	Total	62	100.0	100.0	

Source: Field Data (2023).

The Table 4.15 reveals that most of the responses indicate that 41(66.1%) disagree that the organization encourages carrier development through training of employees also 12(19.4%) responded on Neutral but remain number 9(14.5%) responded on Agree. Responses reveal most of the respondents disagree on organization does not encourages carrier development through training of employees. The researcher also investigated that Employees with high education qualification perform better than those with low education qualifications.

Table 4.16: Employees with high Education Qualification perform better than those with low Education Qualifications

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Neutral	6	9.7	9.7	9.7
	Agree	38	61.3	61.3	71.0
	Strongly Agree	18	29.0	29.0	100.0
	Total	62	100.0	100.0	

Source: Field Data (2023).

The Table 4.16 reveals that most of the responses indicate that 38(61.3%) agree that the Employees with high education qualification perform better than those with low education qualifications also 18(29%) responded on Strongly Agree. study reveal most of the responses based on agree that Employees with high education qualification perform better than those with low education qualifications, this means that education within organization was source of skills and knowledge. The Table 4.17 indicates that the large number of respondents agree is 28(45.2%) and those who disagree were 21 (33.9%). This implies that to some extent employees with low education qualification has lack of confidence in work performance in the organization. This study also intended to examine if the Employees with high

education qualification are highly paid and perform well their duties.

Table 4.17: Employees with low Education Qualification lack Confidence in work Performance in the Organization

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Strongly Disagree	2	3.2	3.2	3.2
Disagree	21	33.9	33.9	37.1
Neutral	11	17.7	17.7	54.8
Agree	28	45.2	45.2	100.0
Total	62	100.0	100.0	

Source: Field Data (2023).

The Table 4.18 reveals that 37(59.7%) of respondents agree that employees with high education qualification are highly paid and perform well their duties, other few number 14 (22%) disagree, followed with Neutral 14 (22%). The study reveal that in organization employees with high education qualification are highly engage in ensure perform well their duties compared with employee with low education qualification. This study interested also to assess employees with high education qualification feel superior to those with low education hence affecting work performance groups.

Table 4.18: Employees with high Education Qualification are highly paid and perform well their Duties

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Disagree	14	22.6	22.6	22.6
Neutral	7	11.3	11.3	33.9
Agree	37	59.7	59.7	93.5
Strongly Agree	4	6.5	6.5	100.0
Total	62	100.0	100.0	

Source: Field Data (2023).

Table 4.19: Employees with high Education Qualification Feel Superior to those with low Education hence affecting work Performance Groups

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	16	25.8	25.8	25.8
	Disagree	14	22.6	22.6	48.4
	Neutral	8	12.9	12.9	61.3
	Agree	17	27.4	27.4	88.7
	Strongly Agree	7	11.3	11.3	100.0
	Total	62	100.0	100.0	

Source: Field Data (2023).

The Table 4.19 reveals that 17(27%) of respondents agree that employees with high education qualification feel superior to those with low education hence affecting work performance groups, 16 (25.8%) strongly disagree and also Neutral was 16 (25.8%). Study implies that some of the employees with high education qualification feel superior to those with low education and this contribute to affect work performance. This study interested also to assess promotion for various positions in the organization considers education background of employees.

Table 4.20: Promotion for Various Positions in the Organization considers Education Background of Employees

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Agree	4	6.5	6.5	6.5
	Strongly Agree	58	93.5	93.5	100.0
	Total	62	100.0	100.0	

Source: Field Data (2023).

The Table 4.20 reveals that 58 (93.5%) of respondents Strongly Agree that promotion for various positions in the organization considers education background of employees and also 4 (6.5%) agree. Study reveals that within organization

promotion for various positions in the organization considers education background of employees. This study also interested to assess if employees with high education qualification are selective on work environment in the organization.

Table 4.21: Employees with high Education Qualification are selective on work Environment in the Organization

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Neutral	2	3.2	3.2	3.2
	Agree	27	43.5	43.5	46.8
	Strongly Agree	33	53.2	53.2	100.0
	Total	62	100.0	100.0	

Source: Field Data (2023).

The Table 4.21 shows that majority of respondents in combination of those who strongly agree 33(53.2%) and other who also agree create 27(43.5%) out of 100% in comparison with those who Neutral 2(3.2%). This implies that majority of employees with high education qualification are selective on work environment in the organization.

Table 4.22: Employees with low Education Qualification can work in any work Environment

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Agree	3	4.8	4.8	4.8
	Strongly Agree	59	95.2	95.2	100.0
	Total	62	100.0	100.0	

Source: Field Data (2023).

The Table 4.22 reveals that majority of respondents 59 (95.2) strongly Agree, and 3 (4.8%) agree, making sum of 100 % who had an idea that Employees with low education qualification can work in any work environment. This implies that any

work environment within organization allow a employees with low education qualification to work with no problems. The study interested in investigating if Education diversity leads to employees misunderstanding hence lowering work performance. The table below shows the results.

Table 4.23: Education Diversity leads to Employees misunderstanding hence lowering work Performance

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Strongly Disagree	32	51.6	51.6	51.6
Disagree	22	35.5	35.5	87.1
Neutral	8	12.9	12.9	100.0
Total	62	100.0	100.0	

Source: Field Data (2023).

The Table 4.23 reveals that most of the respondents 32 (51.6%) strongly disagree, and 22 (35.5%) disagree making sum of 87% who disagree that education diversity leads to employees misunderstanding hence lowering work performance. Study reveal that in organization diversity not divided employees and leads to employees misunderstanding hence lowering work performance.

4.5 The effect of Employees age Diversity on the Organization Performance

A third objective of this study was to assess the effect of employees age diversity on the organization performance. In order to determine the influence of age , the researcher had 8 questions to be answered by using Likert scale such as : 1=Strong Disagree, 2=Disagree , 3=Neutral, 4= Agree and 5=Strong Agree. This study also investigated the availability of employees with age differences in the organization increases work performance and the table below shows the results.

Table 4.24: The availability of Employees with age differences in the Organization increases work Performance

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Neutral	2	3.2	3.2	3.2
	Agree	11	17.7	17.7	21.0
	Strongly Agree	49	79.0	79.0	100.0
	Total	62	100.0	100.0	

Source: Field Data (2023).

The Table 4.24 indicates that those who strong agree on the availability of employees with age differences in the organization increases work performance are 49 (79%), also other agree are 11 (17.7%), this imply that within organization availability of employees with age differences increases work performance. This study also examined whether aged employees are role model to the young employees on fulfilling daily duties, the results are shown in the table below as follows.

Table 4.25: Aged Employees are Role Model to the Young Employees on fulfilling Daily Duties

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	47	75.8	75.8	75.8
	Disagree	3	4.8	4.8	80.6
	Agree	12	19.4	19.4	100.0
	Total	62	100.0	100.0	

Source: Field Data (2023).

The Table 4.25 indicates that those who strongly disagree on Aged employees are role model to the young employees on fulfilling daily duties are 47 (75.8%), but also other agree are 12 (19.4%), study reveal that aged employees are not role model to the young employees on fulfilling daily duties. This study also examined whether Employees with the same age can perform better due to easy collaboration, the

results are shown in the table below as follows.

Table 4.26: Employees with the same Age can Perform Better due to easy Collaboration

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	23	37.1	37.1	37.1
	Disagree	10	16.1	16.1	53.2
	Neutral	11	17.7	17.7	71.0
	Agree	14	22.6	22.6	93.5
	Strongly Agree	4	6.5	6.5	100.0
	Total	62	100.0	100.0	

Source: Field Data (2023)

The Table 4.26 indicates that those who strongly disagree on employees with the same age can perform better due to easy collaboration are 23 (37.1%), also other agree are 14 (22.6%), study reveal that employees with the same age its difficulty to perform better. This study also examined whether Young employees are able to learn faster and adopt new work environment hence high work performance, the results are shown in the table below as follows.

Table 4.27: Young Employees are Able to learn Faster and adopt Newwork Environment hence High Work Performance

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Disagree	12	19.4	19.4	19.4
	Neutral	2	3.2	3.2	22.6
	Agree	21	33.9	33.9	56.5
	Strongly Agree	27	43.5	43.5	100.0
	Total	62	100.0	100.0	

Source: Field Data (2023)

The Table 4.27 indicates that most strongly agree 27(43.5%) that Young employees are able to learn faster and adopt new work environment hence high work

performance, also other agree 21(33.9%) but some of the respondents Disagree 12(19.4%). study reveal that young employees are not able to learn faster and adopt new work environment hence high work performance. This study also examined whether senior employees are tolerant to the new changes of work environment than junior and this leads to better performance of their duties, the results are shown in the table below as follows.

Table 4.28: Senior Employees are Tolerant to the New Changes of Work Environment than Junior and this leads to better Performance of their Duties

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Agree	62	100.0	100.0	100.0

Source: Field Data (2023)

The Table 4.28 indicates that all respondents strongly agree 62(100%) on Senior employees are tolerant to the new changes of work environment than junior and this leads to better performance of their duties. study implies that Senior employees within organization are tolerant to the new changes of work environment than junior and this leads to better performance of their duties. This study also examined whether age diversity at work place leads to employees misunderstanding, the results are shown in the table below as follows.

Table 4.29: Age Diversity at Work Place Leads to Employees Misunderstanding

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Agree	21	33.9	33.9	33.9
	Strongly Agree	41	66.1	66.1	100.0
	Total	62	100.0	100.0	

Source: Field Data (2023).

According to the data presented on Table 4.29 above indicates that many respondents 41 out of 63 that is 66.1% had an opinion that they strongly agree that Age diversity at work place leads to employees misunderstanding, however, 21(33.9%) were also agree. From these facts it may be clearly agreed that most respondents agree that age diversity at work place leads to employees misunderstanding. This study likewise was interested in understanding weather Age diversity has facilitated succession planning within organization and this is clearly shown in the table 4.30

Table 4.30: Age Diversity has facilitated Succession Planning within Organization

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Neutral	1	1.6	1.6	1.6
	Agree	18	29.0	29.0	30.6
	Strongly Agree	43	69.4	69.4	100.0
	Total	62	100.0	100.0	

Source: Field Data (2023)

According to the data presented on Table 4.30 above indicates that many respondents 43 out of 63 that is 69.4% had an opinion that they strongly agree that Age diversity has facilitated succession planning within organization, however, 18(29%) were also agree. From these facts it may be clearly agreed that most respondents agree that Age diversity has facilitated succession planning within organization. This study likewise was interested in understanding weather there are policies and laws guiding age diversity in the Organization performance in the organization and this is clearly shown in the Table 4.31.

Table 4.31: There are Policies and Laws guiding age Diversity in the Organization Performance in the Organization

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Disagree	29	46.8	46.8	46.8
	Neutral	1	1.6	1.6	48.4
	Agree	32	51.6	51.6	100.0
	Total	62	100.0	100.0	

Source: Field Data (2023).

According to the data presented on Table 4.31 above indicates that many respondents 32 out of 63 that is 51.6% had an opinion that they agree that there are policies and laws guiding age diversity in the Organization performance in the organization, but 29(46.8%) were disagree. From these facts it may be clearly most agreed that within organization there are policies and laws guiding age diversity in the Organization performance.

4.6 Discussion of the Findings

The discussion of these findings was done in relation to specific objectives about the effect of employee diversity on organizational performance in National Audit Office of Tanzania (NAOT), Morogoro region. The general objective of this study was to determine the effect of employee diversity on organizational performance in national audit office of Tanzania. The Specific Objectives were: to determine the effect of employees gender diversity on the organizational performance, to determine effect of employees education diversity on organization performance and to assess the effect of employees age diversity on the organization performance.

4.6.1 Issues related to Employees Gender Diversity on the Organizational Performance

The research findings on those aspects revealed that the existence of more one

gender on work station will influence either positively or negatively on employees' performance. The reasons attributed to this were other factors like motivation and necessary skills requirements in relation to the job given and general working conditions. The findings indicated that gender differences may have an influence on employee performance measures based on performance, context and job performance. The mix of male and female employees in organizations can affect employees' ability to adapt to the ever-changing work environment and social attitudes such as commitment to extra work, teamwork spirit resources and information sharing and the ability to perform organizational tasks.

The basis of which is allocated in the occupational range of employees. Also gender diversity is one of the most important practices that exist to improve employee performance. An organization that prioritizes gender diversity has the potential to succeed and improve employee performance. As indicated in Chapter TWO, the idea is similar to Krishnan, (2020) in India found that diversity in terms of gender includes a vital contribution to predict the performance of the employees'. Further, this study has well-tried that Gender Diversity and performance of the employee's differ across gender, age group, and work experience.

Once the organization is certain regarding distinctiveness among the gender diversity of the workforce, they will succeed and reduce conflicts, focus on high utilization of human at work, make sure the person-organization fit, person-job fit and person-group fit which is able to improve the performance of the workers in a company. These findings correspond with Amsi and Kiflemariam, (2023) in Tanzania, as indicated in Chapter Two, who found gender diversity had a statistically significant

and positive influence on all employees' performance dimensions i.e. adaptive, contextual and task performance.

4.6.2 Issues related to Employees Education Diversity on Organization Performance

The findings indicated that some organizations refuse to hire highly qualified employees because they do not believe that highly educated people are better performers, while others see employees with limited education, skills and training. This is due to the fact that we learn from those whose experiences, beliefs, and attitudes are different from our own, and these lessons can be best taught in many intellectual and social settings. Diversity of educational background promotes personal growth and a healthy workforce.

Diversity of educational background challenges stereotypes; encourages critical thinking; and helps employees learn to communicate effectively with people from different backgrounds. As indicated in Chapter TWO, the idea is similar to Victor et al. (2019) in Spain; the results obtained showed that, as expected, innovation team climate moderated the relationship between education level diversity and team communication quality, as well as the indirect effect linking education level diversity, team communication quality, and team performance. Also Bello-Pintado and Bianchi, (2021) in Uruguay found that advanced organizational structures of the firm positively moderate the former relationship, but only for firms achieving radical innovations.

Further, the findings indicated that Diversity of educational background strengthens the workforce and the workplace. Education within a diverse environment prepares

employees to be good citizens in an increasingly complex and crowded workforce; promotes respect and teamwork; and helps build a workforce whose members are measured by the quality of their behavior and their contributions. Diversity of educational background also increases the economic competitiveness of institutions. Maintaining the prosperity of the nation and requiring us to make good use of the talents and abilities of all our citizens, in a work environment that brings together people of different origins and cultures. These findings correspond with Kabissi, (2022) in Tanzania, as indicated in Chapter Two, who found that education status has positive effect and cognitive conflict among working groups are easily resolved.

4.6.3 Issues Related to Employees Age Diversity on the Organization Performance

The findings indicated that there are good and bad ideas about older and younger workers depending on their age. Age differences are difficult for organizations to address because it is human nature for people to favor their own group over others. People of other ages would feel uneasy and that there would be a situation of emotional instability and discrimination in the institution if the age of the workers is the main way to separate them. A multigenerational workforce can harm productivity because people from different generations have different beliefs, priorities, and worldviews.

Generation gaps can lead to disagreements and even fights. Each century was sure that its benefits were better, so there was no reason to worry about the difference between generations. As indicated in Chapter two, the idea is similar to Shaheen, et al. (2021) in Pakistan, The results of the study illustrated that there is significant

relationship between employees' age diversity and organizational performances. Furthermore, significant correlation was found between age diversity of the employees and problems solving approaches and abilities of the organization, the higher the age diversity among the employees, the lower the organizational problems and the higher their performances.

These findings correspond with Patrick, (2020) in Tanzania, as indicated in Chapter Two, who found workforce diversity in terms of age ranges the findings revealed that workforce diversity if is not well managed may lead to work underperformance, therefore for further and sustainable achievement of diversified workforce, proper and efficient management schemes remains an important agenda. More importantly the findings concurred with the available secondary information or literature that workforce diversity is very essential for the better performance of the organization. However, managing employees' misunderstandings is one of the important area to focus on for best performance of the diversified workforce.

CHAPTER FIVE

SUMMARY, CONCLUSION, AND RECOMMENDATIONS

5.1 Introduction

This chapter is based on the summarization of research findings, conclusion recommendations and area for further research study, the recommendations of the research findings which help to assess the effect of employee diversity on organizational performance in Tanzania.

5.2 Summary of the Study

The study aimed to determine the effect of employee diversity on organizational performance in National Audit Office of Tanzania (NAOT) – Morogoro. The study was guided by one theory Social Identity Theory was developed around 1979 by Tajfel and Turner. A case study design and Quantitative approach was used in this study. The methods used to generate and collect primary data were questionnaire methods were employed to 63 Organization manager, HRM Manager and NAOT staffs, while the secondary data were collected by reviewing the professional documents, books, journal articles, reports and internet-based materials. The researcher was used Statistical Package for Social Science SPSS to analyses the quantitative data. Furthermore, the ethical considerations that were observed enabled each study participant to be free and have full participation during the study. The summary of the major findings is indicated below.

5.2.1 The effect of Employees Gender Diversity on the Organizational Performance

The study in this objective revealed that the existence of more one gender on work

station will influence either positively or negatively on employees' performance. The reasons attributed to this were other factors like motivation and necessary skills requirements in relation to the job given and general working conditions. The findings indicated that gender differences may have an influence on employee performance measures based on performance, context and job performance.

The mix of male and female employees in organizations can affect employees' ability to adapt to the ever-changing work environment and social attitudes such as commitment to extra work, teamwork spirit resources and information sharing and the ability to perform organizational tasks. The basis of which is allocated in the occupational range of employees. Also gender diversity is one of the most important practices that exist to improve employee performance. An organization that prioritizes gender diversity has the potential to succeed and improve employee performance.

5.2.2 Effect of Employees Education Diversity on Organization Performance

The study in this objective revealed that organizations refuse to hire highly qualified employees because they do not believe that highly educated people are better performers, while others see employees with limited education, skills and training. This is due to the fact that we learn from those whose experiences, beliefs, and attitudes are different from our own, and these lessons can be best taught in many intellectual and social settings. Diversity of educational background promotes personal growth and a healthy workforce. Diversity of educational background challenges stereotypes; encourages critical thinking; and helps employees learn to communicate effectively with people from different backgrounds.

Further, the findings indicated that Diversity of educational background strengthens the workforce and the workplace. Education within a diverse environment prepares employees to be good citizens in an increasingly complex and crowded workforce; promotes respect and teamwork; and helps build a workforce whose members are measured by the quality of their behavior and their contributions. Diversity of educational background also increases the economic competitiveness of institutions. Maintaining the prosperity of the nation and requiring us to make good use of the talents and abilities of all our citizens, in a work environment that brings together people of different origins and cultures.

5.2.3 The effect of Employees Age Diversity on the Organization Performance

The study in this objective revealed that there are good and bad ideas about older and younger workers depending on their age. Age differences are difficult for organizations to address because it is human nature for people to favor their own group over others. People of other ages would feel uneasy and that there would be a situation of emotional instability and discrimination in the institution if the age of the workers is the main way to separate them. A multigenerational workforce can harm productivity because people from different generations have different beliefs, priorities, and worldviews. Generation gaps can lead to disagreements and even fights. Each century was sure that its benefits were better, so there was no reason to worry about the difference between generations.

5.3 Conclusion

This study aimed at assessing the effect of employee diversity on organizational performance in Tanzania. The study has managed to establish the effects of gender

diversity among work groups, where it has been proven that gender differences have a positive effect on work performance among work groups. Study also determined the effects of age differences on work conflicts between work groups. Where it has been proven that there is a positive effect associated with personality, status, experience and maturity among members of work groups, also the state of education has a positive effect and cognitive conflicts between work groups are easily resolved. Based on the evidence provided, the study concludes that the diversity of the workforce based on age, gender and level of education has been well investigated and confirms that there is a positive effect brought by the diversity of the workforce on team performance.

5.3 Recommendations

Based on this study's findings, the following recommendations have been made;

- i. The study recommends that the management of National Audit Office of Tanzania (NAOT) should make sure that studies are being done on regular basis so as to have update information regarding work team diversity and its impact of productivity so as to take possible measures when it is impacting negatively.
- ii. The management of National Audit Office of Tanzania (NAOT) should make sure that there is periodical and regular reliable training on staff on how to develop and build team work, and good relationships regardless of their differences in gender, age, race, marital status and level of education.
- iii. Workforce is unavoidable for any work organization due to globalization, each organization should understand it and formulate specific policies to deal with it for the improvement of the respective organization.

- iv. Every organization should conduct some seminars on workforce diversity for all employees to eliminate or reduce negative attitudes about it and try to use the existing differences among employees.
- v. Organizations should come up with better strategic ways to manage a diverse workforce and ensure that employees have positive feedback and a diverse workforce.
- vi. The government should create good manpower policies that should be used in private and public organizations to facilitate the performance of employees in the respective organization.

5.4 Area for Further Study

The study was confirmed to only one selected organization in Morogoro municipality. Therefore, the data generated and collected in this field of study cannot justify the reality of the whole country or other parts. Therefore, the researcher recommends that:-

- i. A similar study can be conducted on the effect of employee culture diversity on organizational performance
- ii. A similar study can be conducted on the effect of employee religion diversity on organizational performance

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APPENDICES

APPENDIX 1: RESEARCH QUESTIONNAIRES

SECTION I: Introduction

My name is Siwema Daniel, a master's student at the Open University of Tanzania, pursuing Master of Human Resource Management (MHRM). I am currently conducting a research aiming **“The effect of employee diversity on organizational performance in National Audit Office of Tanzania (NAOT) – Morogoro”**. I kindly request you to complete this questionnaire to enable me gather the necessary data required for successful completion of this study. Remember, there are no right or wrong answers. The intention of this questionnaire is just to capture your experience and opinion on factors causing delays in road construction project. Please note that the information you are giving will be used only for the purpose of this study and treated with complete confidentiality.

Your participation is very important for this study.

SECTION II: Biographic Information

(Check the box for your answer)

1. Select your sex:

Female

Male

2. Select your age group:

Below 20 years

21-39 years

40-59 years

60 years old and above

3. What is your level of education?

Certificate

Diploma

Degree

Masters

PART III:

Please indicate your most appropriate opinion or response in the statements provided below by putting a tick (√) in the appropriate box.

1. Strongly Disagree (SD)

2. Disagree (D)

3. Neutral (N)

4. Agree (A)

5. Strongly Agree (SA)

Gender	SD	D	N	A	SA
The Organization has put in place strategies to recruit and retain staffs with different gender to perform Organization duties.					
Presence of employees with different gender increase work performance					
Employees with gender diversity are unable to provide quality job output					
Gender diversity has minimal contribution on the work performance					
Good management of employees with different gender in the Organization leads to improved work performance					
The Organization has guidelines to manage gender diversity					
Resources like finance has contribution to the diversified Gender work force to perform well.					
Gender diversity contributes to skills and knowledge sharing among employees					

Education background	SD	D	N	A	SA
The recruitment of employees in the organization is based on their education background.					
The organization appreciate education diversity in the work assignments					
Education diversity of employees has contributed on problem solving in the organization					
The organization encourages carrier development through training of employees.					
Employees with high education qualification perform better than those with low education qualifications.					
Employees with low education qualification lack confidence in work performance in the organization.					
Employees with high education qualification are highly paid and perform well their duties.					
The organization provide opportunities to the employees with low level of education to attend high levels of education.					
Employees with high education qualification feel superior to those with low education hence affecting work performance groups.					
Promotion for various positions in the organization considers education background of employees.					
Employees with high education qualification are selective on work environment in the organization					
Employees with low education qualification can work in any work environment					
Education diversity leads to employees misunderstanding hence lowering work performance.					
Age ranges	SD	D	N	A	SA
The availability of employees with age differences in the organization increases work performance					
Aged employees are role model to the young employees on fulfilling daily duties.					
Employees with the same age can perform better due to easy collaboration					
Young employees are able to learn faster and adopt new work environment hence high work performance					
Senior employees are tolerant to the new changes of work environment than junior and this leads to better performance of their duties.					
Age diversity at work place leads to employees misunderstanding					
Age diversity has facilitated succession planning within organization					
There are policies and laws guiding age diversity in the Organization performance in the organization					
Poor Status of the organization facilities like buildings, transport, fund and office equipment's affecting employees work performance.					

I appreciate your valuable time.

Thank you so much!

APPENDIX 2: RESEARCH CLEARANCE LETTER



Ref. No OUT/ PG2022001167

18th May, 2023

Municipal Director,
P.O Box 6766,
MOROGORO.

Dear Director,

RE: RESEARCH CLEARANCE FOR MR. SIWEMA DANIEL, REG NO: PG2022001167

2. The Open University of Tanzania was established by an Act of Parliament No. 17 of 1992, which became operational on the 1st March 1993 by public notice No.55 in the official Gazette. The Act was however replaced by the Open University of Tanzania Charter of 2005, which became operational on 1st January 2007. In line with the Charter, the Open University of Tanzania mission is to generate and apply knowledge through research.

3. To facilitate and to simplify research process therefore, the act empowers the Vice Chancellor of the Open University of Tanzania to issue research clearance, on behalf of the Government of Tanzania and Tanzania Commission for Science and Technology, to both its staff and students who are doing research in Tanzania. With this brief background, the purpose of this letter is to introduce to you **Mr. Siwema Daniel, Reg. No: PG2022001167** pursuing **Master of Human Resource Management (MHRM)**. We here by grant this clearance to conduct a research titled **"The effect of Employee Diversity on Organizational Performance**

A case of National Audit office of Tanzania- Morogoro". He will collect his data at your area from 02nd June to 2nd July 2023.

4. In case you need any further information, kindly do not hesitate to contact the Deputy Vice Chancellor (Academic) of the Open University of Tanzania, P.O.Box 23409, Dar es Salaam. Tel: 022-2-2668820. We lastly thanks you in advance for your assumed cooperation and facilitation of this research academic activity.

Yours sincerely,

THE OPEN UNIVERSITY OF TANZANIA

Magreth S. Bushesha

Prof. Magreth S. Bushesha

For: **VICE CHANCELLOR**