

**THE INFLUENCE OF WORKFORCE DIVERSITY ON PUBLIC
ORGANIZATION PERFORMANCE:
A CASE OF PUBLIC SECONDARY SCHOOLS IN ILALA DISTRICT DAR
ES SALAAM REGION**

**BY
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**A Dissertation Submitted in Partial /Fulfillment of the Requirements for the
Degree of Master of Science in Human Resource Management (MSc-HRM) of
Mzumbe University.
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CERTIFICATION

We, the undersigned, certify that we have read and hereby recommend for acceptance by the Mzumbe University, a dissertation entitled *The Influence of Workforce Diversity on Public Organization Performance. A Case of Public Secondary Schools in Ilala District Dar es Salaam Region* in partial/fulfillment of the Requirements for award of the degree of Master of Science in Human Resource Management (MSc-HRM) of Mzumbe University.

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DEDICATION

This work is dedicated to my beloved sister Neema Mhagama and her husband Kenneth Nchimbii and my Father, Maurice Mhagama and mother Matia Mapunda for being supportive in several respects.

LIST OF ABBREVIATIONS

PEDP	Primary Education Development Programme
SEDP	Secondary education development Programme
SPSS	Statistical Package of Social Science.

ABSTRACT

Workforce diversity is among the biggest challenge to many organizations, however majority of people believe that workforce diversity is fundamental for employee performance. The general objective of this study was to investigate the influence of workforce diversity on public organization performance in Ilala District in Dar es Salaam region. Three specific objectives included to examine the influence of gender diversity on employee performance; to investigate the influence of age diversity on employee performance; and to assess the influence of education diversity on employee performance.

The targeted population was teachers from public secondary schools of Ilala District in Dar es Salaam region where a sample of 80 respondents participated. Both theoretical and empirical literatures were reviewed. Research design used was a case study and both qualitative and quantitative approaches were used. Data collection method used was documentary analysis, while data collection instruments used were documentary review schedule and questionnaire. The analysis of data was done by using Software Package for Social Science (SPSS).

The findings of this study indicated that gender diversity contributes to employee performance. Youth teachers in public organizations are more adaptive to technological changes than those who are more aged in the given organization, therefore their influence in employee performance is high and age diversity is more advantageous to schools.

Moreover learning more skills increase the employees' performance, recruitment of employees in public secondary schools is done basing on education background to ensure efficient and performance of the employees, difference in education background is not a problem in performance of an employee.

Therefore, gender diversity on work station influence positively on employees' performance, age diversity contributes to employee performance, and education diversity increase employee's performance. Workforce diversity is inevitable to each organization and hence deliberate policies and strategies should be done in order to influence performance. Much study on workforce diversity should be done in Tanzania

TABLE OF CONTENTS

CERTIFICATION	I
DECLARATION AND COPYRIGHT.....	I
ACKNOWLEDGEMENT	II
DEDICATION.....	IV
LIST OF ABBREVIATIONS	V
ABSTRACT	VI
LIST OF TABLES.....	X
LIST OF FIGURES	XII
CHAPTER ONE	1
INTRODUCTION AND BACKGROUND TO THE PROBLEM.....	1
1.1 Introduction	1
1.2 Background to the Problem	3
1.3 Statement of the Problem	6
1.4 Research Objectives	7
1.4.1 General Objectives	7
1.4.2 Specific Objectives.....	7
1.5 Research Questions	7
1.6 Significance of the Study	7
1.7 Scope Of Study	8
1.8 Limitation of the Study	8
1.9 Delimitations of Study	8
CHAPTER TWO	10
LITERATURE REVIEW.....	10
2.1 Introduction	10
2.2 Theoretical Literature.....	10
2.2.1 Workforce Diversity in Broad	10
2.2.2 The Importance of Workforce Diversity	12
2. 2.3 Theories Which Relate to the Study.....	14

2.2.3.1 Social Identity Theory	14
2.2.3.2 Information/Decision-Making Theory	14
2.3 Empirical Literature Review	16
2.3.1the Influences of Workforce Diversity on Employee Performance	16
2.3.2 The Influence of Age Diversity on Employee Performance	17
2.3.3 The Influence of Education Diversity on Employee Performance	20
2.3.4 The Influence of Gender Differences on Employee Performance	22
CHAPTER THREE	27
RESEARCH METHODOLOGY	27
3.1 Introduction	27
3.2 Research Design.....	27
3.3 Area of Study	27
3.4 Population.....	27
3.5 Sampling Techniques And Procedures	28
3.5.1 Sample Size	28
3.5.2 Sampling Techniques	29
3.6 Sources of Data.....	29
3.7 Data Collection Methods And Instruments	29
3.8 Questionnaires	30
3.9 Data Collection Instruments	30
3.10 Data Management	31
3.11 Data Analysis Procedure	31
CHAPTER FOUR.....	33
DATA PRESENTATION ANALYSIS AND DISCUSSION.....	33
4.0 Introduction	33
4.1 Respondent Characteristics	33
4.1.1 Gender of the Respondents.....	33
4.1.2 Age of Respondents	34
4.1.3 Level of Education of Respondents	35
4.1.4 Work Experience of Respondents.....	35

4.1.5 Position of Employees in the Organization	36
4.3 The Influence of Gender Diversity on Employee Performance	37
4.4 The Influence of Age Diversity on Employee Performance	45
4.4 The Influence of Education Diversity on Employee Performance.	52
4.5. Discussion of the Findings	65
4. 5.1 The Influence of Gender Diversity on Employee Performance.	65
4.5.2 The Impact of Age Differences on Employees' Performance	67
4.5.3 T,O Survey the Impact of Education Diversity on Employees Performance	70
CHAPTER FIVE	72
SUMMARY, CONCLUSION AND RECOMMENDATIONS	72
5.0 Introduction	72
5.1 Summary of the Research Findings	72
5.2 Conclusion	73
5.3 Recommendations	74
5.3.1 General Recommendations	74
5.3.2 Recommendations For Further Studies	74
REFERENCES	75
APPENDENCES.....	83

LIST OF TABLES

Table 4. 1: Gender of the Respondents	34
Table 4. 2: Age of respondents.....	34
Table 4. 3: Education Level of Respondents.....	35
Table 4. 4: Work Experience.....	36
Table 4. 5: Position in the organization.	36
Table 4. 6: Employees have not been discriminated by employer in hiring	37
Table 4. 7: Organization does a Good Job of Hiring Women	38
Table 4. 8: Gender diversity facilitate teachers performance.....	39
Table 4. 9: Gender diversity is the basis for good performance of teachers	39
Table 4. 10: A Career development based on gender encouraged organization	40
Table 4. 11: Government's training meet the requirement of male and female	41
Table 4. 12: Women are involved in the organization's decision making as much....	41
Table 4. 13: I am positive about gender diversity in this workplace	42
Table 4. 14: Government does a good job in attracting and hiring basing	43
Table 4. 15: Opportunities for growth exist for both men and women	43
Table 4. 16: Performance target set for men is higher than that set for women.....	44
Table 4. 17: Gender diversity contributes nothing to employee performance	44
Table 4. 18: Fair treatment to all employees male or female	45
Table 4. 19: The influence of age diversity on employee performance.....	46
Table 4. 20: Team leaders include all members at different ages in problem.....	46
Table 4. 21: weather age differences in workgroup course conflict.....	47
Table 4. 22: At work, lack of bonding with people in different age group.....	48
Table 4. 23: Employees Positivity or negativity about age diversity	48
Table 4. 24: Age diversity in schools facilitate succession plan in management.....	49
Table 4. 25: If age diversity increase or not an employee performance	49
Table 4. 26: Youth teachers are more adoptive to technological changes	50
Table 4. 27: Aged teachers are more productive than youth teachers	51
Table 4. 28: Age diversity is more advantageous to schools	51
Table 4. 29: Recruitment basing on education background of employees	52

Table 4. 30: Organization provide paid study leave	53
Table 4. 31: Opportunities for growth and advancement.....	54
Table 4. 32: Differences in education background do not encourage conflict.....	54
Table 4. 33: Lack of confidence due to education background.....	55
Table 4. 34: Team leader includes all members at different education level.	56
Table 4. 35: The organization provide equal treatment	56
Table 4. 36: Commitment to mission and direction of my organization	57
Table 4. 37: Motivation to complete the task given.	58
Table 4. 38: Performance Affects the Level of Salary.....	58
Table 4. 39: Enjoyment of tasks and division of work	59
Table 4. 40: Commitment to mission and direction of organization.	60
Table 4. 41: Motivation in completing tasks	60
Table 4. 42: Cooperation among employees from different ethnicity	61
Table 4. 43: Opposite gender can perform well and enjoy working with them.	61
Table 4. 44: Performance level affects salary levels.	62
Table 4. 45: Satisfaction of Current salaries	63
Table 4. 46: Chance of imposing other methods of performing the job	64
Table 4. 47: Learning more skills improve task performance.....	64
Table 4. 48: Good employee performance is for future growth of organization.....	65

LIST OF FIGURES

Figure 2. 1: Conceptual Framework	26
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CHAPTER ONE

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INTRODUCTION AND BACKGROUND TO THE PROBLEM

1.1 Introduction

One of the greatest phenomena in the area of organizational behavior is the staff diversity on organizational performance. The business environment is highly competitive now days and the companies who practicing the employees diversity tend to outperform their competitors who do not invest in diversity. This is what we call employees simulates and differences at work place.

Kitololo, (2005), views employees diversity comprising of age, the work environment, outlook and opinions, level of education, ethnicity, ideology, experience, sex level of income that promote the unique value of the organization.

In recent decades, a considerable amount of research has been conducted showing how vital workforce diversity is for organizations. For some natives, workforce diversity holds noteworthy standardizing and typical significance, flagging government is both broadly open and for the most part reasonable—a point that is especially important given the evolving socio-statistic profile of the United States. Pitts (2005); Smith and Fernandez (2010); Theobald and Haider-Markel (2009); Selden and Selden (2001); Selden (1997); Hinderla (1993).

Moreover, confirm recommends public organizations with diversity workforces seek after and execute approaches and rehearses in an unexpected way, and in ways that apparently meet a more extensive scope of resident needs, needs, and desires. Smith and Fernandez(2010); Selden (1997); Hinderla (1993). A few researchers additionally contend workforce diversity enhances authoritative performance by presenting new thoughts and points of view that can be helpful while tending to complex hierarchical errands, e.g., Pitts and Wise (2010); Page (2007); Riccucci (2002); Selden (1997).

Diversity postures extreme difficulties for directors in both public and private organizations these are aggravated in the general population part by weights making extra difficulties for the common management framework. Public organizations in many nations, rich and poor, encounter a situation portrayed by more prominent shortage of assets. Rivalry, weights to decrease the creation part of the State, and citizen requests for higher proficiency and cost-viability check the new work put substances. In this specific situation, motivating forces to put resources into human cash-flow to change in accordance with the new requests will be negligible. Public authorities and administrators must react to contending requests as they plan and execute programs that both increment adaptability and address the necessities for a more various workforce viably Berman et al, (2001).

Regardless of its clear significance, explore on workforce differences and diversity management particularly, has been moderately restricted in scope, driving some to close it regularly neglects to offer professionals important knowledge into how differences can be overseen adequately inside public organizations Others have recommended a considerable lot of the performance related advantages of workforce diversity qualities remain to a great extent theoretical and warrant promote examination and approval (Naff and Kellough 2003; Pitts and Wise 2010; Choi and Rainey 2010; Choi 2009; Selden and Selden 2001).

Workforce diversity is an essential part for a large portion of the organizations. It has progressively turned into a "hot – catch" issue in corporate, political, and lawful circles. For instance, overseeing workforce differences is a standout amongst the most troublesome and squeezing difficulties of present day organizations managers in broad daylight and private organizations should comprehend, anticipate and deal with this interesting local nature of the various employees. Wentling and PalmaRivas (2000) characterized diversity as the Co-presence of employees from different socio-social foundation inside the organization. It incorporates social variables as race, sexual orientation, age, shading, ethnicity, physical capacity, nationality, religion, dialect, and way of life, convictions, physical appearance and monetary status.

Employees' diversity is characterized by Kreitner and Kinich (2004) as the huge number of the individual contrasts and likenesses that exist among the general population working in an association. In the present worldwide and aggressive condition, the general agreement is that organizations that benefit from diversity are probably going to perform superior to organizations without the favorable circumstances that diversity qualities brings (Mkoji. D and Sikalich. D. 2012).

As indicated by Aswathappa (2008), diversity is essential for Human Resource Manager for the accompanying reasons, the quantity of youthful laborers in the employees is expanding, more ladies are joining the employees, the extent of ethnic minorities in absolute employees is expanding, employees versatility is expanding, worldwide professions and ostracizes are getting to be noticeably normal, and universal experience is turning into a pre-imperative for movement to many top-level administrative positions.

Cox and Blake (1991) also argues that employees 'diversity increment better basic leadership, higher inventiveness and Innovation, more prominent achievement in showcasing to remote and local ethnic minority groups, and a superior dissemination of financial public door. Organizations with a various employees can better comprehend clients' needs (Wentling and Palma-Rivas, 2000)

Diversity is useful to both partners and businesses. Despite the fact that is Interdependent in the working environment, regarding singular contrasts can expand profitability. Likewise diversity decreases claims and increment showcasing openings, enlistment, innovativeness, and business picture. Esty et al (1995).

1.2 Background to the Problem

The world's expanding globalization requires more collaboration among individuals from differing foundations. Individuals never again live and work in a separate situation; they are presently part of the overall economy contending inside a worldwide structure. Therefore, benefit and non-benefit organizations need to end up noticeably more broadened to stay aggressive. Amplifying and profiting by work environment differences is a critical issue for management. Academicians, managers

and supervisors need to perceive the courses in which the work environment is changing and developing.

Wondimu (2005), the development of innovation and the appearance of a worldwide economy bring the general population of the world nearer together than any time in recent memory. Thus, organizations, instruction frameworks and different elements are exploring approaches to better management their companies. This incorporates the capacity to pull in and hold the best and most qualified laborers. Organizations that can create and utilize the vital strategies and methods to do this will keep up upper hands and consequently raises their performance. To make progress and keep up upper hands, the organization must have the capacity to draw on the most vital asset, for example, the aptitudes of the employees. By expanding lavishness of diversity in the employees, organizations need to extend their viewpoint and utilize imaginative methodologies for accomplishment.

Employees' diversity patterns were first recognized in the mid-1980s and they were announced as an open door for association to end up plainly more inventive, to achieve beforehand undiscovered market and abilities, and when all is said in done to accomplish and keep up an upper hand (Roberson 2007). Appropriately overseeing human asset suggests finding the correct employees blend and to make the majority of the laborers abilities. A differing employees with the regard to training, veteran status, physical stamina, sex, sexual introduction, and ethnicity is regularly required because of an assortment of work to be performed inside an association (Choi, 2010).

Employees differences is a key idea that will keep on evolving particularly in training establishments like optional schools the same number of school keep on being opened in numerous urban areas of Tanzania particularly Dar es salaam . Edward (2010) in his investigation of employee's performance in Chicago contended that work environment diversity has turned out to be unavoidable and key for maintainable employees' performance. It is along these lines basic for any association that plans to be fruitful to have borderless view and a fundamental duty towards

employees diversity as a component of its everyday business operation (Webster, 2009).

Michelle et al (2009) calls attention to that employees diversity can be analyzed in six distinct measurements, for example, age, sex, sexual introduction, ethnicity, instructive foundation and religious convictions. Each measurement has its own special impact on the employee performance some the measurements inspected in this examination. There are past examinations that have been completed on the connection between employees' diversity and the employee performance. For instance Michele and Jayne (2009) examined the purposes behind diversity in auxiliary schools in America, Chicago City. The investigation presumed that expanding consideration given to diversity is not money related prevailing fashion or mold but rather impression of its unavoidable outcomes of worldwide monetary and statistic changes and its impact on employee performance.

Friar (2007) considered employees diversity and its consequences for employee performance in optional schools in Japan and inferred that employees' differences has an immediate association with employee performance. He includes that an association that overlooks diversity issues may finish not positively with others. Abdel (2012) done an examination on the impacts on culture, sexual orientation, and instructive foundation on the employee performance in auxiliary school in Egypt in which the outcomes showed that two factors sex and training foundation were critical in clarify the fluctuation in employee performance.

In Kenya Ndolo (2013) done an examination on employee performance in chose optional schools in the lake locale. In his exploration he recognized that employees' diversity was unavoidable element on the employee performance. He advance contended that a school that is made of over 80% of employees from a similar area is not liable to enrolled great performance of employee same to a school comprised of employees of a similar age gathering. Employees of a similar age bunch will probably have freak practices that will restrain their performance. Despite the fact that a ton of work has been done on employees diversity and its consequences for

employee performance, the greater part of these investigations have been done in created nations with few concentrating on creating nations like Tanzania and especially in Ilala Municipal, Dar es Salaam, where this study has been conducted.

1.3 Statement of the Problem

In today's business environment, employees' diversity is universally seen and it has turned into a fascinating issue at working environment and market. Any organization that arranges to be more powerful and beneficial must have a borderless perspective and a fundamental obligation to ensure that employees' diversity to be the piece of ordinary business conducts and corporate practices (Childs, et al. 2005). Understanding the impacts of this employee's diversity on hierarchical outcomes, for instance, authoritative performance, employee fulfillment and turnover of employees and the best possible management of diversity, has turned out to be exceptionally pivotal (Choi and Rainey, 2010).

Erasmus (2007) said that differences management and employees diversity s constrained incorporation that makes strife and instability in the employees as authority is not gifted in the train of diversity and its standards. Accordingly, directors don't know how to successfully rehearse diversity management, and that components add to viable management and undertaking that can manage differences related issues in the work environment.

Exactly, workforce diversity is found to have differentiating double ramifications on organizational performance. Milliken and Martins (1996) opines that, diversity seems, by all accounts, to be a twofold edged sword, expanding the open doors for making and the probability that group will be disappointed and neglect to relate to the gathering.

A few investigations have discovered that different types of diversity are related with more noteworthy development, enhanced vital basic leadership, and association performance. Other research demonstrates that different sorts of group and authoritative diversity here and there increment strife, diminish social union, and

increment employee turnover (Jockson, Joshi and Erhrd, 2003, Webber & Donahne, 2001).

In this way, the primary concentration of this examination was to recognize the impacts of employees' diversity coming about because of sexual orientation, age and instructive foundation towards employees' performance.

1.4 Research Objectives

This research was guided by both general and specific objectives as follows:

1.4.1 General Objectives

The general objective of this study was to investigate the influence of employees' diversity on public organization performance in Ilala District Dar es Salaam region.

1.4.2 Specific Objectives

- i. To examine the influence of gender diversity on employee performance.
- ii. To investigate the influence of age diversity on employee performance.
- iii. To assess the influence of education diversity on employee performance.

1.5 Research questions

The following were research questions:

- i. What were the influences of gender diversity on employee performance?
- ii. What were the influences of age diversity on employee performance?
- iii. What was the influence of education diversity on employee performance?

1.6 Significance of the study

This study will benefit various parties including human resource managers who can use the findings of this study to review the policies on employment and management of the employees. Also this study would benefits top management of both public and private institutions who may make use of these findings in policy formulation and review on hire of employees and the work process.

Moreover, the study is expected to enlighten scholars, government, and lay leaders on the effects of employees' diversity on employee work performance specifically the ministry of education. The study will also provide a light on the effects of

employees' diversity on the employee performance thus enabling employee to acknowledge views and perspectives of one another. Furthermore the study will demonstrate the importance of a proper employees mix which would be able to attack a problem from different viewpoint and coming up with proper solution and hence increasing the employee performance.

1.7 Scope of study

This study was confined on the influence of workforce diversity on public organization performance: a case of public secondary schools of Ilala district in Dar es Salaam region.

1.8 Limitation of the study

This study faced the following limitations. Limited time scope as there was too much pressure as a result of limited time for the researcher. The passive nature of some officials like headmasters and headmistress and education officer resisted to provide confidential information which would be sufficient to the study. Failure to interpret questions as other responds who failed to interpret some of the questions in the questions in the questionnaire. Traffic jam in this city of Dar es salaam delayed the process of data collection. Financial constraints as research require money for printing and transport among others.

1.9 Delimitations of study

In this study researcher faced with the problem of time, however, in order to minimize the problem of time, researcher managed to get two research assistants who assisted in collecting data from ten secondary schools and thereafter researcher devoted most of the time on research and spent all weekend in doing research .

Passiveness of officials to give confidential information, researcher tried to convince the officials on purposes of research and it was just done for academic purposes and research was intended for improvement performance of employees by identifying the weakness and strengths of employees and the organization at large therefore find the solutions including developing workforce diversity policies the organization concerned.

For those who failed to interpret questions, researcher, conducted a pilot study which helped to minimize misunderstanding. Also research assistants were used to assist respondents to interpret for them some questions.

On having traffic jam researcher and researcher assistants tried to be in field area very early in the morning and remain for the whole day collecting questionnaires from respondents of both sessions morning and evening to ensure that they spend few days of data collection.

In order to minimize financial constraints researcher minimized the costs as lowest as possible by minimizing number of days in the field by remaining and working in the area for all working hours. Also the field areas were reduced from twenty schools to ten schools which were located near to one another like Jangwani secondary school, Azania Secondary school, Tambaza secondary school, Mchikichini and Kisutu secondary school, from which researchers were able to walk from one school to another.

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

This chapter consists of theoretical literature about employees' diversity and employee performance which comprises the meaning, importance. It also includes empirical literature and conceptual framework.

2.2 Theoretical literature

2.2.1 Workforce Diversity in Broad

Workforce diversity is largely characterized by Gupta (2013) as recognizing, understanding, tolerating, esteeming & celebrating contrasts among individuals as for age, ethnicity, sex and physical and mental capacity. In this way, diversity is progressively perceived and used as an essential authoritative asset with respect to whether the objective is to be a business of decision to keep up a focused edge.

Kreitner and Kinich (2004) characterized work diversity as the huge number of individual contrasts and similitude that exist among the general population in association. Ridiculous (2008) Workforce diversity alludes to a workforce comprised of individuals with various human qualities or who have a place with different social gatherings. The creator respected individual differences to incorporate individuals not quite the same as themselves along the measurements, for example, social foundation. Workforce diversity as noted by Robbins and Judge (2011) recognize a workforce which includes ladies and men.

Carrell (2006), defined workforce diversity as the way that individuals vary, which may influence an undertaking or relationship inside an association, for example, age, sexual orientation, race, training, religion, and culture. The expanding pattern of workforce differences along racial, ethnic and sexual orientation lines, and additionally an expanding rate of the workforce that is underneath the age of 30 and over the age have a few ramifications, for human asset improvement experts, employees and organization by and large.

Munjuri(2012) contend that , the principle wellsprings of workforce diversity incorporate age, race, sexual orientation, ethnicity (culture) and training in spite of the fact that there are different sources like individual socioeconomics, learning , aptitudes, and capacities, values ,convictions, and states of mind, identity and subjective and behavioral style; and authoritative socioeconomics.

Jackson et al. (1995) characterize diversity as the nearness of contrasts among individuals from a social unit. Today, the workforce is more assorted as far as sexual orientation, race, ethnicity, national source a contains people who are distinctive and share diverse states of mind, needs, wishes, qualities and work practices as noted by Rosen and Lovelace (1991).Greenberg (2004) additionally characterizes working environment diversity alludes to the assortment of contrasts between individuals in an association including race, sex, ethnic gathering, age, identity, psychological style, residency, hierarchical capacity, training, foundation and the sky is the limit from there.

It is clear from these definitions that most researchers agree on the meaning of workforce diversity. The Graen (2003) refers to different wellsprings of diversity as political bias, family organizations, instructive favorable position, kinships, and Leader. Member Exchange joining forces abilities including performance on group aptitudes.

Thompson and DiTomaso in Ellis and Sonnenfield (1994) likewise contend that a multicultural management viewpoint cultivates more inventive and imaginative basic leadership, fulfilling workplaces, and better items since all individuals who have a commitment to make are urged to be required definitively this thusly yields more data, more perspectives, more thoughts and less reservations. As per D'Netto and Sohal (1999), organizations which get ready for the foreseen workforce and acknowledge social diversity management as a dynamic system will profit by better employee maintenance, expanded efficiency, less non-appearance, better assurance, an extended commercial center and enhanced client benefit (Manning et al., 1996).

An organization that separates either straightforwardly or by implication reduces the capability of accessible ability, underutilizes the employees and loses the monetary advantages of holding them (Ellis & Sonnenfield, 1994).

Ellis & Sonnenfield (1994) contend that there is a connection between a positive diversity atmosphere, work fulfillment, and responsibility and the organization performance. Legitimate diversity management can expand a employee's confidence and sentiment non-belongingness to the association particularly, if the representative is from a minority gathering. In spite of the fact that an expanding number of organizations are endeavoring to improve comprehensiveness of underrepresented people through proactive endeavors to deal with their assorted qualities, they may just pick up from differences through appropriate management

2.2.2 The Importance of Workforce Diversity

Ingram (2013) highlighted a portion of the significance of workforce diversity as takes after:

Increase efficiency. Workforce diversity is taken to be one of the procedures which might be utilized as a part of to build profitability in the association. This happens when administration takes the welfare of its specialists on a fundamental level by methods for offering them appropriate pay, health care and representative examination. It empowers laborers to feels they have a place with the organization independent of their social foundation by staying steadfast and persevering which builds the organization's efficiency and benefit.

Increase varieties of ideas and Teamwork. As of now, cooperation is progressively pushed by organizations and organizations as a methods for guaranteeing better results on assignments and furthermore for the conveyance of products and ventures. A solitary individual going up against various can't perform at the pace as a group could, and consequently each group brings diverse thoughts and offer interesting proposals in taking care of the issue.

Learning and Growth: According to Ingram (2013) diversity builds open doors for employee's self-improvement. This happens when laborers are being presented to new societies, thoughts and points of view, it can help every individual to mentally connect and have a reasonable knowledge of their place in the worldwide condition and their own encompassing.

Effective communication: Client benefit office is one of the regions where powerful correspondence is significant. For instance a few organizations in the South – Western part of United States frequently want to contract client benefit faculty's who are bi-lingual to manage clients who communicate in Spanish in their local dialect. In this manner workforce diversity can colossally fortify an organization's association with some particular gathering of clients by making correspondence more successful.

Various experiences: Individual representative and their collaborators that originated from various foundations convey to the table some measure of novel discernments and experience amid cooperation or gathering errands. Pooling the different abilities and learning of socially particular employees together can gigantically profit the organization by fortifying responsiveness and profitability of the group to adjust to evolving conditions.

Innovations Increases. This occurs when individuals with various methods for taking care of troublesome issues cooperate towards a typical arrangement. There is nobody best response to any inquiries the most thoughts you can get from various individuals, the more probable you are to build up a workable answer.

Language skills. These are clearly required in the present expanding worldwide economy and differences works frequently have this capability. In the event that an organization needs particular information or dialect abilities, it might high outside nationals for offer assistance. In a few markets, International employment searchers have the points of interest. For instance Companies breaking into Europe, Asia or Latin American markets will require remote ability. High –tech firms specifically are venturing into nations abroad.

2. 2.3 Theories which relate to the Study

This study made use of two theories, which are, social identity theory and decision making theory.

2.2.3.1 Social Identity Theory

This study employs social identity theory advanced by Henri Trajfel (1979). According to this theory individual employees tend to classify themselves based on groups to which they belong. Such groups may base on tribe, gender, age and education among others. The groups become source of pride and self-esteem or sometimes sorrow and low self-esteem. In many cases, a group will increase her self-esteem by discriminating and holding prejudices against those members who do not belong to their group, this is what Trajfel calls classification as us (in-group) and them (out group). Trajfel further explains that an employee will define appropriate work behavior based on the group to which they belong and this will have direct influence on employee performance.

2.2.3.2 Information/Decision-Making theory

The data/basic leadership hypothesis touches base at very extraordinary forecasts, holding that differing gatherings ought to beat homogeneous gatherings (De Dreu and West, 2001). The thought is that various gatherings will probably have a more extensive scope of errand important learning, aptitudes, and capacities that are unmistakable and no excess and to have diverse assessments and points of view on the job needing to be done. This not just gives different gatherings a bigger pool of assets, yet may likewise have other helpful impacts. The need to accommodate clashing perspectives may compel the gathering to all the more completely handle errand applicable data and may keep the gathering from selecting too effectively for a strategy on which there is by all accounts agreement (Copper, 1994).

The Importance of basic leadership hypothesis

Accomplishing Objectives

Levelheaded choices help the association to accomplish every one of its targets rapidly. This is on the grounds that objective choices are made in the wake of examining and assessing every one of the choices.

Persuades Employees

Balanced choices bring about rousing employees. This is on account of the employees are persuaded to execute objective choices. At the point when the sane choices are executed the association makes high benefits. Hence, it can give money related advantages to the employees.

Better Utilization of Resources

Basic leadership uses the accessible assets for accomplishing the destinations of the association. The accessible assets incorporate men, cash, materials, machines,, techniques and markets. The chiefs need to settle on rectify choices for all assets to be used.

Business Growth

Fast and right basic leadership brings about better usage of the assets. It encourages the association to confront new issues and difficulties. It additionally helps to accomplish its destinations. These outcomes in fast business development.

Increment Efficiency

Judicious choices help to expand effectiveness. Effectiveness is the connection amongst returns and cost. On the off chance that the profits are high and cost is low, at that point there is proficiency and the other way around. Sound choices bring about higher returns requiring little to no effort.

Confronting Problem and difficulties

Basic leadership encourages the association to face and handle new issues and difficulties. Snappy and redress choices help to take care of issues and to acknowledges new difficulties.

Encourage Innovation

Reasonable choices encourage Innovation. This is on the grounds that it grows new Ideas, new items, new process, and so forth. These outcomes in advancement. Advancement gives an upper hand to the association.

2.3 Empirical Literature Review

2.3.1 The influences of workforce diversity on Employee Performance

Okoro and Washington (2012) in their investigation examination of human capital performance in USA characterized employee performance as the successful release of obligation for which one is employed. It is the manner by which well an employee is satisfying their necessity for the employment. A similar definition was utilized by Sabine and Fresse (2011), both from German characterize employee performance in behavioral perspective as what an association procures the employee to do and do well. They contended that an employee can play out a few obligations in an association however just those that are identified with the association goals are viewed as performance. In USA Edward et al (2014) contends that, work employee performance is being grinding away consistently as well as a variable influenced by sex, ethnicity, and age a reality this examination is additionally out to research.

A few researchers and associations have explored the connection between employee performance and workforce diversity, for instance, the America Research Foundation (2010) examined the impact of workforce differences on the employee performance. It contended that, regardless of high capability of employees in America, appropriate workforce blend of employees must be done with a specific end goal to accomplish high employee performance. This examination in this manner attempted to discover the impacts of such a various workforce on the employee performance a hole that was explored in this exploration moreover. Fernandez (2010) in his examination of employees in schools in France contended that a great workforce difference rehearses upgrade employee performance.

A similar contention was resounded by Mendez (2012), who includes that there is a solid connection between's great workforce diversity and employee performance. However, this investigation did not work out the relationship coefficient, a hole this examination expected to fill. As per Joshi (2012) the employee performance in Nigeria was firmly influenced by the workforce differences. This demonstrated the connection existed however in Tanzania Oluoch (2009) in his examination about the performance of employee in Mara Region found that workforce assorted qualities, has coordinate impact on employee performance and around 44.4% of the employee performance would be clarified by differences components, for example, age and ethnicity, the factors additionally explored in this investigation. As indicated by Kinyanjui (2012), sexual orientation, age and social differences affect employee performance and any association that wishes great employee performance should grasp workforce assorted qualities. Despite the fact that every one of these specialists diagram the connection between the autonomous variable (workforce assorted qualities) and the employee performance (subordinate variable) none of their work mirrors the connection between employee performance and the components of workforce differences (sex, age, ethnicity and training foundation) when they work together. The crevice this examination has satisfied in its discoveries and investigation.

2.3.2 The Influence of Age diversity on Employee Performance

According to Fajana (2009), age based diversity refers to intergenerational behaviors among old and young employees, which can account for differences in observed workplace behaviors.

A large number of empirical literatures highlight the benefits of age diversity towards employee performance. In Switzerland, Veen, (2013), points at three benefits of age Diversity towards the performance. Initially, age various workforces show a large group of various learning, qualities and inclinations. They have diverse elucidation, points of view and heuristics and their mental models are distinctive. More youthful associates may have scholastic aptitudes yet socially unpracticed while more established partners may have bring down scholarly abilities yet may

have great work involvement. Brushing such laborers may lessen the danger of being uneven.

Be that as it may, from Korea, Pik Yuan et al (2011) focuses at a few weaknesses going with age assorted qualities, for example, correspondence troubles, esteem struggle coming about into bring down social combination which may thus bring down performance of the employees. Gellner (2009) acknowledge that when an age difference is legitimately utilized, it has some preferred standpoint over the homogenous workforce.

In Africa, Ogaga. (2009), in his investigation of workforce diversity in optional schools in Nigeria presumes that there is sure relationship between's age diversity and employee performance. He additionally suggested that organizations ought to guarantee age diversity is utilized as a part of for advancing employee performance and not adversely case this examination likewise explored.

In Egypt, Abdel (2012), alluding to the work of Kunze (2011) pointed obviously that age differences has turned out to be unavoidable truth in each association. In any case, he additionally focuses that heterogeneous workforce might be inclined to clashes that lower profitability of the employees particularly where there is an era crevice. In Kenya, Kinyanjui (2013) contended that age diversity might be gainful or impeding to employee performance contingent upon how it is utilized.

Gellner and Veen, (2009) found that age heterogeneity all alone negatively affects singular efficiency. Besides, on account of routine assignments, there are no significant additions from age heterogeneity that could balance the expanding costs coming about because of more noteworthy age heterogeneity. Consequently, in organizations with routine sorts of work, expanding age heterogeneity general prompts a decrease in profitability. The scientists likewise expressed the western findings proposed that the more established and more youthful employees must meet up to shape lucid and practical corporate culture. These qualities controlled by various age gatherings can supplement each other in organizations and it has a tendency to accomplish better firm performance.

Wiersema and Bantel (1992) have watched that more energetic executives will presumably have gone to class in an all the more varying condition, or worked with minority groups at some point or another in the midst of their jobs.

Therapeutic, mental and money related research has in like manner exhibited that agents of different age groups shift in attitudes, perspectives and limits and that these differentiating qualities effectsly influence benefit (Gelner and Veen, 2013). Young delegates are believed to be more versatile and can delineate a mindset of more change status rather than more prepared specialists.

Likewise be considered as supplies of learning conveying the institutional memory of an association in this manner empowering viable exchange of ability. In addition, progression arranging turns out to be more successful in age various organizations. Advancement has turned out to be one of the key techniques of the firm to gain upper hand, extending piece of the overall industry, and expanding general firm performance. Hitt, Hoskisson and Kim,(1997); Franko, (1989).

Age-various workforces show a large group of various information, values, points of view, elucidations and inclinations that are requirements for development (Richard and Shelor, 2002; Page, 2007). In addition, more youthful directors will probably have more noteworthy learning capacities, are all the more as of late instructed, and in this way will probably be more hazard taking, adaptable, and creative. A mix of youthful and old partners of laborers with various information pools can subsequently build development when contrasted with having homogeneous specialists, (Gelner &Veen 2013).

The contention is that in this time of innovation, youthful employees can be more inventive, learn speedier and can drive development in an association when contrasted with more established employees driving with high association performance all the more so in the region of mechanical advancements. Because of their diverse method for socialization and presentation, they can without much of a stretch grasp change that drives advancement and hierarchical performance.

Period of employees may likewise impact their level of responsibility and engagement with the association. Certain employees moving toward their retirement age may unknowingly start to separate with the organizations they work for as they start to get ready for their retirement. They may continually truant themselves from work or report late to work. Old employees may likewise invest more energy seeing specialists because of age related ailments instead of more youthful employees. This generally could influence their individual commitments on their work performance and along these lines the general performance of the association.

2.3.3 The Influence of Education diversity on employee performance

Tracy and David (2011) in their investigation about the impact of instruction foundation diversity towards the employee performance in Britain found that businesses normally dismiss utilizing employees whose preparation, experience, or training is judged to be deficient.

These examinations concentrated on the centrality of instruction foundation on the employee performance the point explored in this investigation.

Other than that, from America Daniel (2009) likewise found that different levels and sorts of training may expect distinctive portability rates. For instance, the occupations accessible to those with working background however don't have a confirmed tertiary paper may contrast from the individuals who have such training level. Versatility may vary over these occupations, making the portability of people with working background be not the same as those with non-working knowledge however having a degree testament. As indicated by Daniel (2009), an individual will be more gainful relying upon the level of their instruction. The more training the individual laborer got, the more gainful the specialist will be.

In any case, Zeng, Zhou, and Han (2009) from Korea, found that those abnormal state school administrators with advanced education and the staff whose length of administration is 11 to 15 years indicate irregular decrease in work performance since they have not discovered the appropriate improvement space, so impermanent withdrawal happens. This mirrors instruction is influenced by work involvement and each employee must have applicable training and pertinent work understanding.

In Africa, Haji et al (2011) their investigation of employee performance in an example of auxiliary school in Senegal found that instruction foundation influenced the employees performance and enhance employee's ability. Instruction foundation is the primary thing that empowers the employee handle work related issues. In Kenya, Nyakan (2012) in his examination about the impacts proceeding with training towards employee performance in auxiliary schools in Nakuru District reasoned that further instruction added to limit working of the employees yet can likewise influence their performance contrarily since a few employees may focus on their investigations and different advantages gathered to it to the detriment their center obligation. Once the employee accomplish advanced education more openings for work open to them in other association and this could prompt part timing or turnover that over the long haul bring down employee performance.

Jehn and Bezrukova (2004) watched that enlightening diversity, for example, instruction and useful territories were emphatically identified with real work aggregate exhibitions, despite the fact that the relationship was interceded by errand struggle. Craftsman and Fredrickson (2001) also announced that worldwide experience and differing instructive foundation were decidedly identified with association's worldwide, vital stances among best administration groups. Be that as it may, instructive foundation can likewise adversely influence group performance and social incorporation in groups (Cohen and bailey, 2001).

The more instruction the individual laborer got, the more profitable the specialist will be. Moretti (2004) investigated this thought and found that urban areas with higher rate of tertiary instruction level laborers will empower people of all training level have higher wages. Different scientists have discovered an expansion in urban cooperation (Dee, 2004) or a decline in wrongdoing rates (Lochner and Moretti (2004) coming about because of more training. Glaeser, Scheinkman and Shleifer (1995) likewise found that a more noteworthy extent of instructed specialists in a city mean higher monetary development.

The examination completed by Eugene et al. (2011), at Malaysia demonstrated that there is critical positive connection between instructive foundation and employee performance. They watched that the more unique training sorts or a more adjust in instruction sorts an association has the higher the probability of having developments. They additionally watched that an association may attempt to make up for instructive or expertise inadequacies of gathering individuals by offering specific preparing that convey employees up to the required measures (Mosko, 1996).

As indicated by Pitts, Hicklin, Hawes and Melton (2010), broadening laborers from diverse training foundation makes open doors for more prominent development and more inventive answers for issues (Richard, 2000; Richard 2003; Watson 1993). Subsequently, the administration is broadened and take a shot at the impacts of expanding diversity is the way to guaranteeing that the association will have the capacity to completely profit by bringing underrepresented bunches into the association.

A few organizations have embraced differences administration activities as an approach to enhance the capacity of various gatherings to cooperate, and constrained exact research has exhibited that diversity administration can enhance results in different organizations (Kalev, 2006; Ng and Burke 2005; Pitts; 2009).

2.3.4 The Influence of Gender differences on employee performance

Takahashi (2010) displayed that there are particular effects of sexual introduction towards employee performance when various sex; male or female headed unmistakable schools in India. The examinations attempted the outcome of the employee performance under the administration assorted sexual introduction in which it was reflected that higher laborer performance was recognized when the affiliation was passing by the person of an undefined sex from the employee. The female employees enhanced in the establishments headed by related females. Other than that, Hack and Lammers (2008) recommend that school boss should realize that there might be sexual introduction appears differently in relation to regard to the relative criticalness consigned to courses and correspondence.

This may recommend assorted correspondence frameworks for overseeing male and female specialists as administration tries to make a perfect space of sensibility. Along these lines, dissatisfaction of correspondence among different sex may incite troublesome performance in an affiliation. Regardless, there are ponders from a couple of examiners exhibited that these organizations may not hold at display due to the changing thought of the piece of women in the workforce.

From Egypt, Lee and Farh (2009) for example did not find any sex impacts in value result organizations; they point to narrowing sexual introduction cleft and comparability of work regards among men and women as a reason (Beldona and Namasivayam, 2011). To put it simply, the examinations communicates that sexual introduction differences qualities in an affiliation did not impact performance of the employees. Thusly, in their examination, hypothesis among sexual introduction and employees' performance were seen to be invalid.

At the end of the day, organizations want to contract guys laborers contrasted and ladies since they are seen to have better performance and capacity to deal with their occupations. Plus, as indicated by Brown, 2008; Carr-Ruffino, 2003, huge measure of workforce diversity qualities stays insufficient if sexual orientation issues are not first perceived and oversaw. The exploration and concentrate likewise express that the most sacred test is conquering the prospect that lady are not equivalent to man. Kossek, Lobel, and Brown (2005) states just 54% of working-age ladies are in the workforce overall contrasted with 80% of men.

In view of the examination from Joshi and Jackson (2003), a positive relationship was found between group sexual orientation differences and intra-group participation, however just inside locales that were moderately different as far as sex. Moreover, group sexual orientation diversity was emphatically identified with group performance, however again this was genuine just inside districts portrayed by moderately high sex differences. Generally speaking, locales with more prominent sexual orientation diversity qualities at administrative and non-administrative levels were more helpful.

In examination, Jayne and Dipboye (2004) contended that sex diversity does not really bring positive result, for example, expands inspiration, enhancing abilities, assemble duty, and decay struggle. The outcomes from the investigations infer that advantages from diversity are dependent upon circumstance, for example, the association technique, culture, condition and individuals and the association. Other than that, giving more satisfactory preparing to assemble duty among employees is essential in the surface level. Thus, high cost of time and cash are spent. To wrap things up, the contention that more noteworthy diversity is related with bring down quality since it places bring down performing individuals in positions for which they are not suited (Herring, 2005; Rothman, Lipset, and Nevitte, 2003).

Williams and O'Reilly (1998) recommend that the most experimental proof proposes that diversity is well on the way to back off gathering working (Herring 2005). So, commentators of the diversity qualities display recommend that gathering contrasts result in strife and its specialist costs. Consequently, cynics of the business case for diversity demonstrate have scrutinized the genuine effect of differences programs on the main issue of business association (Herring, 2005).

Nonetheless, as indicated by Kochan, Bezrukova, Ely, Jackson, Joshi, Jehn, Leonard, Levine, and Thomas (2002), giving an equivalent opening for work to ladies is essential to enhance performance of employees in an association. These societal orders dispensed with formal approaches that oppressed certain classes of laborers and raised the expenses to organizations that neglected to execute reasonable business rehearses.

Separation on procuring laborers in view of sexual orientation has brought about a company's employing specialists who are paid higher wages than elective specialists, however are not any more gainful (Barrington and Troke, 2001; Becker, 1971).

In addition, Wentling and Palma Rivas (2000) think about states that association with diversity workforce will give predominant managements since they can comprehend clients better (Kundu, 2003). The exploration from Kundu, (2003); Mueller, (1998), states that enlisting lady, minorities and others will help association to tap specialty markets.

The asset based perspective of the firm (Barney 1991) proposes that there is a positive connection between diversity qualities and performance, though social character hypothesis (Tajfel 1978) recommends a negative diversity performance relationship. Further, experimental research has discovered conflicting outcomes proposing that diversity qualities can be either great or awful for organizations. Svyantek and Bott (2004) checked on nine diversity thinks about (distributed amid 1989-2003) researching the sexual orientation diversity qualities performance relationship. Four investigations found no principle impacts, two examinations discovered beneficial outcome; two investigations discovered negative impacts, and one investigation found a nonlinear impact. The assortment of literature on diversity produces conflicting outcomes for experts and researchers about whether a sex difference is useful for organizations. The blended outcomes propose the benefit of concentrating on contending forecasts (Armstrong, Brodie and Parsons 2001) including nonlinear expectations (Ho 2003).

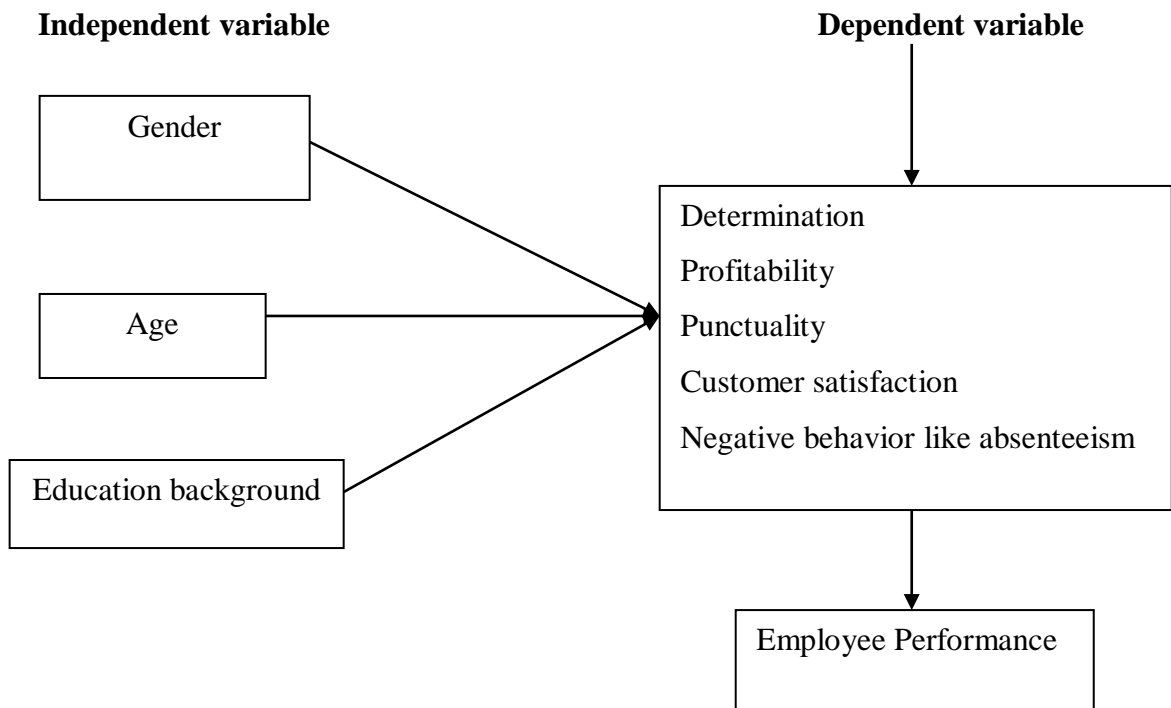
Sexual orientation based imbalances in organizations are fortified and defended by generalizations and predispositions that depict positive qualities and subsequently a higher status to the guys (Leonard and Levine, 2003; Nkomo, 1992). Kossek, Lobel, and Brown (2005) states just 54% of working age ladies are in the workforce overall contrasted with 80% of men. Moreover, ladies keep on having the high ground on the "undetectable care" economy, which identifies with mind giving and local work. The findings of the exploration led by Welliang et.al. (2012) demonstrated that sex gathering and employee performance is decidedly connected. Ali et.al. (2000) found that large amounts of sex diversity qualities are a wellspring of upper hand, while direct levels of sexual orientation diversity give a focused drawback. Relies on the higher or direct level of sex diversity qualities, organizations can have either positive or negative outcomes.

Phillips (2012) My work is fundamentally centered around circumstances where individuals need to gain from each other, where they will profit by sharing data, where some imagination is required and where the issues that they're attempting to illuminate are mind boggling enough . In these cases sex diversity qualities is

regularly advantageous. In circumstances where you have routine undertakings and constrained unpredictability, the advantages of diversity qualities are probably going to be more restricted.

Figure 2. 1: Conceptual Framework

Workforce Diversity Employee Performance



Source: Researcher, 2017

From the diagram above, the employees within the organization find themselves in diversity in terms of age that is young and elders, gender based which are male and female, differences in education background that is diploma, degree and masters. The existence of these diversities influences an individual performance negatively or positively.

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction

This chapter presents the design of the study, the area of the study, the sample and sampling techniques, source and types of data, how data were collected and data analysis techniques.

3.2 Research design

The research design according to Kothari (2004) is the plan and arrangement on the way data was collected and analyzed in a way that will facilitate the accomplishment of the research given its research purpose and problem. In this study the researcher used case study design due to among other things it's robust in terms of serving time as well studying an aspect completely and accurately using minimal resources.

3.3 Area of study

Study area is referred to as the geographic place where the study has been carried out (Kothari, 2004). For the case of this study, Ilala district was selected. Ilala is one of the three districts that make the Dar es Salaam region. Others are Kinondoni and Temeke districts. The reason to choose Ilala ahead of any other district in Tanzania was the fact that this is a business hub which has got enough business and the researcher thought it would be easy to collect data quite easily compared to the other areas.

3.4 Population

In research the term population refers to the unit of inquiry/analysis from which the researcher arranges to collect data from and make useful analysis and generalization. (Keya et al., 1989), the total population for this study was 1213 teachers both male and female. In this population male were 705 and 1108 in 49 secondary schools in the district. (Source T.S.S, 2012 and Municipal SEDP report October to December, 2012). Teachers were categorized as head teachers or headmistress, deputy head

teachers and head mistress, heads of departments and other teachers after which the sampling were done

3.5 Sampling Techniques and Procedures

Sampling according to Kothari (2004), is a process of selecting a portion of the total population or subject as employees of the entire population from which the inference could be drawn. Data collection is the process of obtaining information about the entire population by studying part of it.

3.5.1 Sample Size

A sample is a sub set of the entire population that is used in the research by the researchers to draw inference about the population (.Kothari, 2004). Sample is the employee of the population used by researchers in studying certain phenomenon. Normally, researchers are using sample to achieve their objectives using minimal resources. This study used a sample of 80 respondents drawn from the population. Sekaran (2003) advises that when a sample is too large then it could bring a lot problem in terms of managing the respondents and proposed a sample of between 30 to 300 as adequate for social science studies like this one.

Table.3.1: The Sample Size

		position			
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	headmaster/headmistress	10	12.5	12.5	12.5
	deputy headmaster/headmistress	10	12.5	12.5	25.0
	head of department	10	12.5	12.5	37.5
	class teacher	20	25.0	25.0	62.5
	teacher	30	37.5	37.5	100.0
	Total	80	100.0	100.0	

Source: Field, 2017

Researcher had a sample of 80 respondents, and from which 10 of them were head teachers, 10 Deputy Head teachers, 10 head of departments, and 50 were teachers.

3.5.2 Sampling Techniques

Sampling procedures involves the techniques to which the sample was drawn from the population (Kothari, 2004). This study used purposeful sampling technique to obtain the employee of the study. This technique was used to obtain head teachers, masters, mistress and their assistants.

The best reasons for selecting these people are due to the need to question people with knowledge of nature and type of diversity present at the institution. In terms of simple random sampling, this type of sampling is also known as chance sampling or probability sampling where each and every item in the population has an equal chance of inclusion in the sample and each one of the possible samples, in case of finite universe, has the same probability of being selected (Kothari, 2008). This was used to select 50 teachers of Ilala districts.

3.6 Sources of Data

In research we usually consider two types data, namely, primary data and secondary data. **Secondary data** is the data that have been collected and recorded by someone else and readily available from other sources. In this research different documents were reviewed such as teachers' personal files to review gender, age and educational level of the respondents. **Primary data** are gathered by researcher and usually done by survey research or case study. Primary Data is the data collected by the searcher himself / herself or by research assistants from the field for the purpose of answering a research questions on the specific objectives.

3.7 Data Collection Methods and Instruments

Data collection method used was documentary analysis, while data collection instruments used were documentary review schedule which comprised questions for management officials including headmasters, deputy headmasters and head of departments whom researcher had to seek some official information, and other instrument used was questionnaires which were used to all respondents.

3.8 Questionnaires

White (2002), defined questionnaire as a series of questions, each one providing a number of alternative answers from which the respondents can choose. A questionnaire is simply a 'tool' for collecting and recording information about a particular issue of interests. It is mainly made up of a list of questions, but should also include clear instructions and space for answers or administrative details. Questionnaires had definite purpose that is related to the objectives of the research of this research. They were clear from the outset how the findings were be used. Respondents were made aware of the purpose of the research wherever possible, and were told how and when they would receive feedback about the findings. Questionnaires were used to collected data from teachers, heads of public secondary schools in Ilala Municipal.

3.9 Data Collection Instruments

This examination utilized both questionnaire and documentary review. The questionnaires were picked because of its capacity to gather an expansive number of data in a sensibly fast space of time space of time. The survey included both shut and open finished arrangement of inquiries. Shut finished arrangement of inquiries in the survey was utilized to confine respondents while open finished arrangement of inquiries in the poll was utilized to get the assessment of the respondents. Cooper and Schindler (2001).

Duplicates of the survey were regulated to the respondents and Likert scale was utilized to quantify the mentality of respondents to demonstrate how unequivocally they concur or can't help contradicting painstakingly developed explanations that range from extremely positive to negative toward as attitudinal protest. Zikmund,(2003). All inquiries in Section B and C of the survey will utilize Likert scale to enable respondents to show to what degree they concur or can't help contradicting the specific explanation (i.e. the inquiry). For each of the inquiries which utilize Likert scale, there are five reactions that might be checked and numerical score were appointed to each of the inquiries as take after: 1 = Strongly Disagree 2 = Disagree 3 = Neutral 4 = Agree 5 = Strongly Agree

Documentation

This research reviewed secondary documents of institution such as official documents, notices, correspondence, minutes of meetings, and reports to shareholders, reports to the governments, diaries, transcripts of speeches, pay roles, agendas, attendance registers, manuals, journals, and different reports relevant to the study. The researcher also solicited various documents from the management for cross references.

3.10 Data Management

In research, data management is the planning, organization and preservation of the evidence that underpins all research conclusions. Good data management ensures data is safely stored, findable and can be used to reproduce findings. In this study data management involved data editing, data coding, data validity and data reliability.

3.11 Data Analysis Procedure

Data has been analyzed both qualitatively and quantitatively. Data analysis as per Zikmund (2003) is an application of scientific method in order to understand and interpret the data that have been collected in the research. Data has been analyzed descriptively and with an aid of SPSS we were able to use Pearson Correlation analysis and Multiple Regression analysis. Qualitatively, data were analyzed by using contents analysis.

3.12 Data validity and Reliability

a) Data Validity

Validity in research is concerned with the accuracy and truthfulness of scientific findings (Le Comple and Goetz 1982: 32). A valid study should demonstrate what actually exists and a valid instrument or measure should actually measure what it is supposed to measure. Denzin (1970) used the distinction between internal and external validity and applied it to qualitative research. Internal validity is the term used to refer to the extent to which research findings are a true reflection or representation of reality rather than being the effects of extraneous variables.

External validity addresses the degree or extent to which such representations or reflections of reality are legitimately applicable across groups.

In order to check the content and construct validity of the instruments, questionnaires will first be scrutinized by the University Supervisor. The researcher then will carry out a pre-test of the instruments by carrying out a pilot study.

b) Reliability

Reliability is concerned with the consistency, stability and repeatability of the informant's accounts as well as the investigators' ability to collect and record information accurately. Selltiz et al (1976:182). It refers to the ability of a research method to yield consistently the same results over repeated testing periods. In other words, it requires that a researcher using the same or comparable methods obtained the same or comparable results every time he uses the methods on the same or comparable subjects. In order to check reliability researcher will carry out test retest of the instruments to determine if response to the same question many times gives the same answer. Similar questions will be given to the same respondents at different times to check if they would yield the same answers.

3.13 Ethical Consideration

From the ethical and confidentiality point of view, the names of respondents were not included in data collection instruments. Confidentiality of data provided by individuals was maintained. Also the researcher considered in privacy of each respondent when they provided information, and in addition respondents were not forced to provide information and were not motivated by money or other incentives for that task.

CHAPTER FOUR

DATA PRESENTATION ANALYSIS AND DISCUSSION

4.0 Introduction

This chapter presents study findings. The first part of the chapter provides background characteristics of respondents in terms of gender, age, level of education, work experience and position in the organization. This is important as it provides the overall description of the respondents that were used in this research. The chapter further presents data in relation to the study objectives. The study objectives included the general objective that is to investigate the influence of workforce diversity on public organization performance in Ilala District Dar es Salaam. Specific objectives were: to examine the influence of gender diversity on employee performance; to investigate the influence of age diversity on employee performance; and to assess the influence of education diversity on employee performance.

4.1 Respondent Characteristics

The study was conducted in public Secondary schools and consisted of 80 respondents. These respondents were teachers of ten secondary schools and they were given questionnaire and 80 valid questionnaires were returned. Their responses were analyzed using Software Package for Social Science in which frequency and percentage distributions were utilized as indicated in tables.

4.1.1 Gender of the Respondents

This research work considered gender as the Table 4.1 reveals that males consist of 43.8 % and females 56.3. This indicates that females' respondents dominated the study implying that the government employs more female teachers in these public schools. This further reveals that there is gender disparity in the employment process of the schools or because Tanzanian legal marriage process where woman is supposed to live with their husband.

Table 4. 1: Gender of the Respondents

		gender			
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	male	35	43.8	43.8	43.8
	female	45	56.3	56.3	100.0
	Total	80	100.0	100.0	

Source: Field Data (2017)

From Table 4.1, shows that both sexes were considered by this study. The differences which exist probably were due to the fact that the nature of the employment process, however, the above findings imply that both sexes had been fairly represented.

4.1.2 Age of Respondents

Researcher was interested in establishing the age of the respondents who were involved in the research. Research findings revealed that majority of the teachers are between 40 to 50 about 40%, followed by those with the age 50 and above with 30%. Those respondents below 39 are very little in percentage indicating it is a group with little experience.

Table 4. 2: Age of respondents

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	30-39	15	18.8	18.8	18.8
	40-49	32	40.0	40.0	58.8
	50andabove	24	30.0	30.0	88.8
	5.00	9	11.3	11.3	100.0
	Total	80	100.0	100.0	

Source: Field Data (2017)

From the findings Table 4.2, it is evident that most of respondents were congested in the age groups within the range of 40 to 49 years with 40%. Therefore, this study revealed that most of the employees in public secondary schools in Ilala District were young. So it was a group of people with reasonable experience concerning workforce diversity and therefore their contributions should be highly considered.

4.1.3 Level of Education of Respondents

The levels of education of the respondents on the side teachers were as follows: The total numbers of respondents were 80 which is 100%. Degree holders were 45(56.3%). Respondents with master degree were 18(22.5%), Diploma holder 15(18.8%) and Certificate were 2 (2.5%). Further details of the findings are shown in the Table 4.3

Table 4. 3: Education Level of Respondents

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	certificate	2	2.5	2.5	2.5
	diploma	15	18.8	18.8	21.3
	degree	45	56.3	56.3	77.5
	masters	18	22.5	22.5	100.0
	Total	80	100.0	100.0	

Source: Field Data (2017)

Generally, the distribution of respondents' education levels in Table 4.3 showed that the majority of employees had advanced level of their education. Most of them have bachelor degree and master level of education. From the Tale 4.3 data it reveals that most of the respondents had enough knowledge and understanding of the influence of workforce diversity.

4.1.4 Work Experience of Respondents

The research findings in reference to Table 4.4, revealed that most of the employees had some years of service which ranged from 6 to 10 years which was 32.5% of respondents and followed by those with range of 10 to 15 and more than 15 years with each 28.8 % respectively and only 8 (10.0%) with experience of 2 to 5 years.

Table 4. 4: Work Experience

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	2-5	8	10.0	10.0	10.0
	6-10	26	32.5	32.5	42.5
	10-15	23	28.8	28.8	71.3
	more than 15years	23	28.8	28.8	100.0
	Total	80	100.0	100.0	

Source: Field Data (2017)

From the above analysis, the findings reveals that most respondents had an experience 6 to10, while those with the range of years 10 to 15 are similar or equal to those of more than 15 years. These facts indicate that there had been fair and mixtures of ideas in relation to the influence of workforce diversity.

4.1.5 Position of Employees in the organization

The researcher was interested in establishing the overall job position of each the respondents accordingly. The study revealed the following; the respondents included 10 headmaster/ headmistress (12.5%), Deputy headmaster/ headmistress (12.5%), Head of Department 10 (12.5%), Class teachers 20 (25.0%), Teachers 30 (30%).

Table 4. 5: Position in the organization.

position					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	headmaster/headmi stress	10	12.5	12.5	12.5
	deputy headmaster/headmi stress	10	12.5	12.5	25.0
	head of department	10	12.5	12.5	37.5
	class teacher	20	25.0	25.0	62.5
	teacher	30	37.5	37.5	100.0
	Total	80	100.0	100.0	

Source: Field Data (2017)

The findings reveals that all level of positions in the organization had been considered with high percents of teachers, and class teachers respectively, while headmasters/ headmistress, deputy headmasters/ mistress and head of department are equal as the Table 4.5shows.

4.3 The Influence of Gender Diversity on Employee Performance

One of the objectives of this study was to determine the influence of Gender diversity on employee performance in public organization/ school. In order to determine the influence of gender, the researcher had 13 questions to be answered by using Likert scale such as: 1=Strong Disagree, 2=Disagree, 3=Neutral, 4= Agree and 5=Strong Agree.

The study investigated whether employees are discriminated by employer in terms of gender and consequently how does it influence the performance of an individual employee in the given organization.

Table 4. 6: Employees have not been discriminated by employer in hiring and recruitment process on gender basis.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	strongly disagree	5	6.3	6.3	6.3
	disagree	17	21.3	21.3	27.5
	neutral	10	12.5	12.5	40.0
	agree	37	46.3	46.3	86.3
	strongly agree	11	13.8	13.8	100.0
	Total	80	100.0	100.0	

Source: Field Data (2017)

The findings presented in Table 4.6 revealed that majority 37 (46.3%) of respondents out of 80 agreed that women employees are discriminated in the process of recruitment and selection. However, 17 (21.3%) respondents disagreed that employees are not discriminated and 11(13.8%) strongly agree. From the 4.6

findings the existence of more one gender on work station will influence either positively or negatively on employees’ performance.

Workforce diversity in terms of gender is currently a global issue due political and economic development, and this has resulted to some organization to eliminate discrimination by considering equality for sex and sometimes more women are encouraged to apply for the job, therefore from this grounds this study intend to investigate if the employers in these public organization employ women equal to men.

Table 4. 7: Organization does a Good Job of Hiring Women

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strong Dis agree	6	7.5	7.5	7.5
	Disagree	11	13.8	13.8	21.3
	Neutral	14	17.5	17.5	38.8
	Agree	42	52.5	52.5	91.3
	Strong Agree	7	8.8	8.8	100.0
	Total	80	100.0	100.0	

Source: Field Data (2017)

The findings from Table 4.7 reveals that majority of respondent agree that many employers do a good job in attracting and hiring women as data shows that 42(52.5%), while about 14(17.5%) were neutral, and those who disagree 11 (13.8%), and who strongly disagree 6 (7.5%) were small in number.

The researcher was also interested in assessing whether gender diversity influence teachers’ performance in public secondary schools by considering individuals’ performance, and the table below shows the findings.

Table 4. 8: Gender diversity facilitate teachers performance

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strong Disagree	4	5.0	5.0	5.0
	Disagree	12	15.0	15.0	20.0
	Neutral	12	15.0	15.0	35.0
	Agree	46	57.5	57.5	92.5
	Strongly Agree	6	7.5	7.5	100.0
	Total	80	100.0	100.0	

Source: Field Data (2017)

The findings Table 4.8 showed that most respondents agree that gender diversity influence teachers performance that is 46 (57.5%), while those who were neutral and who disagree had equal scores which are 12 (15%) respectively. From the above findings it implies that gender diversity is good to the efficiency and performance of an individual employee.

This study also investigated whether gender diversity is the basis of good performance of an employee in the given organization.

Table 4. 9: Gender diversity is the basis for good performance of teachers

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid		1	1.3	1.3	1.3
	Strongly Disagree	5	6.3	6.3	7.5
	Disagree	15	18.8	18.8	26.3
	Neutral	9	11.3	11.3	37.5
	Agree	42	52.5	52.5	90.0
	Strongly Agree	8	10.0	10.0	100.0
	Total	80	100.0	100.0	

Source; Field Data (2017)

The findings in Table 4.9 revealed that 42 respondents out of 80 which is 52.5% out 100% agree that gender diversity is the basis of good performance to an employee, while 15(18.8%) disagree, those who strongly disagree were only 5 (6.3%) and those who strongly agree were 8 (10%). This implies that gender diversity is the basis of good performance of an individual employee.

This study in this aspect of gender wanted also to assess whether career development based on gender encourage organization productivity as outcomes of improvement of individual performance influenced by gender.

Table 4. 10: A Career development based on gender encouraged organization productivity

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	8	10.0	10.0	10.0
	Disagree	17	21.3	21.3	31.3
	Neutral	9	11.3	11.3	42.5
	Agree	32	40.0	40.0	82.5
	Strongly Agree	14	17.5	17.5	100.0
	Total	80	100.0	100.0	

Source: Field Data (2017)

The findings in Table 4.10 revealed that 32 (40%) of the respondents agree that most career development based on gender encourage organizational productivity, meanwhile those who disagree were 17 (21.3%) and who strongly agree were 14(17.5%). These findings imply that most employees had an opinion that career developments based on gender encourage organization productivity.

Researcher also was interested in assessing whether government’s training and development programs are developed to meet requirements of male and female teachers in public schools

Table 4. 11: Government's training meet the requirement of male and female teachers.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	7	8.8	8.8	8.8
	Dis agree	13	16.3	16.3	25.0
	Neutral	17	21.3	21.3	46.3
	Agree	34	42.5	42.5	88.8
	Strongly Disagree	9	11.3	11.3	100.0
	Total	80	100.0	100.0	

Source: Field Data (2017)

According to the data presented on Table 4.11 above indicates that many respondents 34 out of 80 that is 42.5% had an opinion that they agree that government play its role to meet the requirements of both female and male teachers, however, 17(21.3%) were neutral and 13 (16.3%) disagree and only 7 (8.8%) strongly disagree while 9(11.3%) strongly Agreed. From these facts it may be clearly agreed that most respondents agree that the Government play its role to meet the demand of female and male teachers.

This study likewise was interested in understanding weather women are involved in decision making like men in order to examine the influence of women in decision making and this is clearly shown in the table below.

Table 4. 12: Women are involved in the organization's decision making as much as men

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	5	6.3	6.3	6.3
	Disagree	12	15.0	15.0	21.3
	Neutral	10	12.5	12.5	33.8
	Agree	41	51.3	51.3	85.0
	Strongly Agree	12	15.0	15.0	100.0
	Total	80	100.0	100.0	

Source; Field Data (2017)

The findings in Table 4.12 revealed that 41 % of respondents agree that most of decisions women were involved like men, while those who strongly disagree and disagree make a total of 21.3%. Therefore, from these facts it imply that majority of respondents had an idea that women are involved in decision making.

The study also investigated if employees have positive outlook about gender diversity in the workplace, and therefore how does it influence performance of an individual employee in the given organization.

Table 4. 13: I am positive about gender diversity in this workplace

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	1	1.3	1.3	1.3
	Disagree	5	6.3	6.3	7.5
	Neutral	13	16.3	16.3	23.8
	Agree	47	58.8	58.8	82.5
	Strongly Agree	14	17.5	17.5	100.0
	Total	80	100.0	100.0	

Source: Field Data (2017)

The findings in Table 4.13 revealed that many respondents about 58.8% agreed that they have positive image about gender diversity in workplace, while 16.3% were neutral, and those who disagree were only 5 respondents having 6.3 respondents and the respondents who strongly agreed were 14 comprising 17.5%. These facts imply that most of respondents have positive attitude about the gender diversity.

The study also made an investigation on whether Government does a good job in attracting equally both male and female employees. This means that researcher needs to examine if government consider both gender equally.

Table 4. 14: Government does a good job in attracting and hiring basing on principle of equality for men and women

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	strongly Disagree	6	7.5	7.5	7.5
	Disagree	8	10.0	10.0	17.5
	Neutral	23	28.8	28.8	46.3
	Agree	34	42.5	42.5	88.8
	Strongly Agree	9	11.3	11.3	100.0
	Total	80	100.0	100.0	

Source: Field Data (2017)

The findings in Table 4.14 show that 34 out of 80 respondents that is 42.5% agree that government attract and hire employees basing on principles of equality for men and women, however, 23 (28.8%) of respondents were neutral, those who disagree 8(10%) and strongly disagree 6(7.5%). The findings above imply that government attract and employ employees basing on principles of equality.

This study investigated the availability and existence of opportunities for growth of teachers and to what extent do they influence their retention.

Table 4. 15: Opportunities for growth exist for both men and women in our school and this retain teachers

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	.00	1	1.3	1.3	1.3
	strongly disagree	6	7.5	7.5	8.8
	Disagree	18	22.5	22.5	31.3
	Neutral	13	16.3	16.3	47.5
	Agree	34	42.5	42.5	90.0
	Strongly Agree	8	10.0	10.0	100.0
	Total	80	100.0	100.0	

The findings reveals that 34 respondents out of 80 which is 42.5% agree that there are some opportunities for growth for both female and male teachers, while 13 (16.3%) were neutral, 18 (22.5%) disagree, 6(7.5%) strongly disagree and 8 (10%)

strongly agree. The above data imply that most of the respondents agree that there are opportunities for growth for both female and male teachers.

The study also examined if the performance target set for men is higher than that set for women. This might influence performance and retention of either male or female teachers in the given organization

Table 4. 16: Performance target set for men is higher than that set for women

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	19	23.8	23.8	23.8
	Disagree	20	25.0	25.0	48.8
	Neutral	11	13.8	13.8	62.5
	Agree	25	31.3	31.3	93.8
	Strongly Agree	5	6.3	6.3	100.0
	Total	80	100.0	100.0	

Source: Field Data (2017)

The findings show that 20 (25%) disagree and 19(23.8) strongly disagree making a total of 48.8% including 11 (13.8) who were neutral, and only 25 (31.3%) agree. This data imply that the target set for both male and female employees are equal and the same.

The study was interested in investigating how gender diversity contributes to performance of an employee.

Table 4. 17: Gender diversity contributes nothing to employee performance

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	strongly disagree	11	13.8	13.8	13.8
	Dis agree	20	25.0	25.0	38.8
	Neutral	19	23.8	23.8	62.5
	Agree	21	26.3	26.3	88.8
	strongly Agree	9	11.3	11.3	100.0
	Total	80	100.0	100.0	

Source: Field Data (2017)

The findings presented in the Table 4.17 show that 21 (26.3) agree that gender diversity contributes nothing to employee performance, and 9 (11.3%) strongly agree, making a total of 37.6% while who disagree were 20 (25%) and those who

strongly disagree were 11 (13.8) and hence comprise 38.8%. These findings imply that most of respondents 38.8% disagree, meaning that gender diversity contributes to employee performance.

The study investigated if there is fair treat to all employees that is between male and female in public organization.

Table 4. 18: Fair treatment to all employees male or female

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	strongly disagree	2	2.5	2.5	2.5
	Disagree	9	11.3	11.3	13.8
	Neutral	11	13.8	13.8	27.5
	Agree	45	56.3	56.3	83.8
	strongly agree	13	16.3	16.3	100.0
	Total	80	100.0	100.0	

Source: Field Data (2017)

The findings presented in Table 4.18 revealed that 45 (56.3%) agree that there is fair treatment to all employees that is between male and female employees, and 13 (16.3) strongly agreed, and therefore making a total of 72.6%. This implies that there is fair treatment to all employees.

4.4 The influence of age diversity on employee performance

One of the objectives of this study was to investigate the influence of age diversity on employee performance in public organization/ school. In order to determine the influence of age , the researcher had 10 questions to be answered by using Likert scale such as : 1=Strong Disagree, 2=Disagree , 3=Neutral, 4= Agree and 5=Strong Agree.

This study also investigated the influence of age diversity on employee performance and the table below shows the results.

Table 4. 19: The influence of age diversity on employee performance

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	strongly disagree	11	13.8	13.8	13.8
	Dis agree	22	27.5	27.5	41.3
	Neutral	16	20.0	20.0	61.3
	Agree	22	27.5	27.5	88.8
	Strongly Agree	9	11.3	11.3	100.0
	Total	80	100.0	100.0	

Source: Field Data (2017)

The Table 4.19 indicates that those who agree that age of an employee has an influence on employee performance are 22 (2.5%) and those who disagree are also 22 (27.5%), this imply that in some occasion age influences the employee performance and sometimes it does not influence.

This study also examined whether team leaders include all members at different ages in problem solving and decision making, the results are shown in the table below as follows.

Table 4. 20: Team leaders include all members at different ages in problem solving and decision making

		Freque ncy	Percent	Valid Percent	Cumulative Percent
Valid	strongly disagree	3	3.8	3.8	3.8
	strongly disagree	8	10.0	10.0	13.8
	Neutral	6	7.5	7.5	21.3
	Agree	49	61.3	61.3	82.5
	Strongly Agree	14	17.5	17.5	100.0
	Total	80	100.0	100.0	

Source: Field Data (2017)

The Table 4.20 shows that 49 respondents out of 80 that is 61% agree that team leaders involves all members of different age in the process of solving problem and decision making , while the respondents who disagree and strongly disagree their total number is just 11. These results imply that age diversity is very useful in problem solving and decision making in relation to employee performance.

This study also investigated if age differences in workgroup course conflict which influence employee performance in public organizations, the table below reveals the following results:

Table 4. 21: weather age differences in workgroup course conflict

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	strongly Disagree	27	33.8	33.8	33.8
	Disagree	23	28.8	28.8	62.5
	Neutral	10	12.5	12.5	75.0
	Agree	20	25.0	25.0	100.0
	Total	80	100.0	100.0	

Source: Field Data (2017)

The Table 4.21 indicates that 27(33.8%) of respondents strongly disagree that age differences course conflict and also 23(28.8%) of respondents disagree, and therefore these data make a total of 62.6% out of 100 % of respondents do not agree that age difference workgroup is a source of problem. These results imply that age differences in workgroup influence positively the employee performance.

The researcher was also interested in understanding if there is bonding among people with different age in work place and their influence in employee performance.

Table 4. 22: At work, lack of bonding with people in different age group.

		Frequency	Percent	Valid Percent	Cumulative Percent
valid	strongly Disagree	18	22.5	22.5	23.8
	Disagree	29	36.3	36.3	60.0
	Neutral	13	16.3	16.3	76.3
	Agree	13	16.3	16.3	92.5
	Strongly Agree	6	7.5	7.5	100.0
	Total	80	100.0	100.0	

Source: Field Data (2017)

The Table 4.22 indicates that the number of respondents who strongly disagree is 18(22.5%) and those who disagree were 29 (36.3%) making a total of 58.5% out of 100%. This imply that there is bonding among the employees in the public organization which influence the employee performance.

This study also intended to examine if the employees have positive attitude about age diversity and hence how does it influence employee performances.

Table 4. 23: Employees Positivity or negativity about age diversity

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	strongly Disagree	4	5.0	5.0	5.0
	Disagree	10	12.5	12.5	17.5
	Neutral	15	18.8	18.8	36.3
	Agree	39	48.8	48.8	85.0
	strongly Agree	12	15.0	15.0	100.0
	Total	80	100.0	100.0	

Source: Field Data (2017)

The Table 4.23 reveals that 39(48%) of respondents agree that they have positive outlook about age diversity, and in addition to that 12 (15%) strongly agree, and therefore making total of 63% out of 100%. This imply that majority of respondents have positive attitude about age diversity, meaning it influence positively the employee performance.

This study interested also to assess if age diversity in schools facilitate succession plan in management of schools and consequently how does it influence employee performance.

Table 4. 24: Age diversity in schools facilitate succession plan in management.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	.	1	1.3	1.3	1.3
	strongly disagree	3	3.8	3.8	5.0
	Disagree	14	17.5	17.5	22.5
	Neutral	10	12.5	12.5	35.0
	Agree	38	47.5	47.5	82.5
	strongly agree	14	17.5	17.5	100.0
	Total	80	100.0	100.0	

Source: Field Data (2017)

The findings on Table 4.24 revealed that 47.5% and 17.5% making total 65% out of 100% of respondents do agree that age diversity facilitate succession plan. This implies that age diversity is more influential in performance of employees through succession plan.

The research interested in identifying if age diversity increase employee performance or does not. The table 25 below shows the following results.

Table 4. 25: If age diversity increase or not an employee performance

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	strongly disagree	12	15.0	15.0	15.0
	disagree	22	27.5	27.5	42.5
	Neutral	15	18.8	18.8	61.3
	Agree	26	32.5	32.5	93.8
	strongly agree	5	6.3	6.3	100.0
	Total	80	100.0	100.0	

Source: Field Data (2017)

The Table 4.25 reveals that 26 (32.5%) of respondents agree and 5 (6.3%) who strongly agree that age diversity increase employee performance , the two figures makes a total of 39%, while those who do not agree make a total of 42.5% . This findings shows that there is slight differences of 3.5% , and this imply that sometimes and in some situation and occasion age influences employee performance and sometimes it does not.

The study investigated also if youth teacher in public organization are more adoptive to technological changes than those who are more aged in the given organization.

Table 4. 26: Youth teachers are more adoptive to technological changes than aged teachers.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	strongly disagree	4	5.0	5.0	5.0
	Disagree	4	5.0	5.0	10.0
	Neutral	15	18.8	18.8	28.8
	Agree	36	45.0	45.0	73.8
	strongly agree	21	26.3	26.3	100.0
	Total	80	100.0	100.0	

Source: Field Data (2017)

The Table 4.26 reveals that 36 (45%) of respondents agree, and 21 (26.3%) strongly agree and they make total of 71.3% of respondents out of 100 % who agree that youth teacher are more adoptive than aged teachers in technological changes. This implies that youth or young people have more influence in an employee performance.

This study interested likewise to assess if aged teachers are more productive than the young ones and there how does it influence employee performance.

Table 4. 27: Aged teachers are more productive than youth teachers

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	strongly disagree	10	12.5	12.5	12.5
	disagree	23	28.8	28.8	41.3
	Neutral	11	13.8	13.8	55.0
	Agree	20	25.0	25.0	80.0
	strongly agree	16	20.0	20.0	100.0
	Total	80	100.0	100.0	

Source: Field Data (2017)

The findings in the Table 4.27 reveals the following; 12.5% and 28.8 % make a total of 41.3% out of 100% of respondents who disagree, while 25% and 20% make a total of 45% of respondents who agree that aged teachers are more productive, however there is slightly difference of 3.7% . This indicates that being young is not a guarantee of being more productive than aged one as the results reveals that with minor differences aged are more productive.

The study investigated also if age diversity is more advantageous to public schools and therefore how does it influence employee performance. The table below shows the findings.

Table 4. 28: Age diversity is more advantageous to schools

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	strongly disagree	5	6.3	6.3	6.3
	disagree	3	3.8	3.8	10.0
	Neutral	21	26.3	26.3	36.3
	Agree	37	46.3	46.3	82.5
	strongly agree	14	17.5	17.5	100.0
	Total	80	100.0	100.0	

Source: Field Data (2017)

Table 4.28 reveals the following; 37(46.3%) agree and 14 (17.5%) who strongly agree making a total of 63.8% out of 100% do agree age diversity is more advantageous to schools and only 36.2% who disagree. These findings imply that age diversity is more advantageous to public organization.

4.4 The influence of education diversity on employee performance.

The third specific objective of this study was to assess the influence of education diversity of employee performance. In order to determine the influence of education diversity, the researcher had 11 questions to be answered by using Likert scale such as : 1=Strong Disagree, 2=Disagree , 3=Neutral, 4= Agree and 5=Strong Agree. The following are some questions and their responses in tables below.

This study investigated if recruitment plan of the organization based on education background of the employees. The table 4.30 shows results as follows.

Table 4. 29: Recruitment basing on education background of employees

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	strongly disagree	5	6.3	6.3	6.3
	disagree	6	7.5	7.5	13.8
	Neutral	12	15.0	15.0	28.8
	agree	42	52.5	52.5	81.3
	strongly agree	15	18.8	18.8	100.0
	Total	80	100.0	100.0	

Source: Field Data (2017)

The Table 4.30 reveals that majority of responses agree that recruitment were done based on education background and this is evidenced from the above responses, 42 (52.5%) agree and 15 (18.8%) strongly agree and making sum of 71.3% out of 100% and only 13.8% disagree and 15% were neutral. From these facts it implies that recruitment is done based on education background.

The researcher investigated if organization provides paid study leave to employees who further their education and in turn how this influences performance of individual's performance. The Table 4.31 shows the respondent's responses.

Table 4. 30: Organization provide paid study leave

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	strongly disagree	13	16.3	16.3	16.3
	disagree	21	26.3	26.3	42.5
	Neutral	14	17.5	17.5	60.0
	agree	24	30.0	30.0	90.0
	strongly agree	8	10.0	10.0	100.0
	Total	80	100.0	100.0	

Source: Field Data (2017)

The Table 4.31 indicates that the respondents who strongly disagree were 13 (16.3) and those who disagree were 21 (26.3%) , and their sum is 42.6% , while 24 (30%) and 8 (10%) and their some were 40%, meaning the differences between those who agree and disagree is 2.6% . These imply that majority of teachers about 42.6% are not paid for study leave, while 40% out of 100 of teachers are paid for study leave. The study also assessed if the opportunities for growth and advancement exist for employees who have lower qualification in education, and below are the result.

Table 4. 31: Opportunities for growth and advancement

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	strongly disagree	15	18.8	18.8	18.8
	disagree	24	30.0	30.0	48.8
	Neutral	16	20.0	20.0	68.8
	agree	20	25.0	25.0	93.8
	strongly agree	5	6.3	6.3	100.0
	Total	80	100.0	100.0	

Source: Field Data (2017)

The Table 4. 32 shows that majority of respondents in combination of those who strongly disagree and those who disagree create 38.8% out of 100% in comparison with those who agree 25% and 6.3 strongly agree create 31.3 % . This implies that majority of teachers are not given chances for their growth and advancement for their careers (38.8%) and minority gets the chance for their growth and advancement.

This study also investigated whether the differences in education background encourage conflict or not, and how does it influence employee performance in the given organization, the table below shows the results.

Table 4. 32: Differences in education background do not encourage conflict.

		Frequency	Percent	Valid Percent	Cumulative Percent
valid	strongly disagree	4	5.0	5.0	6.3
	disagree	21	26.3	26.3	32.5
	neutral	11	13.8	13.8	46.3
	agree	30	37.5	37.5	83.8
	strongly agree	13	16.3	16.3	100.0
	Total	80	100.0	100.0	

Source: Field Data (2017)

The Table 4.33 reveals that majority of respondents 30 (37.5) agree and 13 (16.3%) strongly agree, making sum of 53.8% out 100 % who had an idea that differences in education background do not encourage conflict in the organization. This implies

that a difference in education background is not a problem in performance of an employee.

The study interested in investigating if some teachers / employee lack confidence due to the education background and how does it influence employee performance. The table below shows the results.

Table 4. 33: Lack of confidence due to education background

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	strongly disagree	25	31.3	31.3	31.3
	disagree	27	33.8	33.8	65.0
	neutral	4	5.0	5.0	70.0
	agree	17	21.3	21.3	91.3
	strongly agree	7	8.8	8.8	100.0
	Total	80	100.0	100.0	

Source: Field Data (2017)

The Table 4.34 reveals that 25 (31.3%) strongly disagree and 27 (33.8%) disagree that employees do not lack confidence because of lack of education, and their sum of percentages is 65.1 % out of 100%. This implies that most of respondents have enough and reasonable education which give them enough confidence in performing their given tasks.

This study also investigated if Team leader includes all members at different education level in problem solving and decision making in public organization. The table below provides the findings.

Table 4. 34: Team leader includes all members at different education level.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	strongly disagree	3	3.8	3.8	3.8
	disagree	10	12.5	12.5	16.3
	neutral	12	15.0	15.0	31.3
	agree	32	40.0	40.0	71.3
	strongly agree	23	28.8	28.8	100.0
	Total		80	100.0	100.0

Source: Field Data (2017)

The Table 4.35 reveals that 32(40%) of respondents agree and 23 (28.8%) of respondents strongly agree, the two categories of respondents make a sum of 68.8% out 100% as they agree that team leaders include all members of different education level . This imply that leaders involves their member staff of different education background and hence this influence employee performance.

This study also investigated if the organization gives equal treatment when it comes to the diversity of education background, and therefore how does it influence performance of an employee.

Table 4. 35: The organization provide equal treatment

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	strongly disagree	3	3.8	3.8	3.8
	disagree	11	13.8	13.8	17.5
	neutral	17	21.3	21.3	38.8
	agree	39	48.8	48.8	87.5
	strongly agree	10	12.5	12.5	100.0
	Total		80	100.0	100.0

Source: Field Data (2017)

The Table 4.36 reveals that majority of respondents agree that the employee are equally treated as it is evidenced that 39 (48.8%) , and 10 (12.5%) strongly agree, and hence make a sum of 68.5% out of 100% , while 21.3% were neutral. These facts imply that many public organizations in Tanzania treat their employee fairly.

The study also investigated if employees are committed to mission and direction of organization, the extent of commitment indicates the influence to the performance of an employee, the table below shows the results.

Table 4. 36: Commitment to mission and direction of my organization

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	strongly disagree	2	2.5	2.5	2.5
	disagree	6	7.5	7.5	10.0
	neutral	4	5.0	5.0	15.0
	agree	55	68.8	68.8	83.8
	strongly agree	13	16.3	16.3	100.0
	Total	80	100.0	100.0	

Source: Field Data (2017)

The Table 4.37 above reveals that most of respondents do agree that employees are committed to the mission and direction of the organization, and this is evidenced in these findings as 55 (68.8%) agree that they are committed and, 13 (16.3%) strongly agree, and the two categories of respondents make a sum of 85.3% out of 100% . These findings imply that level of education background influence performance of an employee as majority of employees are committed to their performance.

This study investigated if the employees are motivated to complete the tasks that were assigned to them. Motivation influences the employee performance and therefore the table below shows responses relating the motivation.

Table 4. 37: Motivation to complete the task given.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	strongly disagree	6	7.5	7.5	7.5
	disagree	11	13.8	13.8	21.3
	neutral	9	11.3	11.3	32.5
	agree	35	43.8	43.8	76.3
	strongly agree	19	23.8	23.8	100.0
	Total	80	100.0	100.0	

Source: Field Data (2017)

Table 4.39 reveals that 35 (43.8) of respondents agree that as employees as motivated and 19 (23.8%) of respondents strongly agree to the question, hence they make a total of 67.6% out of 100% , and only 17 out 80 respondents who disagree that they are not motivated. As 67.6% of respondents agree that they are motivated, this implies that most employees are motivated and this influences their performance.

Currently some organization pay salary in relation to employee performance level and this affects the level of salary. This study therefore was interested to examine if employees' salaries is affected by their performance, Table 4.40 is the table with results.

Table 4. 38: Performance Affects the Level of Salary

		Frequency	Percent	Valid Percent	Cumulative Percent
valid	strongly disagree	16	20.0	20.0	21.3
	disagree	13	16.3	16.3	37.5
	neutral	22	27.5	27.5	65.0
	agree	15	18.8	18.8	83.8
	strongly agree	13	16.3	16.3	100.0
	Total	80	100.0	100.0	

Source: Field Data (2017)

Table 4.41 reveals the following, the respondents who strongly disagree 20% and those who disagree 16.3%, the two categories make up 36.3%, while those who strongly agree 16.3% and who agree 18.8%, making a total of 35.1%. From these facts there is differences of just 1.2% this implies that performance neither affects the level of salary positively or negatively.

This study was also more interested in identifying self –perceived performance of employees.

In this aspects researcher had 10 questions with their responses.

This study investigated if an employee enjoys the task given approach practiced by public organization and how does it influence employee performance.

Table 4. 39: Enjoyment of tasks and division of work

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	strongly disagree	3	3.8	3.8	3.8
	disagree	4	5.0	5.0	8.8
	neutral	13	16.3	16.3	25.0
	agree	41	51.3	51.3	76.3
	strongly agree	19	23.8	23.8	100.0
	Total	80	100.0	100.0	

Source: Field Data (2017)

The Table 4.42 indicates and reveals that majority of respondents do agree that they are enjoying the tasks which they are given and this is evidenced by 51.1 % who agreed and who strongly agreed 23.8% which make a total of 73.9%. This implies that most of employees enjoy the tasks which they are given.

Researcher was also interested in examining if each employee is committed to the mission and direction of the organization. The following table shows the responses.

Table 4. 40: Commitment to mission and direction of organization.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	disagree	4	5.0	5.0	5.0
	neutral	8	10.0	10.0	15.0
	agree	53	66.3	66.3	81.3
	strongly agree	15	18.8	18.8	100.0
	Total	80	100.0	100.0	

Source: Field Data (2017)

The finding from Table 4.43 reveals that majority of respondents have an opinion employees are committed to mission and directions of organization, this is evidenced by these factors 66.3% agree plus 18.8% who strongly agree they come up with a total of 85.1%. This implies that employees are committed to mission and directions of the organization.

The researcher also investigated if employees are motivated in completing their given tasks, and this is shown in the findings presented in the Table 4.44.

Table 4. 41: Motivation in completing tasks

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	strongly disagree	7	8.8	8.8	8.8
	disagree	9	11.3	11.3	20.0
	Neutral	5	6.3	6.3	26.3
	agree	40	50.0	50.0	76.3
	strongly agree	19	23.8	23.8	100.0
	Total	80	100.0	100.0	

Source: Field Data (2017)

The data presented in Table 4.44 reveals that most of respondents that is 50% of respondents agree, and 23.8% who strongly agree and make up a total of 73.8% out of 100% This imply that employees are motivated.

The investigation was equally done to identify if employees are cooperating in performing their daily responsibilities in their specific organization, the table below presents the results.

Table 4. 42: Cooperation among employees from different ethnicity

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	disagree	2	2.5	2.5	2.5
	neutral	7	8.8	8.8	11.3
	agree	43	53.8	53.8	65.0
	strongly agree	28	35.0	35.0	100.0
	Total	80	100.0	100.0	

Source: Field Data (2017)

The findings presented in the Table 4.45 reveals that majority of respondents 53.8% who agree and 35% who strongly agree, making a total of 88.8% had opinion that employees from different ethnicity do cooperate well and this implies that their cooperation influence individual performance in the given organization.

This study invested if the opposite gender can perform well and enjoy working with another gender, and how does it influence performance of an individual employee.

The Table 4.46 presents the results.

Table 4. 43: Opposite gender can perform well and enjoy working with them.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	strongly disagree	1	1.3	1.3	1.3
	dis agree	8	10.0	10.0	11.3
	neutral	10	12.5	12.5	23.8
	agree	41	51.3	51.3	75.0
	strongly agree	20	25.0	25.0	100.0
	Total	80	100.0	100.0	

Source: Field Data (2017)

The Table 4.46 reveals the following facts ; 41 (51.3%) of respondents agree that employees feel happy and enjoy working with the opposite sex, and also 20 (25%) strongly agree , and the two categories employee make up 76.3% out of 100%, while those of neutral position were only 12.5%. From these facts it implies that employees of opposite gender influence the performance of another gender.

This study investigated too if performance level affect salary level of employees and from this ground how it influences the performance of an individual employees. The table below presents results from the respondents.

Table 4. 44: Performance level affects salary levels.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	strongly disagree	15	18.8	18.8	18.8
	disagree	22	27.5	27.5	46.3
	neutral	21	26.3	26.3	72.5
	agree	17	21.3	21.3	93.8
	strongly agree	5	6.3	6.3	100.0
	Total	80	100.0	100.0	

Source: Field Data (2017)

Table 4.47 reveals the following findings; 18.8% of respondents strongly agree, and 27.5% disagree, making a total of 46.3%, while 21.3% agree and 6.3% strongly agree, whose their total were 27.6% which is less in comparison to 46.3%, while the neutral ones were 26.3%. From these facts it implies that most of employees' salaries were not affected by their performance.

The study also examined if the employees are satisfied with the current level of their salaries from 80 respondents, and their responses were the following.

Table 4. 45: Satisfaction of Current salaries

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	strongly disagree	30	37.5	37.5	37.5
	dis agree	26	32.5	32.5	70.0
	Neutral	6	7.5	7.5	77.5
	agree	10	12.5	12.5	90.0
	strongly agree	8	10.0	10.0	100.0
	Total	80	100.0	100.0	

Source: Field Data (2017)

Table 4.48 presented the following findings ; majority of respondents had negative responses about this aspects as it is evidenced above, that is 37.5% strongly disagree that the current level of their salaries is not satisfactory, and also 32.5% disagree, and therefore making a total of 70% out of 100% that they don't agree, while 7.5% were neutral. This findings with no doubt imply that majority of the employees are not satisfied with the results.

The study also interested in identifying if employees are given chance to try their own method of doing the job, and consequently how does it influence the performance of an individual employee.

The Table 4.49 reveals the followings; the combination of those who agree 51.3% and those who strongly agree 12.5% were 63.8%, while those who strongly disagree were 11.3% and those who disagree were 13.8% making sum of 25.1% only. From these data it implies that the chances for imposing new or other methods are minimal.

Table 4. 46: Chance of imposing other methods of performing the job

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	strongly disagree	9	11.3	11.3	11.3
	disagree	11	13.8	13.8	25.0
	neutral	9	11.3	11.3	36.3
	agree	41	51.3	51.3	87.5
	strongly agree	10	12.5	12.5	100.0
	Total	80	100.0	100.0	

Source: Field Data (2017)

This study investigated more if by learning more skills through training employees may improve their performance, Table 4.50 below present's responses in terms of percentages as follows.

Table 4. 47: Learning more skills improve task performance

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	strongly disagree	4	5.0	5.0	5.0
	disagree	2	2.5	2.5	7.5
	neutral	3	3.8	3.8	11.3
	agree	40	50.0	50.0	61.3
	strongly agree	31	38.8	38.8	100.0
	Total	80	100.0	100.0	

Source: Field Data (2017)

The Table 4.50 reveals that majority of employee do agree that the learning more skills improve the employees performance, and this is evidenced when 50% of respondents agree and other 38.8% strongly agree, and the two categories make up a total of 88.8% out of 100% .This implies that most of respondents agree that learning more skill increase the employees' performance.

The researcher assessed if good employee performance is important for the future growth of organization, the Table 4.51 presents results from 80 respondents whose percentages is 100. The table 4.51 reveals that 37 (46.3%) who agree and 35 (43.8%) who strongly agree, make a total of 90% out 100% and only 3.8 % were neutral.

Table 4. 48: Good employee performance is for future growth of organization

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	strongly disagree	1	1.3	1.3	1.3
	disagree	4	5.0	5.0	6.3
	neutral	3	3.8	3.8	10.0
	agree	37	46.3	46.3	56.3
	strongly agree	35	43.8	43.8	100.0
	Total	80	100.0	100.0	

Source: Field Data (2017)

These findings imply that most of respondents agree that good employee performance is important for future growth of the organization. This means that the increase of performance of an employee results into more production and profits which in turn it facilitates the development of the organization.

4.5. Discussion of the Findings

The discussion of these findings was done in relation to specific objectives about the influence of workforce diversity on public organization performance: a case of public secondary schools in Ilala District, Dar es Salaam region. The general objective of this study was to investigate the influence of workforce diversity on public organization performance in Ilala District, Dar es Salaam region. The Specific Objectives were: to examine the influence of gender diversity on employee performance; to investigate the influence of age diversity on employee performance and to assess the influence of education diversity on employee performance.

4. 5.1 The influence of gender diversity on employee performance.

The research findings on those aspects revealed that the existence of more one gender on work station will influence either positively or negatively on employees' performance. The reasons attributed to this were other factors like motivation and necessary skills requirements in relation to the job given and general working conditions.

Similarly Svyantek and Bott (2004) came up with similar observations when they reviewed nine diversity studies which were published during (1989-2003) investigating the gender diversity-performance relationship. Four studies found no main effects, two studies found positive effect; two studies found negative effects, and one study found a nonlinear effect.

The findings of the research conducted by Welliang et.al. (2012) showed that gender group and employee performance is positively linked. Ali et.al. (2000) found that high levels of gender diversity are a source of competitive advantage, while moderate levels of gender diversity provide a competitive disadvantage. Depending upon the higher or moderate level of gender diversity, organizations can have either positive or negative results.

In addition the findings of this examination likewise uncovered that the majority of respondents concur that sexual orientation assorted qualities adds to employee performance .These findings relates with ponder led by Welliang et.al.(2012) demonstrated that sex gathering and employee performance is decidedly connected. Ali et.al. (2000) found that large amounts of sex diversity are a wellspring of upper hand, while direct levels of sex assorted qualities give an aggressive disservice. Contingent on the higher or direct level of sexual orientation diversity, organizations can have either positive or negative outcomes.

Fernandez (2010) in his examination of employees in schools in France contended that great workforce diversity rehearses upgrade employee performance. A similar contention was reverberated by Mendez (2012), who includes that there is a solid relationship between's great workforce diversity and employee performance.

As per Kinyanjui (2012), sexual orientation, age and social assorted qualities effect sly affect employee performance and any association that goals great employee performance should grasp workforce differences.

The findings in Table 4.14 infer that legislature of Tanzania pull in and utilize employees basing on standards of sexual orientation correspondence which thus increment employee performance. The sex assorted qualities is useful for productivity and performance of an individual employee.

As per Kochan, Bezrukova, Ely, Jackson, Joshi, Jehn, Leonard, Levine, and Thomas (2002), giving an equivalent opening for work to ladies is essential to enhance performance of employees in an association. These societal orders wiped out formal strategies that victimized certain classes of employees and raised the expenses to organizations that neglected to actualize reasonable business rehearses.

Segregation on contracting employees in view of sexual orientation has brought about an association's procuring employees who are paid higher wages than elective employees, however are not any more gainful. Barrington and Troke, (2001); Becker, (1971).

4.5.2 The impact of age differences on employees' performance

In this perspective the investigation uncovered the accompanying: youth educators out in the public organizations are more receptive to innovative changes than the individuals who are more matured in the given association, subsequently their impact in employee performance is high, table 4.26. This infers the impact of youth in association performance is high and the in this manner the legislature ought to safeguard that young get more open doors for their progression with a specific end goal to expand profitability of the nation.

As indicated by Gelner and Veen (2013) Medical, mental and financial research has additionally demonstrated that employees of various age bunches vary in aptitudes, states of mind and capacities and that these contrasting qualities affect efficiency. Youthful employees are thought to be more adaptable and can depict a demeanor of more change preparation instead of more seasoned employees. Old employees can likewise be considered as repositories of information conveying the institutional memory of an association in this manner empowering powerful exchange of aptitude.

Age-assorted workforces show a large group of various learning, values, points of view, elucidations and inclinations that are requirements for development (Richard and Shelor, 2002; Page, 2007). Besides, more youthful administrators will probably have more noteworthy learning abilities, are all the more as of late instructed, and in this way will probably be more hazard taking, adaptable, and creative.

A mix of youthful and old companions of employees with various learning pools can hence expand advancement when contrasted with having homogeneous employees. Gelner & Veen (2013).

This examination additionally propose age assorted qualities is more profitable to schools (Table 4.28) The reasons credited to this findings were , youngsters are more adaptable in adapting, more enthusiastic, more dynamic, more inventive and innovative, while the senior citizens are more experienced and subsequently they share their involvement with youthful ones. This implies association's performance is more impacted by both youthful and matured employees in the given association.

These findings are like investigation by Ogaga, (2009), in his investigation of workforce differences in auxiliary schools in Nigeria presumed that there is sure relationship between's age assorted qualities and employee performance. He additionally prescribed that organizations ought to guarantee age diversity is utilized for advancing employee performance.

Findings of this examination additionally uncovered that age contrasts in workgroup impact emphatically the employee performance Table 4.21. The reasons credited to this were matured instructors have more understanding than the youthful educators and subsequently they trade their experience and thusly impact their performance, while the young instructors who are less experienced thought of new abilities essential in performance. These certainties are upheld by Veen, (2013) who calls attention to three advantages of age differences towards the employee performance. That is age various workforces show a large group of various learning, qualities and inclinations. They have distinctive elucidation, points of view and heuristics and their mental models are distinctive. More youthful associates may have scholarly aptitudes yet socially unpracticed while more established partners may have bring down

scholastic abilities however may have great work involvement. Brushing such employees may diminish the danger of being uneven.

This investigation additionally uncovered that age assorted qualities in some event or condition impact employee performance and now and then it doesn't depending different elements like correspondences methodology, adaptability, culture and workplaces (Table 4.19)

These findings additionally are bolstered by investigation of Gelner and Stephen (2009) which uncovered that age heterogeneity might be put in vicinity with its potential advantages. Complimentarily impacts develop when coordinated effort in a gathering empowers people to be more gainful than when dealing with their own. Henceforth, the advantages of age heterogeneity depend on extra profitability impacts that emerge because of association among people of various ages with contrasting expertise profiles, varying points of view and maybe likewise extraordinary identity characteristics.

Notwithstanding that, Winnie, 2008 in her examination result, demonstrated that distinctive age bunches give diverse esteems to organizations and these qualities can supplement each other which enhance companies' performance.

A survey of the literature on age and work demonstrates an unmistakable hypothetical accentuation on negative forecasts. (DeArmond et al 2006; Maurer & Rafuse, 2001, Ostroff, Atwater, and Feinberg, 2004, Perry, Kulik, and Zhou, 1999; Shore, Cleveland, and Goldberg, 2003, Perry and Finkelstein, 1999, Barnes-Farrell, Rumery, & Swody, 2002; Maurer, Weiss, & Barbeite, 2003; Shore et al. 2003). Not at all like race or sexual orientation diversity, have organizations once in a while embraced activities to expand age assorted qualities.

Developing age diversity has moved toward becoming piece of numerous organizations. Florian Kunze, Stephen Boehm and Heike Bruch, (2009). There are two noteworthy speculations which clarify this relationship; the social personality and self-classification. People are proposed to arrange themselves into specific gatherings on the premise of measurements that are by and by applicable for them as

per social personality and self-classification hypothesis. Kunze, Boehm and Bruch, 2009; Tajfel and Turner, (1986).

Accordingly, people tend to support individuals from their own particular gathering at the costs of alternate gatherings, against which they may segregate. Thusly, if the employees' age or generational having a place is viewed as a significant basis for qualification, a separation between age bunches inside an association may develop, encouraging enthusiastic clashes and age based segregation between the age gatherings. Kunze et al (2009).

This examination additionally uncovered that age diversity is more compelling in performance of instructors through progression arrange Table 4.24. And furthermore age diversity is extremely valuable in critical thinking and basic leadership in connection to employee performance Table 4.20.

The experience demonstrated that youthful instructors start with bring down positions association structure to beat position, for example, being class educator, head of office, scholarly ace/escort ,delegate superintendent/fancy woman and director/headmistress , through this procedure progression arrange plainly done and kept up and subsequently impact authoritative performance.

These findings are upheld by Hitt, Hoskisson and Kim, (1997); Franko, (1989) whose review uncovered that training turns out to be more successful in age different organizations. Advancement has turned out to be one of the key techniques of the firm to gain upper hand, extending piece of the pie, and expanding general firm performance.

4.5.3 To survey the Impact of Education Diversity on Employees Performance

This investigation uncovered that adapting more aptitude increment the employees' performance, Table 50. The more employees secure the abilities identified with his/her performance the more the efficiency will increment and consequently the association benefit will increment. The more training the individual employee got, the more gainful the employee will be. These findings have been comparably to the

examination done by Moretti (2004) who investigated this thought and found that urban communities with higher rate of tertiary instruction level employees will empower people of all training level have higher wages. Different analysts have discovered an expansion in metro investment (Dee, 2004) or a decline in wrongdoing rates (Lochner and Moretti (2004) coming about because of more training. Glaeser, Scheinkman and Shleifer (1995) additionally found that a more prominent extent of taught employees in a city mean higher monetary development.

The examination done by Eugene et al. (2011), at Malaysia demonstrated that there is critical positive connection between instructive foundation and employee performance. They watched that the more extraordinary training sorts, or a more adjust in instruction sorts

This study investigated also if the employees are motivated to complete the tasks that were assigned to them Table 4.38.shows that 67.6% of respondents agreed that they are motivated; this implies that most employees are motivated and this influences their performance. These findings are supported by Aswathappa (2008); highly motivated employees are more productive than apathetic employees. The high the productivity of Japanese employees is attributed to many reasons, but motivation is the main factor. Productivity of employees becomes a question of the management's ability to motivate its employees. An appreciation of motivation is highly useful for managers.

CHAPTER FIVE

SUMMARY, CONCLUSION AND RECOMMENDATIONS

5.0 Introduction

This chapter presents the summary of the research findings, conclusion and recommendations which emanated from the study. It also provides limitations of the study. It lastly points out suggestions for further research study in relation to the influence of workforce diversity on public organization performance in Tanzania.

5.1 Summary of the Research Findings

This study investigated the influence of workforce diversity on public organizations performance: A case of public secondary schools of Ilala District in Dar es Salaam Region. The study had three main issues: to examine the influence of gender diversity on employee performance, to investigate the influence of age diversity on employee performance and to assess the influence of education diversity on employee performance. The targeted population was teachers from public secondary schools of Ilala District in Dar es Salaam region where a sample of 80 respondents participated

The findings on the influence of gender diversity revealed the followings: the existence of more one gender on work station will influence either positively or negatively on employees' performance and gender diversity contributes to employee performance.

The findings on the influence of age diversity on employee performance revealed that: youth teachers in public organization are more adoptive to technological changes than those who are more aged in the given organization; therefore their influence in employee performance is high. Findings of this study further revealed that age differences in workgroup influence positively the employee performance. The reasons attributed to this were aged teachers have more experience than the young teachers and hence they exchange their experience and consequently influence their performance, while the youth teachers who are less experienced come up with

new skills necessary in performance; and also age diversity is more influential in performance of teachers through succession plan.

The last aspect was the influence of education diversity on employee performance the study revealed the following; first, learning more skill increases the employees' performance; second recruitment of employees in public secondary school is done basing on education background to ensure efficient and performance of the employees; Third, difference in education background is not a problem in performance of an employee. In public organizations of Tanzania the differences in of education among the employees to a greater extent is considered to be positive phenomena which influence employee performance in most of organizations. Moreover, this study further identified that majority of teachers in Tanzania are not given chances for their growth and advancement for their careers and minority get chances for their growth and advancement. This situation shows that to some extent performance of teachers is affected negatively, as teachers are not efficiency in their performance and hence students are affected negative and the country at large.

5.2 Conclusion

From the findings of this study, we may conclude that, the existence of gender diversity on work station influence positive on employees' performance. This implies that there is a need to consider gender in employment opportunities in order to facilitate employee's performance which in turn results in achievements of organizational goals.

Also it may be concluded that age diversity influence positively on the employee performance. Differences in age is very crucial in workplace because the elders have much experience which they share with the youth, while the youth teachers in public organization are more adoptive to technological changes than those who are more aged in the given organization. Hence age should be equally considered in employment decisions.

Finally, we may as well conclude that education diversity increase employee's performance. Difference in educational background is very important as employees enjoy the sharing of their knowledge in performing their tasks and duties for betterment of the entire organization as it facilitate the attainment of organizational goals.

Therefore workforce diversity is very crucial for organizational development especially in terms of gender, age and educational background.

5.3 Recommendations

5.3.1 General Recommendations

Recommendations from this study involve the following:

- As workforce is inevitable to any work organization due to globalization, every organization should understand it and formulate specific policies to accommodate it for betterment of the organization concerned.
- Every organization should conduct some seminars concerning workforce diversity to all employees in order to remove or reduce negative attitudes about it and try to make use of differences which exists among the employees.
- The organizations should come with effective strategic means of managing a diverse workforce and ensure the employees are positive with workforce diversity.
- The government should formulate good workforce policies which should be used in both private and public organizations in order to facilitate employee's performance in the given organization.

5.3.2 Recommendations for Further Studies

- This study based only on three aspects of workforce diversity that is gender, age and educational background to respondents of Dar es Salaam region, another study can be done in Tanzania particularly on other elements or elements of workforce diversity such as ethnicity, race, religion, and culture.
- The study can also involve other regions in both mainland Tanzania and Zanzibar.

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APPENDICES

APPENDIX 1: THE QUESTIONNAIRE

Dear respondents,

I am the final year student from Mzumbe University Dar es Salaam Constituent, pursuing Masters of Science in Human Resource Management. As part of our coursework we are required to conduct a research. The title of my research is “The Influence of Workforce Diversity on public organization Performance” A case of Public Secondary Schools of Ilala Districts in Dar es Salaam Region. I would be grateful if you could spend a few minutes of your time to complete this questionnaire. I assure that all information collected is strictly for academic purposes and will be kept confidential. Thank you for your kind assistance.

Section A: Demographic Information

Please specify your answer by placing a (✓) on the relevant answers provided. The Following questions will be used only in determining our sample demographics.

1. Gender

Male

Female

2. Age

20-29 years old

30-39 years old

40-49 years old

50 years old and above

3. Educational Level

Certificate

Diploma

Degree

Master

PhD

4. Work Experience

2-5 years

6-10 years

10- 15 years

more than 15 years

5. Position in the organization

Headmasters / Headmistress

Deputy Headmasters / Headmistress

Head of Department

Class teacher

Teacher

Section B

Based on your dispositions, please indicate the most appropriate opinion/response with the scale below by placing a tick .

(1) Strongly Disagree (SD)

(2) Disagree (D)

(3) Neutral (N)

(4) Agree (A)

(5) Strongly Agree (SA)

	DS	D	N	A	SA
<u>Gender</u>					
1. The employees have not been discriminated by employer while hiring and recruitment process on the gender basis.					
2. The organization does a good job of attracting and hiring women.					
3. Gender diversity facilitate teachers performance					
4. Gender diversity is basis for good performance of the teachers					
5. A career development based on gender encouraged organization productivity					
6. The Government’s training and development program is developed to meet the requirement of the male and female teachers.					
7. Women are involved in the organization’s decision making as much as men.					
8. I am positive about gender diversity in this workplace.					
9. The government does a good job in attracting and hiring basing principle of equal opportunity for men and women.					
10. Opportunities for growth exist for both men and					

women in our school and this retain teachers.					
11. The performance target set for men is higher than that set for the women.					
12. Gender diversity contributes nothing to employee performance.					
13. Fair treatment is given to all employees whether male or female					
	DS	D	N	A	SA
<u>Age</u>					
14. Age diversity in this school is one of the competitive too in performance.					
15. My team leaders include all members at different ages in problem solving and decision making.					
16. The age differences in work group cause conflict.					
17. At work, I experience lack of bonding with people of different age group.					
18. I am positive about age diversity in this workplace.					
19. Age diversity in schools facilitate succession plan in management.					
20. Age diversity does not increase employee performance					
21. Youth teachers are more adoptive to technological changes than the aged teachers.					
22. Aged teacher are more productive than youth teachers					
23. Age diversity is more advantageous to schools.					

Modified operational definition construct for Education background.

	DS	D	N	A	SA
<u>Education background</u>					
24. The recruitment plan of the organization is based on the education background of the employees.					
25. The organization provides paid study leave to employees who further their education.					
26. Opportunities for growth and advancement exist for employees who have lower qualification in education.					
27. The difference in education background does not encourage conflict.					
28. At work, I experience lack of confidence due to my education background.					
29. The team leader includes all members at different education level in problem solving and decision making.					
30. The organization gives equal treatment when it comes to the diversity of education background					
31. I am committed to mission and direction of my organization					
32. I am motivated to complete the task that is assigned to me.					
33. My performance level affect my salary					

Section C: Employee Performance

The questions below ask about your self-perceived performance. Based on your experiences and understanding, please indicate the most appropriate opinion/response with the scale below.

- (1) Strongly Disagree (SD)
- (2) Disagree (D)
- (3) Neutral (N)
- (4) Agree (A)
- (5) Strongly Agree (AS)

	DS	D	N	A	SA
34. I enjoy my tasks and the division's work approach.					
35. I am committed to the mission and direction of my organization.					
36. I am motivated to complete the task that is assigned to me.					
37. I co-operate well with my colleagues of different ethnicity.					
38. Opposite gender can perform well and I enjoy working with them.					
39. My performance level affects my salary level.					
40. I am satisfied with my current salary level.					
41. I am given the chance to try my own method of doing the job.					
42. By learning more skills through courses/training, I can improve my task performance.					
43. Good employee performance is important for the future growth of my organization.					