

**THE EFFECT OF GENDER DIVERSITY ON ORGANIZATIONAL  
PERFORMANCE: A CASE OF PUBLIC SERVICE SOCIAL SECURITY  
FUND**

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**A DISSERTATION SUBMITTED IN PARTIAL FULFILMENT OF THE  
REQUIREMENTS FOR THE DEGREE OF MASTER OF BUSINESS  
ADMINISTRATION IN FINANCE (MBA)  
DEPARTMENT OF ACCOUNTING AND FINANCE  
OF OPEN UNIVERSITY OF TANZANIA**

**2023**

### **CERTIFICATION**

The undersigned certifies that, he has read and hereby recommends for acceptance by the Open University of Tanzania a dissertation entitled: “**The effect of Gender Diversity on Organizational Performance: A Case of Public Service Social Security Fund**” in partial fulfilment of the requirements for the award of the degree of Master of Business Administration Finance (MBA).

.....

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Date

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.....

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**DEDICATION**

This dissertation is dedicated to my family whose inspiration encouraged me to complete this work.

## **ACKNOWLEDGEMENTS**

This work could not have been possible without substantial support from a number of people whose efforts enhanced my morality towards completion of the work. Therefore, it is impossible within this limited space to thank all the people whose assistance has enabled me to produce this work. However, few persons and institutions deserve a special appreciation despite the limited space available, so I would like to thank God for protection and guidance due to his power and graciousness.

I wish to express my sincere appreciation to my supervisor Dr. Emmanuel M. Tonya (PHD) for his outstanding guidance and commitment, which ultimately made my work, run smoothly. His guidance has shaped the research to look the way it is now. I would like to express my deepest gratitude to all the research respondents (employees of PSSSF Southern Highlands Zone (SHZ)) who participated in this study. Your valuable insights and contributions have been fundamental in shaping the outcomes of my research. I am genuinely grateful for your time, effort, and willingness to share your experiences.

I would also like to acknowledge and extend my appreciation to the Open University of Tanzania, the esteemed academic institute where I have pursued my Master's degree. The guidance and support provided by the faculty members at the Open University of Tanzania have been instrumental throughout my academic journey, especially during the completion of my dissertation. The institution's commitment to fostering intellectual growth and research excellence has truly enriched my educational experience.

Furthermore, I am indebted to the research community at the Open University of Tanzania for fostering an environment that encourages collaborative exploration. The vibrant academic discourse and interdisciplinary interactions have significantly enhanced the quality and depth of my research. The institute's strong foundation in research and its continuous dedication to educational excellence have undoubtedly played a pivotal role in shaping my academic pursuits.

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## ABSTRACT

The study assessed the effect of gender diversity on organizational performance, the case of PSSSF Southern Highlands Zone (SHZ). The specific objectives of the study were to investigate the effect of employees' awareness of the existence of gender diversity policies on organizational performance, to examine the influence of the knowledge of the barriers to gender diversity on organizational performance and to assess the relationship between gender diversity and organizational performance. The study used survey research design, questionnaire were used to collect data from a sample of 33 employees of PSSSF SHZ. The study adopted descriptive and inferential statistics to analyze the data collected. The study revealed that an increase in the awareness and knowledge of employees of the existence of gender diversity policies at PSSSF SHZ resulted in increase of the organizational performance on average, all other things being equal. Also an increase of gender diversity at PSSSF SHZ resulted in increase of organizational performance on average, all other things being equal. It was concluded that increasing the employees' awareness of the existence of gender diversity policies, the knowledge of the barriers to gender diversity and gender diversity, based on the findings, it is recommended that the public service social security fund in Tanzania should focus on developing targeted awareness programs to ensure that all employees are aware of the existence and importance of gender diversity policies. Also, the fund should create clear accountability structures to ensure that gender diversity policies are effectively implemented and monitored. This could include appointing diversity officers, establishing reporting mechanisms, and regularly evaluating of policies.

**Keywords:** *Gender Diversity, Organizational Performance, Public Service, Social Security Funds.*



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### **LIST OF ABBREVIATION AND ACRONYMS**

AIDS	Acquired Immune Deficiency Syndrome
BSGD	The Knowledge of the Barriers to Staff Gender Diversity
EPDMP	Employees' Perception of Diversity Management Practices
EAGD	Employees' Awareness of the Existence of Gender Diversity Policies
HIV	Human Immunodeficiency Viruses
MBA	Master of Business Administration
OP	Organizational Performance Fund
PLS-SEM	Partial Least Squares Structural Equation Modeling
RCT	Realistic Conflict Theory
SGD	Staff Gender Diversity
SIT	Social Identity Theory
SHZ	Southern Highlands Zone
PSSSF	Public Service Social Security
WEF	World Economic Forums

## **CHAPTER ONE**

### **INTRODUCTION**

#### **1.1 Background to the Study**

Gender diversity concerns with the equal representation of women and men in the workplace, Wieczorek-Szymańska, (2020). The topic of gender diversity in the workplace has attracted much attention among scholars, business leaders and policy makers across the globe (Bae & Skaggs, 2019). Zhang (2020) did a study on Institutional Approach to Gender Diversity and Firm Performance using distinctive longitudinal sample of 1,069 leading public firms in 24 industries and 35 countries in the world to determine the effect of gender diversity on firm performance.

The study findings on gender diversity on the firm performance varied remarkably across industries and countries due to institutional contexts that is; the more gender diversity has been normative received in an industry or country, the more it rewards a firm's revenue and market valuation. In Africa, the diversity management concepts are unfortunately underdeveloped in many of the African countries despite economic and sociolect-cultural amendments in recent decades (Mousa, 2018; Mousa and Ayoubi, 2019).

In Tanzania, like many other countries, gender inequality and gender-based discrimination have been pervasive issues. Historically, women have been underrepresented and marginalized in decision-making positions and leadership roles within organizations. However, in recent years, there has been a growing recognition of the importance of gender diversity within organizations, not just from a social justice perspective but also from a business standpoint. Numerous studies have



highlighted the positive impact of gender diversity on organizational performance. According to a study conducted by Khaula & Otieno (2018), gender-diverse teams in Tanzanian organizations displayed higher levels of innovation and creativity compared to homogeneous teams. This can be attributed to the diverse perspectives and experiences that individuals from different genders bring to the table.

Another research by Mwaka (2019) found that companies with higher gender diversity tend to have better financial performance. This could be attributed to a range of factors, such as increased employee engagement, reduced turnover rates, and improved decision-making processes. Furthermore, a study conducted by Tigam (2020) explored the link between gender diversity at the board level and organizational performance in Tanzanian companies. The study found a positive relationship between gender diversity in boards and overall firm performance, including indicators such as profitability and market value.

The 2018 report by the World Bank gives examples of Tanzania gender gaps in relation to employment and work where the disparity between women and men in labour force participation are at rates of 81.1% for women and 88.3% for men, (WEF, 2018). In a report by World Bank (World Bank, 2022), titled Tanzania Gender Assessment, it addresses the commitment of the government of Tanzania in addressing gender inequality in all aspects of the women's lives. The report also informs the integration of Gender in the Tanzania Development Vision 2025 and the National Five-Year Development Plan (2021/22- 2025/26).

These studies suggest that promoting gender diversity within organizations in Tanzania has the potential to enhance organizational performance in various aspects.

By creating an inclusive environment that allows for diverse perspectives, organizations can tap into the full potential of their workforce and gain a competitive edge. In terms of policy and initiatives, the Tanzanian government has taken steps to address gender inequality and promote gender diversity in organizations. The country has implemented laws and policies that promote gender mainstreaming, equal opportunities, and affirmative action to increase women's representation.

The effect of gender diversity in government and parastatal organizations in Tanzania is still not known which motivated this study. The study therefore addresses the gender diversity, and will analyze gender diversity and organizational performance a case study of PSSSF Southern Highlands Zone (SHZ) consisting of five regions namely; Mbeya, Katavi, Rukwa, Songwe and Njombe.

## **1.2 Statement of the Research Problem**

Gender diversity has shown disparities and inequality in all aspects of lives including the workforce (World Bank, 2022). Gender diversity and organizational performance has been widely studied but no clear results for what is the effect on workforce performance. Zhang (2020) elucidates how the acceptance of gender diversity improves the firm's revenue and efficiency of organizations. Azmat and Boring (2021), explore how firms and governments adopt various interventions and policies in advancing gender (women) in leadership positions.

Studies indicated the reasons for gender disparities among others are the culture, social economic, education set-up, poor policies and government commitments on gender diversity. In recent years the government puts efforts to improve the gender

bias in government institutions to adhere to globe and millennium goals. The government of Tanzania is also committed in addressing gender inequality in all aspects of lives including the workforce (World Bank, 2022). This research evaluated gender diversity at PSSSF-SHZ and organizational performance. The study will contribute to the body of knowledge on gender diversity for enhanced performance of the organizations. The study is guided by the theory of social identity theory and self-categorization theory to develop the main objective.

### **1.3 Research Objectives**

#### **1.3.1 General Research Objective**

The general objective of this study is to assess the effects of gender diversity on the organizational performance, a case of PSSSF Southern Highlands Zone.

#### **1.3.2 Specific Research Objectives**

- i. To investigate the effect of employees' awareness of the existence of gender diversity policies on organizational performance.
- ii. To examine the influence of the knowledge of the barriers to gender diversity on organizational performance.
- iii. To assess the relationship between gender diversity and organizational performance

#### **1.3.3 Specific Research Questions**

- i. What is the effect of employees' awareness of the existence of gender diversity policies on organizational performance?
- ii. What is the effect examine the influence of the knowledge of the barriers to

gender diversity on organizational performance?

- iii. What is the relationship between gender diversity and organizational performance?

#### **1.4 Relevance of the Research**

**Foremost**, the findings of this study will add understanding and knowledge on the relation of staff gender diversity and organizational performance.

**Secondly**, this study will provide awareness by employees on the existence or non-existence of gender diversity policies and providing suggestions and recommendations of improving gender diversity policies and the organizational performance.

**Thirdly**, to assess the acceptance and barriers of staff gender diversity to the organizational performance.

**Lastly**, the study will provide other researchers a reference in the conduct of similar and related studies concerning the subject matter in the future.

#### **1.5 The Scope of the Study**

The study focused on staff gender diversity and organizational performance at PSSSF-SHZ. It distinctively examined relation of staff gender diversity and organizational performance. The research covered PSSSF data for the financial year 2022/2023. Since the study is set on the relation of staff gender diversity on organizational performance, the respondents were drawn from PSSSF-SHZ employees.

#### **1.6 Limitation of the Study**

This study faced the following limitations.

**First**, the research limitation based on a singular case study being PSSSF. The relation of gender diversity to organizational performance at PSSSF may not apply to other organizations. When delimiting this limitation it's important to acknowledge that case studies are usually focused on specific individuals, situations, or contexts. Thus, generalization can be limited.

**Secondly**, employee survey data were used as the basis for evaluating the employees' responses about the relation of gender diversity and organizational performance. A potential limitation may occur as the respondents may in some areas provide biased data.

### **1.7 Delimitation of the Study**

**First**, there are some strategies that were employed that are existing literature and research in the field were reviewed to see if this study's findings align with or contradict previous studies. By comparing the findings the knowledge to better understand the generalizability of this study results was established. Furthermore, the study considered the concept of transferability. Transferability refers to the extent to which findings from one context can be applicable to other similar contexts. By providing detailed descriptions of the case study setting, participants, and methods, readers should better assess the transferability of the findings.

**Second**, to delimit possible biased data due to data collection using surveys, the following measures were considered:

- i) The researcher selected a diverse and representative sample of participants for the survey. This involved using purposive sampling techniques to ensure that

the right representative was presented. Before conducting the survey, a pilot test with a small group of participants was conducted. This helped to identify any potential biases or issues in the survey questions, instructions, or response options then adjusted and refined the survey based on the feedback received during the pilot test.

- ii) The researcher clearly and concisely communicated the purpose of the survey and the expected behavior from participants. She provided instructions for completing the survey in a neutral way, emphasizing the importance of honest and thoughtful responses.
- iii) The researcher assured participants that their responses will be kept confidential and that their identities will not be linked to their answers. This encouraged respondents to provide honest and unbiased feedback. Anonymous survey platforms that preserve participant privacy were used.

### **1.8 Organization of the Study**

The research dissertation is organized into five chapters; the first chapter provides background information on gender diversity and organizational performance: A Case of Public Service Social Security Fund, identifies the gap that has to be addressed and why it is important to do so, and outlines the limitations and delimitations, and scope of the study. The second chapter covers numerous studies on the subject of this research in order to provide a deeper understanding of the subject. Chapter 3 introduces the methodology to be used by the study. The study provided and discussed the results of the quantitative and qualitative analyses in chapter four, the chapter further analyzed the regression findings, the study revealed that an increase in the awareness of employees of the existence of gender diversity policies at PSSSF

Southern Highlands Zone (SHZ) will result in an increase in the organizational performance on average, all other things being equal. Chapter 5 summarizes, offers a conclusion, and makes suggestions for potential policy implications and areas for additional research.

## **CHAPTER TWO**

### **LITERATURE REVIEW**

#### **2.1 Overview**

This chapter explore the conceptual definitions of gender diversity and organizational performance, review the theoretical and empirical literature, understand some of the theories used in gender diversity and organizational performance, examine conceptual and theoretical frameworks, as well as identify the research gap and research questions.

#### **2.2 Conceptual Definitions**

##### **2.2.1 Gender Diversity**

Gender diversity refers to equal recognition, care and advancement for both men and women in an organization (Rafat & Salama, 2016). Stanley (2016) explains that gender diversity is classified by examining how gender can expand viewpoints and drive interpretations within various contexts through balance in inclusion and representation. Gitonga, Kamaara, & Orwa (2016), expresses a good balance of gender in the workplace could possibly lead to advantageous results and competitive advantage, and also argues that variations between genders can be beneficial to an organization as males and females can provide understanding into the needs of different genders of customers. This view is also supported by Conyon and He (2019), acknowledged that gender diversity can substantially promote to organizational performance and profitability.

##### **2.2.2 Organizational Performance**

Organizational performance is regarded as a measure of productivity, taking into



consideration the participation of employees (Oyemomi, Liu, Neaga, & Alkhuraiji, 2016). Whilst, Jenatabadi (2015), defines organizational performance not regarding to the results but the process, that is organizational performance is described as all the activities that support the attainment of organizational goals. Knies, Jacobsen, & Tummers (2016), explains organizational performance can be assessed for various hierarchical levels and can be evaluated for individuals, groups and the organization as a whole.

Luo, Huang, & Wang, (2012) proposed an evaluation of total organizational performance with two performance indicators, specifically, the economic and operational performance indicators. Economic success is evaluated from the financial and market perspectives. Financial measures include sales, revenue and return on investment for the shareholders. On the other hand, the indicators of operational performance include customer loyalty and satisfaction, corporate social capital, and competitive advantage derived from competence and resources. In this study organizational performance evaluates the actual performance. The performance of PSSSF is measured by the following five objectives: Enhance financial sustainability, increase customer satisfaction level, enhance institutional compliance level, enhance human capital efficiency, and reduce HIV/AIDS and Non-Communicable Diseases.

### **2.3 Theoretical Literature Review**

There are multiple theories developed on the relation of gender diversity to organizational performance. Gallego-Álvarez, García-Sánchez, and Rodríguez-Dominguez (2010), described three theories that refer the association between

gender diversity and corporate performance at different levels of decision making. The theories are; the agency theory, the resource dependence theory and the resource-based view of the firm. These theories base at the decision-making levels such as the board of directors, top management and stockholders with significant ownership.

On the other hand, in a paper by Ali, Kulik, & Metz (2009) on the impact of gender diversity on performance in services and manufacturing organizations employ three theories namely resource-based view of the firm, self-categorization theory and social identity theory. Also, in an article by Badal & Harter (2014), on gender diversity, business-unit engagement, and performance, describes three theories on how and why gender diversity affects performance, namely, resource-based view of the firm, resource-dependence theory, and psychological presence theory. The current study will use one theory that is much related to the workforce diversity as opposed to the above theories which depends on the decision-making theory. The social identity theory forms the foundation for this study.

### **2.3.1 Social Identity Theory**

Social Identity Theory (SIT) was developed in the 1970s fundamentally by the British social psychologist Henri Tajfel. The major foundational concepts of social categorization, social identification and social comparison. The theory was based on minimal-group experimental paradigm in which people appeared to instantly identify with arbitrary groups and exhibit in-group and out-group attitudes even towards random, temporary and meaningless assignments (Kish Bar-On & Lamm, 2023). Tajfel's student John Turner later linked this work to various cognitive factors that

determine how people perceive group identity and social position and determine behavior by collaborating in the writing of, 'The Psychology of Inter-group Relations', (Tajfel & Turner, 1979).

Social Identity Theory was an elaboration on Sherif's Realistic Conflict Theory (RCT), in which the significant claim of Realistic Conflict Theory was that conflict between groups exists when there is direct struggle for resources however, the Social Identity Theory propose that inter-group conflict can exist even when there is no direct struggle for resources (Dixon, 2016). In the East African journal of business and economics with a paper relationship between gender diversity and employee performance in the county government of Bomet, Kenya, Chepkemai, Rop, & Chepkwony (2022). The study applies the Social Identity Theory as it fits in the study because of the group dynamism in organizations where employees manifest the same behavior.

The study concluded that there was a considerable relationship between gender diversity and the employee performance in the county government of Bomet, Kenya. Drew (2021) identifies the strengths and weaknesses of social identity theory. The strengths of the theory include; it explains group philanthropy as it demonstrates why people empathize and want to help people. Also, the theory weakness is that, it also explains in-group bias that is, the theory can explain why people have a preference for people who look or act like them. The weakness of the theory, it has poor predictive power, in that it explains events, but not makes predictions about the future. It also fails to explain group harmony where in a multicultural liberal world order; there is a lot of group harmony not explained by this theory.

## **2.4 Empirical Literature Review**

### **2.4.1 Employees' awareness of the Existence of Gender Diversity**

Gender diversity policies play a part on diversity management; thus, this study will evaluate the employees' awareness of the existence of gender diversity policies. Hanif, Muhammad & Athar, & Rehman, & Anwar, Abaidullah & Ali, Muhammad. (2023) conducted research on diversity management and organizational performance in Pakistan. The objective of the research was to analyze the interrelation between diversity management and organizational performance. The EPDMP scale was utilized on a sample of 514 employees to measure the diversity management practices, and used the PLS-SEM as data analysis technique.

Findings of the research show greater workforce diversity does not spontaneously present inclusive climate-specific diversity. Furthermore, confirm the diverse-inclusive leadership dimensions regulate the relationship between diversity management and organizational performance. The research concluded that diversity management has a favorable and significant impact on organizational performance. It recommended the need for policymakers to create human resource regulations, rules, policies, and practices that foster a heterogeneous workforce and offer equal opportunities to all employees in the organization.

In a study titled "Ringing the bell" to summon the relationship between employee gender-employee job fit, family-friendly organization perceptions, and career advancement opportunities by Kulik & Ryan, (2018), This study investigated the relationship between employee gender-job fit, perceptions of family-friendly organizations, and career advancement opportunities. The authors found that while

employee awareness of gender diversity policies and family-friendly initiatives positively influenced perceptions of organizational support, it did not necessarily translate into increased career advancement opportunities. Gender stereotypes and biases still had a significant impact on career progression.

Similarly, in a study by Lyness & Judiesch (2014) titled *Can satisfaction reinforce the effects of gender on managerial and organizational advancement?* This study examined the relationship between employee satisfaction, gender, managerial, and organizational advancement. The findings indicated that while gender diversity policies may increase employee satisfaction and perceptions of fairness, they do not necessarily translate into higher rates of managerial advancement for women and consequently organizational performance. The study suggests that employees' awareness of gender diversity policies alone may not be sufficient to overcome other barriers and biases that hinder career progression and organizational performance.

On the other hand, in a Literature titled *"Managing diversity through human resource management: An international perspective and conceptual framework"* by Shen, Chanda, D'Netto, & Monga (2009). This study examined the relationship between human resource management practices, including the promotion of diversity initiatives, and organizational performance across a global sample. The findings suggested that organizations that actively promote gender diversity policies and enhance employees' awareness of such policies tend to have higher levels of organizational performance, including improved financial outcomes.

Similarly, a study by Bohnet, van Geen, & Bazerman (2011) titled *"When Performance Trumps Gender Bias: Joint versus Separate Evaluation"*. The study

investigated the impact of joint versus separate evaluation of individuals on decision-making processes and gender bias. The results indicated that when organizations explicitly communicate gender diversity policies, and employees are aware of them, joint evaluation processes significantly reduced gender bias and led to fairer performance evaluations. Fair and inclusive evaluation practices contribute to enhanced organizational performance.

Another study by Greer & Jehn, (2016) examining the influence of individual affectivity (positive or negative emotions) on information processing and decision-making related to diversity. The findings suggested that when employees are aware of gender diversity policies and have a positive affective state, they process information more accurately, evaluate diverse perspectives more favorably, and make better decisions, ultimately leading to improved organizational performance.

Caligiuri, Minbaeva, & Verbeke (2017) examining the impact of gender diversity policies on the psychological contract of female expatriate leaders and its subsequent effects on organizational performance. The findings indicated that when female leaders are aware of gender diversity policies and perceive fairness and support, they report higher levels of job satisfaction, commitment, and performance. These positive outcomes contribute to improved organizational performance. Likewise, Ferreira & Misangyi (2017) investigated the relationship between the presence of women on corporate boards, gender diversity policies, and firm value. The findings indicated that when gender diversity policies are in place and employees are aware of them, the presence of women on corporate boards positively influenced firm value.

The inclusion of diverse perspectives in decision-making processes, enabled by gender diversity policies, contributed to improved organizational performance. Also, Rupp, Shao, Skarlicki, Paddock, Kim, & Nadisic, (2018) examined the relationship between corporate social responsibility (CSR) practices, employee engagement, and organizational performance in China. The findings indicated that when employees are aware of gender diversity policies as part of a broader CSR framework, they are more engaged and committed to their organizations. This increased employee engagement contributes to improved organizational performance.

The above research measured diversity management practices as a whole. The gap is identified by narrowing and focusing this study on gender diversity policies as part of diversity management policies, and its relation to organizational performance.

#### **2.4.2 Barriers and Solutions to Staff Gender Diversity**

Devkota, Adhikari, Parajuli, Bhandari, & Poudel, (2022) did a study on the status, challenges and way-forward centered on employees' perception on gender diversity on banking performance in Kathmandu valley. The objective was to examine the status of gender diversity on banking performance in Nepal. The methodology applied in the study was descriptive cross-section research design, together with the survey questionnaire technique. Key findings of the study are that 100% of respondents employed in commercial banks in Kathmandu valley were familiar of gender diversity and that employees were not facing challenges on gender diversity.

The study recommended creating an inclusive workplace could be the best managerial solutions for enhancing and maintaining gender diversity. The study

focused on gender diversity in banking sector at Kathmandu where the study found employees were not facing challenges on gender diversity, whereas this study analyzed barriers to gender diversity on organizational performance at PSSSF pension fund in Tanzania.

Hoogendoorn, Oosterbeek, & van Praag, (2013) on the impact of gender diversity on the performance of business teams: evidence from a field experiment. This study conducted a randomized field experiment in the Netherlands to examine the impact of gender diversity on business team performance. The authors found that while increasing gender diversity resulted in teams having a broader range of skills and perspectives; it did not have a positive effect on team performance. In fact, gender diversity had a negative impact on team cooperation and communication, ultimately leading to reduced performance.

Similarly, in a study titled the effects of diversity on business performance: Report of the diversity research network by Kochan, Bezrukova, Ely, Jackson, Joshi, Jehn, Leonard, Levine, & Thomas (2003), The Diversity Research Network conducted a comprehensive review of existing studies on diversity and organizational performance. Contrary to the widely held belief that gender diversity has a positive effect on performance, the report found limited evidence supporting this claim. The findings suggested that the relationship between gender diversity and performance is context-dependent, with potential negative effects on decision-making processes and team cohesion.

Herring (2009) in *Does Diversity Pay? Race, Gender, and the Business Case for Diversity*, examined the relationship between diversity and organizational



performance by analyzing data from over 500 firms in the United States. While it found some positive effects of racial and ethnic diversity on financial performance, the study did not find a significant relationship between gender diversity and performance. In fact, gender diversity was associated with lower financial performance measures, challenging the notion that it universally leads to positive outcomes.

In a study titled *the role of gender equality in development: A systematic review of the literature* by Gupta, Turban, Wasti, & Sikdar, (2018). This systematic review examined the literature on gender equality and its impact on various developmental outcomes, including organizational performance. The findings indicated a positive relationship between gender equality initiatives and organizational performance, with more diverse and inclusive workplaces being associated with increased productivity, innovation, and employee satisfaction.

Similarly, a study on corporate governance, board diversity, and firm value by Carter, Simkins, & Simpson (2018), this study examined the relationship between board diversity, corporate governance, and firm value across a sample of S&P 1500 firms. The authors found a positive association between gender diversity on boards and firm value, suggesting that greater gender diversity leads to improved financial performance. The study also suggested that female directors bring unique perspectives and expertise, enhancing decision-making and corporate governance processes. Another study titled *understanding the impact of gender diversity on individual performance* by Wooldridge, Schmid, & Floyd (2017), analyzed data from over 4,000 employees in a financial services firm to investigate the relationship

between gender diversity and individual performance. The findings showed that gender diversity positively influenced individual performance, with diverse teams demonstrating higher sales and revenue generation. The study suggested that diverse teams benefit from increased creativity, information sharing, and problem-solving capabilities.

#### **2.4.3 Staff Genders Diversity and the Organizational Performance**

Hoobler, Lemmon, & Wayne, (2017) titled “Women's underrepresentation in upper management: New insights on a persistent problem”. This study examined the underrepresentation of women in upper management positions and its impact on firm financial performance. The findings indicated that there is no significant relationship between gender diversity at the executive level and firm performance. The study suggests that while gender diversity may have other benefits, such as increased employee satisfaction, it may not directly translate into improved organizational performance.

Similarly, Booth & Nolen (2012) analyzed data from a large sample of firms across several countries to examine the relationship between gender diversity and firm performance. The results indicated that there is no significant association between gender diversity on corporate boards and financial performance. The study suggests that factors other than gender diversity, such as firm-specific characteristics or industry dynamics, may be more influential in determining organizational performance. Furthermore, Ahern & Dittmar (2012) examined the effects of mandated gender diversity initiatives on firm valuation. The findings indicated that while the representation of women on corporate boards increased following

regulatory changes, there was no significant impact on firm valuation. The study suggests that gender diversity initiatives alone may not be sufficient to improve organizational performance unless accompanied by other organizational changes and supportive practices.

On the other hand, Adams & Ferreira (2009) their study investigated the relationship between gender diversity on corporate boards and organizational performance across a large sample of firms. The findings indicated that firms with more women on their boards outperformed those with fewer women in terms of both market and accounting performance. The study suggests that gender diversity on boards can positively contribute to improved organizational performance. Similarly, Campbell & Mínguez-Vera (2008) analyzed the relationship between board gender diversity and firm financial performance across multiple countries.

The findings indicated a positive association between gender diversity on corporate boards and firm financial performance. The study suggests that gender diversity contributes to more effective monitoring and governance processes, leading to improved organizational performance. A recent study by Tregaskis, Heraty, & Daniels (2018) examined the relationship between equal opportunities and diversity management practices and organizational performance in Ireland. The findings indicated a positive association between gender diversity and organizational performance.

The study suggests that organizations that actively promote gender diversity have higher levels of employee engagement, innovation, and customer satisfaction,

ultimately leading to improved organizational performance. Hoenig & Choi (2019) investigated the impact of gender diversity on corporate performance specifically within the hedge fund industry. The findings showed that hedge funds with greater gender diversity in their leadership teams experienced higher risk-adjusted returns.

The study suggests that gender-diverse teams bring diverse perspectives and decision-making approaches, leading to improved investment strategies and overall organizational performance. Most recently, Guillaume, Dawson, Woods, Sacramento, & West (2021) examines existing empirical evidence on the relationship between diversity and organizational performance. The findings support the notion that gender diversity is positively related to various indicators of organizational performance, such as financial performance, innovation, and employee well-being. The study emphasizes the need for organizations to create inclusive environments that leverage the potential benefits of gender diversity to drive improved performance.

Ferrary & Déo (2022) did a study on gender diversity and firm performance when diversity at middle management and staff levels matter. The study discusses how employees at middle management and staff levels impact firm performance. The study employed resource based view and strategic human resource management theories. The study used a sample of 159 large French firms. The study finds gender diversity at middle management and staff levels have a positive impact on a firm's economic performance. The study recommended to managers to design diversity and inclusion policies to recruit and excel women to achieve the required gender diversity threshold.

It also recommends stakeholders interested in profitability to pressure firms to raise gender diversity at all levels of the organization. In the study, gender diversity focused at middle management and staff levels in relation to firm's performance. Whereas, this study we will base on all staff levels on gender diversity and organizational performance.

## **2.5 Research Gap**

The empirically the study has identified several research gaps in the form of a population, methodology and theoretical gaps. The reviewed studies explain gender diversity and organizational performance of employees with minimal focus on the lower levels of employees rather dealing with middle and higher levels. The study of the universities in Pakistan included Vice Chancellors, Directors, Deans, Faculty members, and other employees. Whereas, the study in Nepal selected employees from commercial banks at management level.

The study in France however, analyzed gender diversity at middle management staff levels of large French firms. In view of the literature review, the main gap is the selection of studies in concentrating with middle and higher level of management and ignoring the lower levels of gender diversity. The study, despite of having other gaps, contextual, methodology and theoretically, will use the theory of social identity to solve the challenge of workforce diversification for workforce performance in organizations.

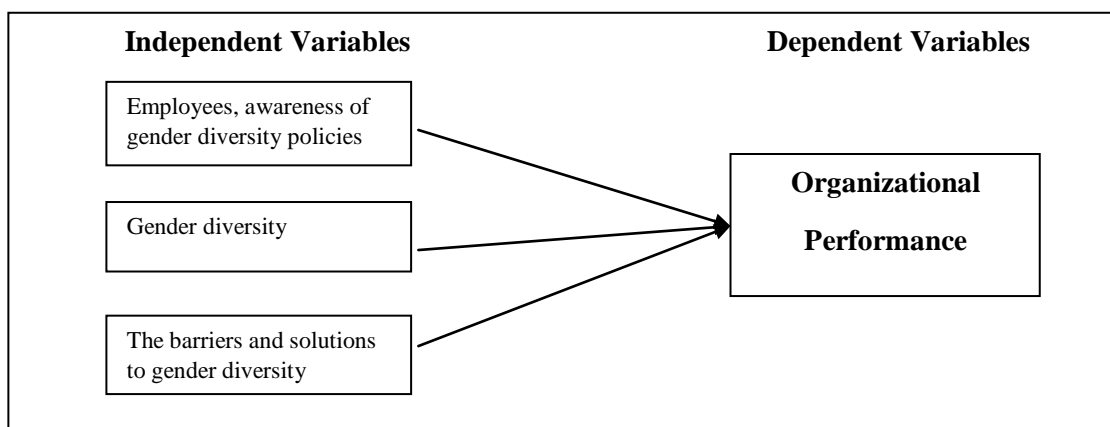
Therefore, descriptive study needs to be conducted to understand how gender diversity to all levels of staff management levels relates to the organizational

performance. The current study addresses the gap on selection of study participants by including all management levels for assessing the workforce diversity for performance of organizations in Tanzania with reference to PSSSF southern highlands zone.

## 2.6 Conceptual Framework

Conceptual framework is developed based on the relationship between the independent variable of gender and the dependent variable of organizational performance. The framework is derived from the literature review and the goal of the model is to provide scholars and practitioners alike with a framework that will add knowledge on the topic of gender diversity and organizational performance. The dependent variable for this study is Organizational Performance, while the independent variables are (employees' awareness of the existence of gender diversity policies, the knowledge of the barriers and solutions to staff gender diversity, and staff gender diversity).

**Figure 2.1: Conceptual Framework**



**Source:** Conceptualized (2023).

## **2.7 Research Hypothesis**

On the basis of the objectives of the study, the following three hypotheses are formulated:

- H<sub>1</sub>:** There is significant relation between awareness of employees on the existence of staff gender diversity policies and the organizational performance.
- H<sub>2</sub>:** There is significant relationship of the understanding of the knowledge of the barriers to staff gender diversity and the organizational performance.
- H<sub>3</sub>:** There is significant relationship of gender diversity and organizational performance.

## **CHAPTER THREE**

### **RESEARCH METHODOLOGY**

#### **3.1 Research Methodology**

Research methodology highlights how the researcher gathered and organized the data in relation to the research objectives. It comprises of the research design, target population, sampling design and procedure, data collection instruments and data analysis and presentation.

#### **3.2 Research Philosophy**

Research philosophy deals with the source, nature and development of knowledge. In simple terms, a research philosophy is belief and assumptions about the ways in which data about a phenomenon should be collected, analyzed and used (Dudovskiy, 2017). Furthermore, a research philosophy can be either positivism or interpretivism.

##### **3.2.1 Positivism Philosophy**

According to Saunders (2009), Positivism (also known as logical positivism) holds that the scientific method is the only way to establish truth and objective reality. Positivism is based upon the view that science is the only foundation for true knowledge. It holds that the methods, techniques and procedures used in the natural sciences offer the best framework for investigating the social world. Positivism is typically deductive, highly structured, large samples, measurement, typically quantitative methods of analysis, but a range of data can be analyzed. This study will employ positivism philosophy as it shares most of the features of positivism, especially because the study is quantitative due to the quantifiable nature of the data to be collected.



### **3.3 Research Approach**

Sheppard (2020) provides a definition of research approach/strategy as a means to accomplish study objectives. In this study, a quantitative research approach was utilized, where close-ended questions were employed to gather quantifiable data from the field. The data obtained from these questions was largely numerical and was processed into usable statistics, making analysis and interpretation easier. Additionally, the study focused on obtaining employee opinions on gender diversity, utilizing a quantitative research methodology.

### **3.4 Research Design**

This study was cross sectional survey research design with a case study. A cross-sectional study design is a type of observational study design. In a cross-sectional study, the investigator measures the outcome and the exposures in the study participants at the same time. However, the cross-sectional research design is chosen because it is relatively inexpensive, as noted by Creswell (2013) “that a significant strength of survey research is its ability to generate quantitative data that can be subject to statistical analysis, enabling researchers to make generalizations about a population”. This is a key advantage when studying large populations where gathering data can be costly and time-consuming”. Furthermore, Denscombe (2014) notes that survey research design offers high levels of standardization which ensures that each respondent receives the same questions in the same order, which minimizes measurement error.

### **3.5 Study Area**

This study was carried out in PSSSF Southern Highlands Zone (SHZ) consisting of

five regions namely; Mbeya, Katavi, Rukwa, Songwe and Njombe. The selection of the study area is based on the objective of the study as well as the fact that, there is not enough gender diversity in the Southern Highlands Zone of PSSSF, so it was important to conduct the study in highlands zone.

### 3.6 Study Population

The intended population of the study was all 33 employees of PSSSF Southern Highlands Zone (SHZ). The population includes all the staff members of the PSSSF from the southern zone including five regions of Mbeya, Katavi, Rukwa, Songwe and Njombe.

**Table 3.1: Study Population**

Regions	Population		Sample Size
	Men	Female	
Mbeya	11	6	17
Katavi	4	0	4
Rukwa	3	1	4
Songwe	4	0	4
Njombe	4	0	4
TOTAL	26	7	33

**Source:** Field Data, (2023).

### 3.7 Unit of Analysis

Sheppard (2020) defines a unit of analysis as the entity that you wish to be able to say something about at the end of your study, probably what you would consider to be the main focus of your study; it is a unit of analysis as the person or unit from which a researcher collects data. It refers to the specific object, person, group, organization, or phenomenon that a researcher is studying in their research. In the context of this study therefore the unit of analysis is the individual staff of the PSSSF Southern Highlands Zone from which the required data was collected.

### **3.8 Sampling Techniques**

Once the sample size is determined, for respondents' selection, the study used purposive sampling of all staff members of the study area, hence census study. This study used purposive sampling of all members of the PSSSF southern zone. The techniques enabled the inclusion of all members/elements from the population that best compliment the intention of the study, which in this case is selecting to collect primary data from all 33 employees of PSSSF Southern Highlands Zone (SHZ).

#### **3.8.1 Sample Size**

Turabian, (2018) defines it as a subset that is representative of the whole populations' characteristics. The sample size depends on factors such as the time and money available to collect the data (Hair, Black, Babin, Anderson, & Tatham, 2006). For primary data this study focused on the sample size of all 33 employees of PSSSF Southern Highlands Zone (SHZ). According to Alreck and Settle (1995) the reason for using all 33 employees of PSSSF Southern Highlands Zone (SHZ) is that for any population under or equal to 100, the entire population should be used as a sample size for a meaningful data analysis.

### **3.9 Data Collection Methods and Tools**

This study involved collection of primary and secondary data. Primary data comprised of respondents' characteristics including education levels, occupation of the respondents, and experience as employees. Furthermore, secondary data comprised of review of different literature on gender diversity and the organizational performance. The researcher used different tools for data collection tool including questionnaire and documentary review of existing information including policy and

guidelines.

### **3.9.1 Questionnaires**

The study used close-ended questionnaire through online survey. Questionnaire can be vague and deceptive; and some questions may not be answered as the researcher may not be there to clarify the questions, and often this approach is limited to the trained respondent only Popoola (2011). It is an effective instrument in collecting primary data since it allows the respondents to have ample time for well-thought answers, and this tool can be useful in reaching respondents who are difficult to approach (Sheppard, 2020). Questionnaire in this study is reliable data collection tool as is easier to manage, it can acquire data in wide-range areas, therefore, facilitates the process of capturing a lot of information over a short time and making it low-cost to manage.

## **3.10 Data Quality**

### **3.10.1 Validity of Data**

Validity of data refers to the degree where by the research actually answers the intended research questions (Saunders, Lewis, and Thornhill, 2019). In addition to that it measures the extent to which the researcher managed to find data and answer the research questions. The validity of this study was assured by construction of questions which can answer the research problem in hand. The validity was done by ensuring all the questions are simple and straight explains the issue at hand. An expert in questionnaire development was asked to advice on the relevance of hypothesis with related questions.

### 3.10.2 Reliability of Data

This refers to the fact that a measurement can be reproduced with similar results and therefore variations in the results are entirely dependent on the variations in the measured area and not in the instrument of measurement. Reliability is one of measuring instruments; it provides consistent results. It refers to the consistency of a measure. When the same results are obtained after several trials, then that is considered as a reliable test (George and Mallery, 2003). This means in each time when the test is administered to a subject, the results should be approximately the same. The Cronbach's alpha coefficient was adopted to ensure the reliability of this study. Alpha values above 0.7 are generally considered acceptable and satisfactory, above 0.8 as generally good enough, and above 0.9 as an expression of outstanding internal consistency (Cronbach, 1951). As a general rule, the higher the score, the more reliable the scale.

The Cronbach Alpha coefficient test shows that the coefficients are greater than 0.7 (Table 3.1). The correlation coefficients of the variables observed in the factor are greater than 0.3. This shows that research concepts are appropriate and reliable.

**Table 3.2: Cronbach Alpha Reliability Test Results**

Factors	Cronbach Alpha	Minimum of Total Correlation
The employees' awareness of the existence of gender diversity policies	0.818	0.693
The knowledge of the barriers to gender diversity	0.827	0.748
Gender diversity	0.739	0.683

**Source:** Researcher's Computations (2023).

### 3.11 Data Analysis Methods

Data analysis is the transformation of data collected into information about the study phenomenon and provides a room for further discussion (ICAP, 2011). In this study, both quantitative tools were used to come with report on workforce diversity in organizations. The use of multiple regression and correlations were adopted in the study as tools for data analysis.

Babbie (2010), narrated that normally quantitative research approach tends to focus on analyzing numerical data, compared to the qualitative approach which deals with meanings, examining the attitudes, feelings, and motivations of people. Descriptive analysis utilizing percentage and frequency distribution, and mean scores of collected data which are useful in explaining the distribution of responses and in order to come up with valid conclusions. The study made use of SPSS program version 20 in analyzing the quantitative data. Inferential analyses involving not only regression analysis, and also the correlation between the independent and dependent variables was established using Pearson's correlation coefficient. To test the hypotheses of this study regression analysis was used.

A multiple linear regression is as follows:

$$OP = \beta_0 + \beta_1 EAGD_1 + \beta_2 BSGD_2 + \beta_3 SGD_3 + \varepsilon$$

Where:

OP = Organizational Performance (Dependent Variable)

$\beta_0$  = regression model constant,

$\beta_1$ ,  $\beta_2$  and  $\beta_3$  represent coefficients of independent variables.

EAGD = Employees' awareness of the existence of gender diversity policies.

BSGD = the knowledge of the barriers and solutions to staff gender diversity.

SGD = staff gender diversity.

$\varepsilon$  = error term.

### **3.10.1 Assumptions of Multiple Regression**

Through the coefficient of determination, multiple regression analysis was utilized to demonstrate the extent of variation explained by the independent variable on the dependent variable ( $R^2$ ). The majority of statistical tests rely on presumptions regarding the variables being analyzed. Meaningful data analysis requires a grasp of both the assumptions are violated and the circumstances in which they have minimal impact. Therefore, diagnostic testing was conducted to establish the fitness of variables for inferential statistical analysis and to ensure that the assumptions of multiple regression analysis are not violated, leading to inaccurate estimations.

### **3.12 Ethical Consideration**

A letter was obtained from the university to introduce the researcher and explain the aims of the study to the related authority, and received the authorization letter from PSSSF to continue with data collection. The study adhered to a code of research ethics by protecting the right and privacy of information. The researcher requested a research clearance and permits from respective authorities and information gatekeepers. The researcher maintained high levels of confidentiality and integrity during the duration of the research both in the field while collecting the data and afterwards during analysis and reporting, there was acknowledgement of other ideas and finding throughout the study by using referencing system. In short, the researcher adhered to ethical and moral issues by acting appropriately regarding the

rights of persons who are the subject of this work, including the right to know the true purpose of the research, confidentiality, the rule of law, and the right to decide which question to answer and the right to withdraw from participation.



## CHAPTER FOUR

### RESULTS AND DISCUSSION

#### 4.1 Overview

This chapter presents research findings on gender diversity and the organizational performance. Following the completion of the questionnaires, the data was evaluated, condensed, and presented in the form of tables, charts, and graphs. The results presentation and analysis in this study are based on the specific study objectives, based on the precise goals of the study, wherein the researchers' established questions that were used to obtain answers to research issues, the outcomes were then analyzed.

#### 4.2 Response Rate

The term "response rate" refers to the proportion of respondents who completed the questionnaire and sent it back, relative to the total number of questionnaires distributed (Frankfort-Nachmias, 1996). For this study, 33 employees of PSSSF Southern Highlands Zone (SHZ) received questionnaires as part of the study; 33 responded successfully to the online research questions. This is an adequate response rate as is consistence with (Mugenda, 1999) who reported that a response above 50% is good enough for research reporting.

**Table 4.1: Response Rate**

Response	Number of Respondents	Percentage (%)
Expected responses	33	100
Received response	33	100

**Source:** Field Data (2023).

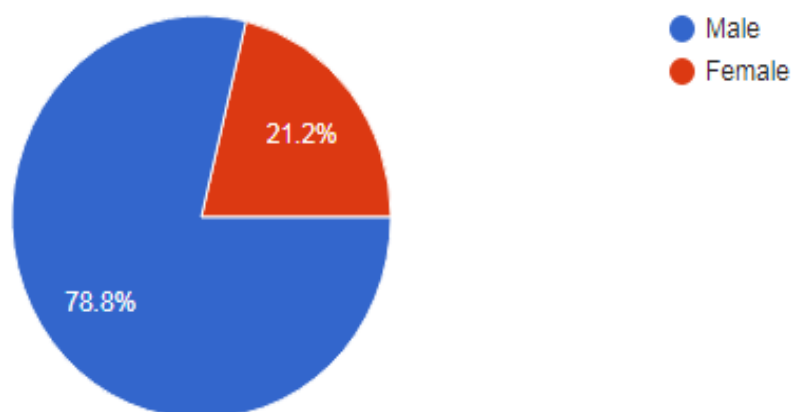
As shown in Figure 4.1, the 100% response rate was achieved, this is attribute to the fact that the researcher made it easy for the respondents to easily understand the questions for quick response by pre-testing the questionnaire to identify possible problems in relation to ambiguity so that they can be rectified before the actual survey starts, and 10 samples of the questionnaire was sent to 10 randomly selected respondents. Items in the questionnaire that were not understood by the respondents were clarified before full-scale collection of the data. Furthermore, the researcher made use of online questionnaire making it easy to persistently follow-up on the respondents to respond to the questionnaire.

### 4.3 Demographic Background

This section describes the respondents' demographic background including age group, gender, and staffs' designation.

#### 4.3.1 Staffs' Gender

33 responses



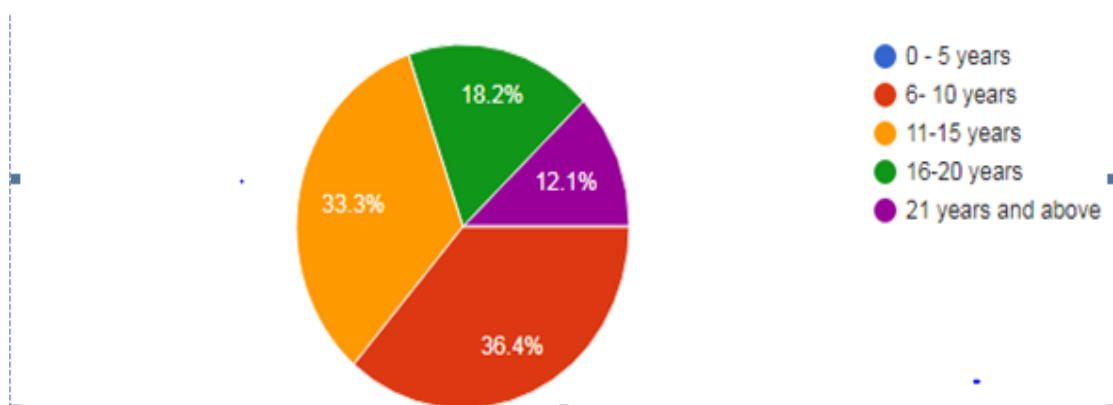
**Figure 4.1: Staffs' Gender**

**Source:** Researcher's Computations (2023).

As figure 4.1 indicated, 26 (78.8%) of the respondents were males and 7 (21.2%) were females. The results demonstrated that the researcher managed to collect data from both male and female employees, however, the study also depicted that a large number of employees in this area are males.

#### 4.3.2: Working Experience in Years

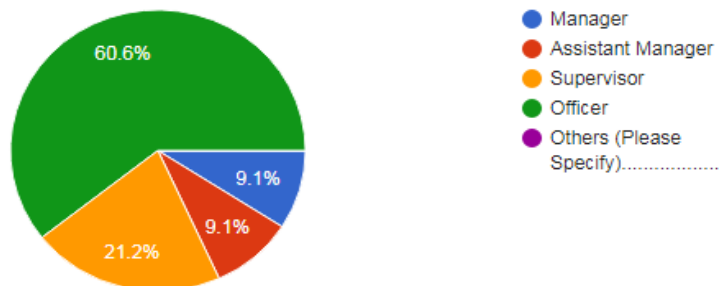
Fig. 4.2 showed that the largest group 12 (36.4%) of the respondents had 6 to 10 years working experience, 11(33.3%) of the respondents had 11 to 15 years working experience, while 6 (18.2%) respondents had 16 to 20 years of experience, and 4 (12.1%) of the respondents had 21 years and above work experience. This indicates that all respondents have worked for more than 5 years in the organization. Boxter (2008) recommended that respondents with high working experience help in providing reliable data on the core activities and sought problem since they have technical experience on the problem being examined by the study. The organization not having employees of between 0 – 5 years is attributed to the fact that the institution did not engage in much employment activities after 2015.



**Figure 4.2: Working Experience**  
**Source:** Researcher's Computations (2023)

### 4.3.3 Designation

33 responses



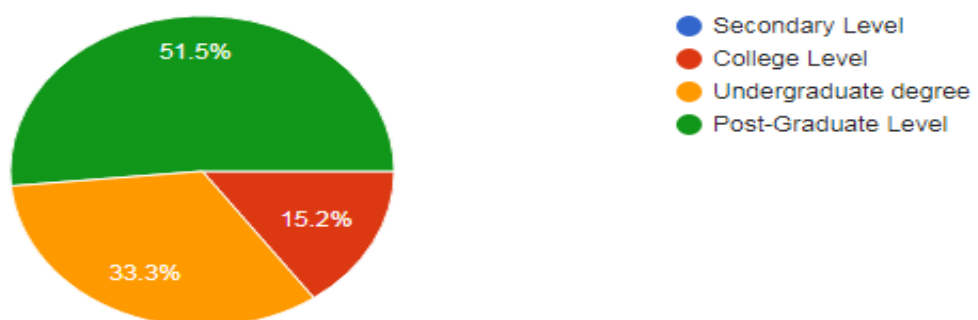
**Figure 4.3: Designation of Respondents**

Source: Field Findings (2023).

Figure 4.3 displays that 60.6% (20) respondents were officers, while 21.2% (7) respondents were supervisors, 9.1% (3) respondents were managers; also 9.1% (3) respondents were assistant managers. The finding portrayed that the majority of this study's respondents were regular officers; these respondents were well placed to provide accurate and reliable information needed for this study.

### 4.3.4 Highest Academic or Professional Qualification

The level of education was taken as an important element by the researcher, determining the respondents' education level was imperative as perceptions could also vary depending on the education level. The study respondents were asked to show level of education.



**Figure 4.4: Respondents Level of Education**

Source: Field Findings (2023).

Figure 4.4 displays that 51.5% (17) respondents had post-Graduate education level, about 33.3% (11) of the respondents had undergraduate degree education level, and 15.2% (5) have a college diploma. This indicates that the majority of respondents have a post-graduate education level.

#### **4.4 The Effect of Gender Diversity on the Organizational Performance, A case of PSSSF Southern Highlands Zone**

Gender diversity on the organizational performance, a case of PSSSF Southern Highlands Zone includes employees' awareness of the existence of gender diversity policies, the knowledge of the barriers to gender diversity, and gender diversity. The study intended to assess the effects of gender diversity and the organizational performance, a case of PSSSF Southern Highlands Zone in each area of employees' awareness of the existence of gender diversity policies, the knowledge of the barriers to gender diversity, and gender diversity. To determine the impact of each area, the researcher provided the statements to the study respondents to select the correct answer based on what they understood consistent with the study objectives.

The findings for each variables were showed by using the mean score and then the meaning of each score was shown, where the mean score ranging from 1 to 2.4 meant that respondents had a negative attitude with the given statements, whereby mean score ranging from 2.5 to 3.4 presents that respondents had a neutral/undecided attitude towards the given statements, and the mean score with range from 3.5 up to 5.0 presents that the respondents highly agreed with given statements in line with (Sack, 2021; McLeod, 2019). The aggregate mean was then calculated and plugged in the regression model to determine the relationship between

the variables.

#### **4.4.1 The Effects of the Employees' Awareness of the Existence of Gender Diversity Policies on the Organizational Performance at PSSSF**

The objective was to determine the effects of employees' awareness of the existence of gender diversity policies on the organizational performance at PSSSF by asking the respondents to show their understanding of the effects of the employees' awareness of the existence of gender diversity policies on the organizational performance at PSSSF. The answers were presented in the table below;

**Table 4.2: Descriptive Statistics, Effects of Employees' Awareness of the Existence of Gender Diversity Policies on the Organizational Performance at PSSSF**

<b>The Employees' Awareness of the Existence of Gender Diversity Policies on the Organizational Performance at PSSSF</b>	<b>Mean Score</b>	<b>Attitude</b>
Gender diversity in the workplace is important for maximizing organizational performance.	4.6	Positive
I am aware of the gender diversity policies in my workplace.	4.5	Positive
Gender diversity policies improve workplace culture and employee morale.	2.9	Neutral
All employees should be required to undergo training on gender sensitivity and diversity.	4.5	Positive
My organization's performance would be enhanced by having a more diverse workforce.	4.4	Positive
Gender diversity policies positively impact employee recruitment and retention.	4.4	Positive
I believe that my organization values diversity and inclusion.	3.2	Neutral
Policies that prevent discrimination and harassment based on gender should be a priority for all workplaces.	4.5	Positive
Gender diversity policies attract a wider pool of qualified candidates and improve the quality of employees hired.	4.3	Positive
<b>Aggregate Mean</b>	<b>4.1</b>	<b>Positive</b>

As shown in Table 4.2, gender diversity in the workplace is important for maximizing organizational performance (4.6). They also agreed that they are aware

of the gender diversity policies in my workplace (4.5). In addition, the respondents were neutral on gender diversity policies improving workplace culture and employee morale (2.9). They further, revealed that all employees should be required to undergo training on gender sensitivity and diversity (4.5). They affirmed that their organization's performance would be enhanced by having a more diverse workforce (4.4). They show that gender diversity policies positively impact employee recruitment and retention (4.4). They are neutral on the belief that their organization values diversity and inclusion (3.2). Also, they reported that policies that prevent discrimination and harassment based on gender should be a priority for all workplaces (4.5), and, they agreed that gender diversity policies attract a wider pool of qualified candidates and improve the quality of employees hired (4.3).

Generally, the respondents had a positive attitude in the majority of the statements. Thus, it is concluded that employees have a positive attitude (4.1) of the awareness of the existence of gender diversity policies on the organizational performance.

#### **4.4.2 The Effects of the Knowledge of the Barriers to Gender Diversity on the Organizational Performance at PSSSF**

The objective was to determine the effects of the knowledge of the barriers to gender diversity on the organizational performance at PSSSF by asking the respondents to show their understanding of the effects of the knowledge of the barriers to gender diversity on the organizational performance at PSSSF. The answers were presented in the Table 4.3.

**Table 4.3: Descriptive Statistics, Effects of the Knowledge of the Barriers to Gender Diversity on the Organizational Performance at PSSSF**

<b>The Effects of the Knowledge of the Barriers to Gender Diversity on the Organizational Performance at PSSSF</b>	<b>Mean Score</b>	<b>Attitude</b>
Gender diversity initiatives face challenges from individuals' resistance to changes in traditional organizational culture.	3.8	Positive
Lack of visibility and representation of women at top-level management is an obstacle to achieving gender diversity in an organization	3.9	Positive
I think that organizations that prioritize gender diversity in their workforce tend to achieve better financial results.	4.4	Positive
My organization needs to implement more proactive recruitment strategies that focus on attracting, hiring, and retaining diverse talent.	4.3	Positive
Women face unique challenges in their careers, such as receiving less compensation than their male peers and the glass ceiling effect.	3.7	Positive
Encouraging work-life balance and family-friendly policies can help retain female employees.	4.1	Positive
I believe that mentorship programs and other support systems can help eliminate gender bias in my organization.	4.2	Positive
Introducing flexible work arrangements and telecommuting options can make it easier for women to balance career and family.	4.1	Positive
I think that women are often underrepresented in certain industries due to perceived gender norms.	4.1	Positive
My organization must make a conscious effort to create and promote a culture of inclusivity and equality in the workplace.	4.4	Positive
<b>Aggregate Mean</b>	<b>4.1</b>	<b>Positive</b>

As shown in table 4.3 gender diversity initiatives face challenges from individuals' resistance to changes in traditional organizational culture (3.8). They also agreed that lack of visibility and representation of women at top-level management is an obstacle to achieving gender diversity in an organization (3.9). In addition, the respondents think that organizations that prioritize gender diversity in their workforce tend to achieve better financial results (4.4). They further, revealed that organization needs to implement more proactive recruitment strategies that focus on attracting, hiring, and retaining diverse talent (4.3). They affirmed that women face unique challenges in their careers, such as receiving less compensation than their male peers and the glass ceiling effect (3.7).

They show that encouraging work-life balance and family-friendly policies can help retain female employees (4.1). They believe that mentorship programs and other



support systems can help eliminate gender bias in my organization (4.2). Also, they reported that introducing flexible work arrangements and telecommuting options can make it easier for women to balance career and family (4.1). They think that women are often underrepresented in certain industries due to perceived gender norms (4.1), and, they agreed that organization must make a conscious effort to create and promote a culture of inclusivity and equality in the workplace (4.4).

Generally, the respondents had a positive attitude in the majority of the statements. Thus, it is concluded that employees have a positive attitude (4.1) of the knowledge of the barriers to gender diversity on the organizational performance.

#### **4.4.3 The Effects of Gender Diversity on the Organizational Performance at PSSSF**

The objective was to determine the effects of gender diversity on the organizational performance at PSSSF by asking the respondents to show their understanding of the effects of gender diversity on the organizational performance at PSSSF. The answers were presented in the table below;

**Table 4.4: Descriptive Statistics, Effects of Gender Diversity on the Organizational Performance at PSSSF**

<b>The Effects of Gender Diversity on the Organizational Performance at PSSSF</b>	<b>Mean Score</b>	<b>Attitude</b>
Organization gives a comfortable environment to work with the boss regardless of gender diversity.	3.6	Positive
Organization encourages effective communication regardless of gender diversity.	3.6	Positive
I'm comfortable to work with both genders.	4.5	Positive
I value others regardless of the gender.	4.4	Positive
I can learn new skills, values working with people of other gender.	4.5	Positive
Gender quota policy is necessary from recruitment to retainment.	4.2	Positive
I value and respect fundamental differences with respect to gender.	4.3	Positive
There is no difference in work performance of both genders.	3.7	Positive
<b>Aggregate Mean</b>	<b>4.1</b>	<b>Positive</b>

As shown in Table 4.4 organization gives a comfortable environment to work with the boss regardless of gender diversity (3.6). The respondents also agreed that their organization encourages effective communication regardless of gender diversity (3.6). They further, revealed that they are comfortable to work with both genders (4.5). They affirmed that they value others regardless of the gender (4.4). They reported that can learn new skills, values working with people of other gender (4.5). In addition, they agreed that gender quota policy is necessary from recruitment to retainment (4.2). Furthermore, they value and respect fundamental differences with respect to gender (4.3), and, there is no difference in work performance of both genders (3.7).

Generally, the respondents had a positive attitude in the majority of the statements. Thus, the study concludes that employees have a positive attitude (4.1) of gender diversity on the organizational performance.

#### **4.5 Correlation Matrix Analysis**

In statistics, the term "correlation" is used to indicate a relationship between two quantitative variables. This relationship is supposed to be linear, meaning that one variable will grow or decrease by a given amount for every unit change in the other. The correlation coefficient, which ranges from +1 through 0 to -1, quantifies the strength of the relationship between the corresponding variables. The correlation is positive when one variable rises while the other falls; it is negative when one variable falls while the other rises. Table 4.5 displays the findings of the correlation analysis that was performed to assess the level of relationship between the study's variables.

**Table 4.5: Correlation Matrix**

Variables	Organizational Performance	The employees' awareness of the existence of gender diversity policies	The knowledge of the barriers to gender diversity	Gender diversity
Organizational Performance	1.0000			
The employees' awareness of the existence of gender diversity policies	0.593** * (0.007)	1.0000		
The knowledge of the barriers to gender diversity	0.653** * (0.000)	0.342*** (0.001)	1.0000	
Gender diversity	0.487** * (0.000)	0.347** * (0.001)	0.431*** (0.000)	1.0000
<i>Significance value in parentheses, *** Correlation is significant at the 0.01 level (2-tailed).</i>				

**Source:** Study Findings (2023)

Correlation analysis can highlight the relationship between independent and dependent variables as well as whether the independent variables are excessively tightly correlated, which may point to a multicollinearity issue within the relevant independent variables. Fortunately, the correlation coefficients' magnitude in this instance is less than 0.70, indicating that the variables are not multicollinear. Additionally, it should be noted that when the coefficient has a value of -1 or 1, it denotes a perfectly negative or positive relationship between the independent and dependent variables, respectively, in order to interpret the strength and direction of association between the independent and dependent variables of this study. A number of -1 to -0.5/1 to 0.5 indicates a stronger negative relationship, -0.5 to -0.1/0.5 to 0.1 indicates a lesser negative link, and a value of -0.1 to 0.1 indicates little to no relationship between the variables.

Due to the correlation coefficient of 0.593, the finding in Table 4.5 indicates a stronger positive association between organizational performance at PSSSF and

employees' awareness of the existence of gender diversity policies. The results also show a larger positive correlation ( $r = 0.653$ ) between knowledge of the barriers to gender diversity and PSSSF organizational effectiveness. The data in Table 4.5 also show a smaller positive correlation ( $r = 0.487$ ) between gender diversity and PSSSF organizational performance.

#### 4.6 Multiple Regression Analysis

A Multiple regression analysis was utilized to establish the relationships between independent (employees' awareness of the existence of gender diversity policies, the knowledge of the barriers to gender diversity, gender diversity) and dependent variable (Organizational Performance). The findings are shown in Table 4.5, and 4.6.

**Table 4.6: Model Summary**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.715 <sup>a</sup>	.664	.649	0.479069

**Predictors:** (Constant), employees' awareness of the existence of gender diversity policies, the knowledge of the barriers to gender diversity, gender diversity.

**Source:** Study Findings (2023).

The model summary results indicate that all the independent variables (the employees' awareness of the existence of gender diversity policies, the knowledge of the barriers to gender diversity, gender diversity) jointly explain 66.4% ( $R^2 = 0.664$ ) of the total variations in organizational performance, as indicated by an R Square of 0.664. The balance of 0.336 thus represents other variables, not included in the model that may help explain 33.6% of the variations in organizational performance at PSSSF.

**Table 4.7: Regression Coefficient Results**

Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.
	B	Std. Error	Beta		
(Constant)	.644	2.294		.281	.779
The knowledge of the barriers to gender diversity	.105	.136	.264	2.974	.067**
1 The employees' awareness of the existence of gender diversity policies	.279	.077	.229	3.688	.022***
Gender diversity	.388	.121	.313	3.208	.000***
a. Dependent Variable: Organizational Performance, ***, ** = Significant at 1%, and 5%					

**Source:** Study Findings (2023).

#### **4.6.1 The Effect of the Knowledge of the Barriers to Gender Diversity on Organizational Performance at PSSSF Southern Highlands Zone (SHZ)**

The finding in table 4.6 shows that the coefficients estimate of the knowledge of the barriers to gender diversity on organizational performance at PSSSF Southern Highlands Zone (SHZ) is 0.105 unit-points; meaning the knowledge of the barriers to gender diversity has 0.105 unit-points statistically significant at 5% level positive effect on organizational performance at PSSSF Southern Highlands Zone (SHZ) on average *ceteris paribus*.

The finding of this study contradicts with a study conducted by Hoogendoorn, Oosterbeek, & van Praag, (2013) on the impact of gender diversity on the performance of business teams: evidence from a field experiment. This study conducted a randomized field experiment in the Netherlands to examine the impact of gender diversity on business team performance. The authors found that while increasing gender diversity resulted in teams having a broader range of skills and perspectives; it did not have a positive effect on team performance. In fact, gender diversity had a negative impact on team cooperation and communication, ultimately leading to reduced performance.

Similarly, in a study titled the effects of diversity on business performance: Report of the diversity research network by Kochan *et al.*, (2003). The Effects of Diversity on Business Performance: Report of the Diversity Research Network. Human Resource Management, 42(1), 3-21 (2003), The Diversity Research Network conducted a comprehensive review of existing studies on diversity and organizational performance. Contrary to the widely held belief that gender diversity has a positive effect on performance, the report found limited evidence supporting this claim.

The findings suggested that the relationship between gender diversity and performance is context-dependent, with potential negative effects on decision-making processes and team cohesion. Herring (2009) in Does Diversity Pay? Race, Gender, and the Business Case for Diversity, examined the relationship between diversity and organizational performance by analyzing data from over 500 firms in the United States. While it found some positive effects of racial and ethnic diversity on financial performance, the study did not find a significant relationship between gender diversity and performance. In fact, gender diversity was associated with lower financial performance measures, challenging the notion that it universally leads to positive outcomes.

However, the finding concurs with a study titled the role of gender equality in development: A systematic review of the literature by Gupta, Turban, Wasti, & Sikdar (2018). This systematic review examined the literature on gender equality and its impact on various developmental outcomes, including organizational performance. The findings indicated a positive relationship between gender equality

initiatives and organizational performance, with more diverse and inclusive workplaces being associated with increased productivity, innovation, and employee satisfaction.

Similarly, a study on corporate governance, board diversity, and firm value by Carter, Simkins, & Simpson (2018), this study examined the relationship between board diversity, corporate governance, and firm value across a sample of S&P 1500 firms. The authors found a positive association between gender diversity on boards and firm value, suggesting that greater gender diversity leads to improved financial performance. The study also suggested that female directors bring unique perspectives and expertise, enhancing decision-making and corporate governance processes. Another study titled understanding the impact of gender diversity on individual performance by Wooldridge, Schmid, & Floyd (2017), analyzed data from over 4,000 employees in a financial services firm to investigate the relationship between gender diversity and individual performance.

The findings showed that gender diversity positively influenced individual performance, with diverse teams demonstrating higher sales and revenue generation. The study suggested that diverse teams benefit from increased creativity, information sharing, and problem-solving capabilities.

These studies highlight the positive effects of gender diversity on organizational performance and provide evidence supporting the notion that addressing barriers and promoting solutions to gender diversity can lead to improved outcomes for businesses.

#### **4.6.2 The Effect of the Employees' Awareness of the Existence of Gender Diversity Policies on Organizational Performance at PSSSF Southern Highlands Zone (SHZ)**

The finding in table 4.6 shows that the coefficients estimate of the employees' awareness of the existence of gender diversity policies on organizational performance at PSSSF Southern Highlands Zone (SHZ) is 0.279 unit-points; meaning the employees' awareness of the existence of gender diversity policies has 0.279 unit-points statistically significant at 1% level positive effect on organizational performance at PSSSF Southern Highlands Zone (SHZ) on average *ceteris paribus*.

The finding of this study contradicts with a study titled "Ringling the bell" to summon the relationship between employee gender-employee job fit, family-friendly organization perceptions, and career advancement opportunities by Kulik & Ryan, (2018), This study investigated the relationship between employee gender-job fit, perceptions of family-friendly organizations, and career advancement opportunities. The authors found that while employee awareness of gender diversity policies and family-friendly initiatives positively influenced perceptions of organizational support, it did not necessarily translate into increased career advancement opportunities. Gender stereotypes and biases still had a significant impact on career progression.

Similarly, in a study by Lyness & Judiesch (2014) titled can satisfaction reinforce the effects of gender on managerial and organizational advancement? This study examined the relationship between employee satisfaction, gender, managerial, and



organizational advancement. The findings indicated that while gender diversity policies may increase employee satisfaction and perceptions of fairness, they do not necessarily translate into higher rates of managerial advancement for women and consequently organizational performance. The study suggests that employees' awareness of gender diversity policies alone may not be sufficient to overcome other barriers and biases that hinder career progression and organizational performance.

On the other hand, the finding is in-line with a Literature titled "Managing diversity through human resource management: An international perspective and conceptual framework" by Shen, Chanda, D'Netto, & Monga (2009). This study examined the relationship between human resource management practices, including the promotion of diversity initiatives, and organizational performance across a global sample. The findings suggested that organizations that actively promote gender diversity policies and enhance employees' awareness of such policies tend to have higher levels of organizational performance, including improved financial outcomes.

Similarly, a study by Bohnet, van Geen, & Bazerman (2011) titled "When Performance Trumps Gender Bias: Joint versus Separate Evaluation". The study investigated the impact of joint versus separate evaluation of individuals on decision-making processes and gender bias. The results indicated that when organizations explicitly communicate gender diversity policies, and employees are aware of them, joint evaluation processes significantly reduced gender bias and led to fairer performance evaluations. Fair and inclusive evaluation practices contribute to enhanced organizational performance. Another study by Greer & Jehn, (2016) examining the influence of individual affectivity (positive or negative emotions) on

information processing and decision-making related to diversity. The findings suggested that when employees are aware of gender diversity policies and have a positive affective state, they process information more accurately, evaluate diverse perspectives more favorably, and make better decisions, ultimately leading to improved organizational performance.

Caligiuri, Minbaeva, & Verbeke (2017) examining the impact of gender diversity policies on the psychological contract of female expatriate leaders and its subsequent effects on organizational performance. The findings indicated that when female leaders are aware of gender diversity policies and perceive fairness and support, they report higher levels of job satisfaction, commitment, and performance. These positive outcomes contribute to improved organizational performance. Likewise, Ferreira & Misangyi (2017) investigated the relationship between the presence of women on corporate boards, gender diversity policies, and firm value. The findings indicated that when gender diversity policies are in place and employees are aware of them, the presence of women on corporate boards positively influenced firm value. The inclusion of diverse perspectives in decision-making processes, enabled by gender diversity policies, contributed to improved organizational performance.

Also, Hanif, Muhammad & Athar, Dr. & Rehman, Dr & Anwar, Abaidullah & Ali, Muhammad (2018) examined the relationship between corporate social responsibility (CSR) practices, employee engagement, and organizational performance in China. The findings indicated that when employees are aware of gender diversity policies as part of a broader CSR framework, they are more engaged and committed to their organizations. This increased employee engagement

contributes to improved organizational performance.

#### **4.6.3 The Effect of the Gender Diversity on Organizational Performance at PSSSF Southern Highlands Zone (SHZ)**

The finding in table 4.6 shows that the coefficients estimate of the gender diversity on organizational performance at PSSSF Southern Highlands Zone (SHZ) is 0.388 unit-points; meaning the gender diversity has 0.388 unit-points statistically significant at 1% level positive effect on organizational performance at PSSSF Southern Highlands Zone (SHZ) on average *ceteris paribus*.

The finding contradicts with a study by Hoobler, Lemmon, & Wayne, (2017) titled “Women's underrepresentation in upper management: New insights on a persistent problem”. This study examined the underrepresentation of women in upper management positions and its impact on firm financial performance. The findings indicated that there is no significant relationship between gender diversity at the executive level and firm performance. The study suggests that while gender diversity may have other benefits, such as increased employee satisfaction, it may not directly translate into improved organizational performance.

Similarly, Booth & Nolen (2012) analyzed data from a large sample of firms across several countries to examine the relationship between gender diversity and firm performance. The results indicated that there is no significant association between gender diversity on corporate boards and financial performance. The study suggests that factors other than gender diversity, such as firm-specific characteristics or industry dynamics, may be more influential in determining organizational

performance. Furthermore, Ahern & Dittmar (2012) examined the effects of mandated gender diversity initiatives on firm valuation. The findings indicated that while the representation of women on corporate boards increased following regulatory changes, there was no significant impact on firm valuation. The study suggests that gender diversity initiatives alone may not be sufficient to improve organizational performance unless accompanied by other organizational changes and supportive practices.

On the other hand, the finding is in-line with a study by Adams & Ferreira (2009) their study investigated the relationship between gender diversity on corporate boards and organizational performance across a large sample of firms. The findings indicated that firms with more women on their boards outperformed those with fewer women in terms of both market and accounting performance. The study suggests that gender diversity on boards can positively contribute to improved organizational performance. Similarly, Campbell & Mínguez-Vera (2008) analyzed the relationship between board gender diversity and firm financial performance across multiple countries.

The findings indicated a positive association between gender diversity on corporate boards and firm financial performance. The study suggests that gender diversity contributes to more effective monitoring and governance processes, leading to improved organizational performance. A recent study by Tregaskis, Heraty, & Daniels (2018) examined the relationship between equal opportunities and diversity management practices and organizational performance in Ireland. The findings indicated a positive association between gender diversity and organizational

performance. The study suggests that organizations that actively promote gender diversity have higher levels of employee engagement, innovation, and customer satisfaction, ultimately leading to improved organizational performance.

Hoenig & Choi (2019) investigated the impact of gender diversity on corporate performance specifically within the hedge fund industry. The findings showed that hedge funds with greater gender diversity in their leadership teams experienced higher risk-adjusted returns. The study suggests that gender-diverse teams bring diverse perspectives and decision-making approaches, leading to improved investment strategies and overall organizational performance. Most recently, Guillaume *et al.*, (2021) examines existing empirical evidence on the relationship between diversity and organizational performance. The findings support the notion that gender diversity is positively related to various indicators of organizational performance, such as financial performance, innovation, and employee well-being. The study emphasizes the need for organizations to create inclusive environments that leverage the potential benefits of gender diversity to drive improved performance.

These studies provide evidence supporting the positive impact of gender diversity on organizational performance. However, it is important to note that the specific contexts and industries examined in these studies may differ, and further research is always valuable to gain a comprehensive understanding of the relationship between gender diversity and organizational performance.

## **CHAPTER FIVE**

### **SUMMARY, CONCLUSION, RECOMMENDATION AND POLICY IMPLICATION**

#### **5.1 Overview**

This last chapter presents the summary of the findings, conclusions which were reached, recommendations for stakeholders and their policy implications as well as areas for further study.

#### **5.2 Summary of Key Findings**

This research intended to assess the effect of gender diversity on the organizational performance: The case of PSSSF Southern Highlands Zone (SHZ) through investigating the effect of employees' awareness of the existence of gender diversity policies, the knowledge of the barriers to gender diversity, and gender diversity. The study intended to assess the effects of gender diversity and the organizational performance. Regression model were used to analyze quantitative data respectively. Regression results revealed a positive relationship between the gender diversity on the organizational performance (the awareness of employees of the existence of gender diversity policies, the knowledge of the barriers to gender diversity, gender diversity) and the dependent variable, the organizational performance.

So, the model summary results indicate that all the independent variables (the effect of employees' awareness of the existence of gender diversity policies, the knowledge of the barriers to gender diversity, and gender diversity) jointly explain 66.4% ( $R^2 = 0.664$ ) of the total variations in organizational survival, as indicated by an R Square of 0.664. The balance of 0.336 thus represents other variables, not included in the

model that may help explain 33.6% of the variations in organizational performance at PSSSF Southern Highlands Zone (SHZ).

On the effect of the employees' awareness of the existence of gender diversity policies on the organizational performance at PSSSF Southern Highlands Zone (SHZ), the study revealed that an increase in each unit point (1%) of the awareness of employees of the existence of gender diversity policies at PSSSF Southern Highlands Zone (SHZ) will result in an increase in the organizational performance by 0.279 units (27.9%) on average, all other things being equal. Furthermore, the study among others revealed that gender diversity in the workplace is important for maximizing organizational performance.

On examining the influence of the knowledge of the barriers to gender diversity on organizational performance at PSSSF Southern Highlands Zone (SHZ), the study revealed that an additional unit point of the knowledge of the barriers to gender diversity at PSSSF Southern Highlands Zone (SHZ) will result in an increase in on organizational performance by 0.105 units on average, all other things being equal. Furthermore, this study revealed that organization that prioritizes gender diversity in their workforce tends to achieve better financial results.

In assessing the relationship between gender diversity and organizational performance at PSSSF Southern Highlands Zone (SHZ), the study revealed that an increase in each unit point (1%) of gender diversity at PSSSF Southern Highlands Zone (SHZ) will result in an increase in organizational performance by 0.388 units (38.8%) on average, all other things being equal.

### **5.3 Conclusion of the Study**

This study sought to assess the effect of gender diversity on the organizational performance: The case of PSSSF Southern Highlands Zone (SHZ); the independent variables were employees' awareness of the existence of gender diversity policies, the knowledge of the barriers to gender diversity, and gender diversity. Based on the research findings, it can be concluded that increasing the employees' awareness of the existence of gender diversity policies, the knowledge of the barriers to gender diversity and gender diversity have a positive effect on organizational performance at PSSSF Southern Highlands Zone (SHZ).

### **5.4 Recommendations and Policy Implications of the Finding**

Based on the regression analysis, which found that increasing the employees' awareness of the existence of gender diversity policies, the knowledge of the barriers to gender diversity and gender diversity have a positive effect on organizational performance at PSSSF Southern Highlands Zone (SHZ), the following recommendations are given.

The public service social security fund in Tanzania should focus on developing targeted awareness programs to ensure that all employees are aware of the existence and importance of gender diversity policies. These programs should be mandatory for all employees and should include training sessions, workshops, and informative materials.

Organizational leaders should implement training programs that aim to eradicate biases and promote a culture of inclusivity. These programs should provide



employees with the necessary tools to understand the barriers faced by underrepresented genders and promote a respectful work environment.

The fund should create clear accountability structures to ensure that gender diversity policies are effectively implemented and monitored. This could include appointing diversity officers, establishing reporting mechanisms, and regularly evaluating the impact of these policies on organizational performance. Implement mentorship and sponsorship programs to support the career development of underrepresented genders. These programs can help address barriers such as lack of role models and limited opportunities for advancement.

Introduce flexible work arrangements that allow employees to balance their personal and professional lives. This could include options for remote work, flexible working hours, and extended parental leave.

### **5.5 Areas for Further Research**

Assessing the impact of gender diversity policies in different sectors: Further research could investigate the specific impact of gender diversity policies in different sectors from the public service social security fund in Tanzania. This could help identify variations in outcomes and develop targeted strategies accordingly. Investigate the influence of organizational culture on the implementation and effectiveness of gender diversity policies. This could include exploring factors such as leadership commitment, organizational values, and employee attitudes towards diversity.

Conduct longitudinal studies to assess the sustained impact of gender diversity on key organizational performance indicators, such as productivity, employee satisfaction, and retention rates. This would provide a clearer understanding of the long-term benefits and challenges associated with gender diversity policies.

Examine how leadership styles, behaviors, and practices impact the successful implementation of gender diversity policies. This research could shed light on the specific actions leaders can take to foster an inclusive work environment.

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## APPENDICES

### Appendix I: Questionnaire

Dear Respondent,

My name is **Joyce Benjamin Mtinangi**, a student of the Open University of Tanzania (OUT) undertaking a study on “*Gender Diversity and Organizational Performance: A Case of Public Service Social Security Fund*”. This study forms part of the requirement for award of the degree of Master of Business Administration (MBA-Finance) of Open University of Tanzania. Please, read each question carefully and then answer to the best of your ability by giving your views/opinions, ticking the appropriate answer in the designated space. You are rest assured that the study is only for academic purposes; all and every information provided will therefore be treated with the utmost confidentiality, so your honest opinion is highly appreciated. It should be noted that the intervals of the Likert scale form a continuum.

### PART A: BACKGROUND INFORMATION

#### 1. Gender of the respondent

Male ☐

Female ☐

.....

#### 2. Designation:

Manager ☐

Assistant Manager ☐

Supervisor ☐

Officer ☐

Others (Please Specify) ☐

.....

3. Working Experience in years:

- 0 - 5 years ☐
- 6- 10 years ☐
- 11-15 years ☐
- 16-20 years ☐
- 21 years and above ☐
- .....

4. Highest Education Level Attained:

- i. Secondary Level ☐
- ii. College Level ☐
- iii. Undergraduate degree ☐
- iv. Post-Graduate Level ☐

**PART B: The employees' awareness of the existence of gender diversity policies on the organizational performance at PSSSF**

With regards to the employees' awareness of the existence of gender diversity policies on the organizational performance at PSSSF, kindly indicate by ticking the appropriate option, the extent to which you agree with the following statements based on the following scale: 1-Strongly disagree, 2-Disagree, 3-Neutral, 4-Agree and 5- Strongly agree.

Please (√) as appropriate.

	<b>The employees' awareness of the existence of gender diversity policies on the organizational performance at PSSSF</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
		<b>Strongly Disagree</b>	<b>Disagree</b>	<b>Neutral</b>	<b>Agree</b>	<b>Strongly Agree</b>
1.	Gender diversity in the workplace is important for maximizing organizational performance.					
2.	Employees should be aware of gender diversity policies in their workplace.					
3.	I am aware of the gender diversity policies in my workplace.					
4.	Gender diversity policies improve workplace culture and employee morale.					
5.	All employees should be required to undergo training on gender sensitivity and diversity.					
6.	My organization's performance would be enhanced by having a more diverse workforce.					
7.	Gender diversity policies positively impact employee recruitment and retention.					
8.	I believe that my organization values diversity and inclusion.					
9.	Policies that prevent discrimination and harassment based on gender should be a priority for all workplaces.					
10.	Gender diversity policies attract a wider pool of qualified candidates and improve the quality of employees hired.					

**PART C: The knowledge of the barriers to staff gender diversity to the organizational performance at PSSSF.**

With regards to the knowledge of the barriers to staff gender diversity to the organizational performance at PSSSF, kindly indicate by ticking the appropriate option, the extent to which you agree with the following statements based on the following scale: 1-Strongly disagree, 2-Disagree, 3-Neutral, 4-Agree and 5- Strongly agree.

Please (✓) as appropriate

	<b>The knowledge of the barriers to staff gender diversity to the organizational performance at PSSSF</b>	1	2	3	4	5
		Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
1.	Gender diversity initiatives face challenges from individuals' resistance to changes in traditional organizational culture.					
2.	Lack of visibility and representation of women at top-level management is an obstacle to achieving gender diversity in an organization					
3.	I think that organizations that prioritize gender diversity in their workforce tend to achieve better financial results.					
4.	My organization needs to implement more proactive recruitment strategies that focus on attracting, hiring, and retaining diverse talent.					
5.	Women face unique challenges in their careers, such as receiving less compensation than their male peers and the glass ceiling effect.					
6.	Encouraging work-life balance and family-friendly policies can help retain female employees.					
7.	I believe that mentorship programs and other support systems can help eliminate gender bias in my organization.					
8.	Introducing flexible work arrangements and telecommuting options can make it easier for women to balance career and family.					
9.	I think that women are often underrepresented in certain industries due to perceived gender norms.					
10.	My organization must make a conscious effort to create and promote a culture of inclusivity and equality in the workplace.					

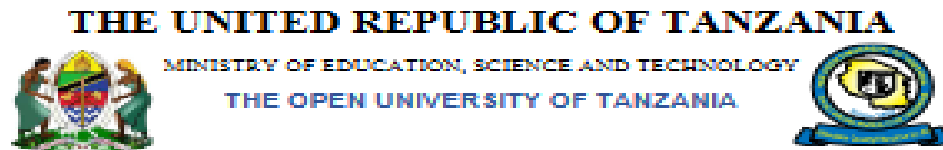
**PART D: The staffs gender diversity and the organizational performance at PSSSF**

With regards to the staff gender diversity and the organizational performance at PSSSF, kindly indicate by ticking the appropriate option, the extent to which you agree with the following statements based on the following scale: 1-Strongly disagree, 2-Disagree, 3-Neutral, 4-Agree and 5- Strongly agree

Please (√) as appropriate

	<b>The staff gender diversity and the organizational performance at PSSSF</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
		<b>Strongly Disagree</b>	<b>Disagree</b>	<b>Neutral</b>	<b>Agree</b>	<b>Strongly Agree</b>
1.	Organization gives a comfortable environment to work with the boss regardless of gender diversity.					
2.	Organization encourages effective communication regardless of gender diversity.					
3.	I'm comfortable to work with both genders.					
4.	I value others regardless of the gender.					
5.	I can learn new skills, values working with people of other gender.					
6.	Gender quota policy is necessary from recruitment to retainment.					
7.	I value and respect fundamental differences with respect to gender.					
8.	There is no difference in work performance of both genders.					

## Appendix II: Research Clearance Letters



Ref. No OUT/ PG2017888878

27<sup>th</sup> July, 2023

Director General,  
Public Service Social Security Fund (PSSSF),  
P.O. Box 1501,  
DODOMA.

Dear Director,

RE: RESEARCH CLEARANCE FOR M8 JOYCE BENJAMIN MTINANGI, REG NO: PG2017888878

2. The Open University of Tanzania was established by an Act of Parliament No. 17 of 1992, which became operational on the 1<sup>st</sup> 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 1<sup>st</sup> 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 Ms. Joyce Benjamin Mtinangi, Reg. No: PG2017888878) pursuing Master of Business Administration

(MBA). We here by grant this clearance to conduct a research titled "Gender Diversity and Organizational Performance: A Case of Public Service Social Security Fund". He will collect his data at your office from 28<sup>th</sup> July to 30<sup>th</sup> August 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 thank you in advance for your assumed cooperation and facilitation of this research academic activity.

Yours sincerely,

THE OPEN UNIVERSITY OF TANZANIA

Prof. Magreth S. Bushesha  
For: VICE CHANCELLOR