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The Effect of Employee Diversity on Organizational Performance: A Case National Audit Office of Tanzania Morogoro

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ABSTRACT

This paper aims at examining the effect of employee diversity on organizational performance using a case study National Audit Office of Morogoro in Tanzania. This study specifically intended to determine the effect of employee's gender diversity on the organizational performance, to determine effect of employee's education diversity on organization performance and to assess the effect of employee's age diversity on the organization performance. The study adopted quantitative approach whereby 62 structured questionnaires were distributed to employees using stratified sampling design. The collected data were analyzed using quantitative and applied descriptive statistics. The findings revealed that gender differences have a positive effect on work performance among work groups, also age differences on work groups, it has been proven that here is a helpful result related with personality, position, knowledge and maturity among groups members of work, also the state of education has a positive effect and cognitive conflicts between work groups. The diversity of the workforce based on age, gender and education level has been well investigated and confirms that there is a positive effect brought by the diversity of the workforce on team performance. The study recommends that the management of National Audit Office of Tanzania should ensure that studies are carried out regularly to have new information about the diversity of the work team and its effects on productivity in order to take possible measures when it affects negatively.

Key Words: *Employee diversity, organizational performance*

INTRODUCTION

One of the important international phenomena in large and small organizations is the diversity that is characterized by individuals with different cultures, technological development and globalization. Li, et al. (2021) state that the diversity of the workforce is increasing number of people work in overseas countries due to increased globalization, migration and natives never been away face people of different experiences and philosophies when working in corporations and local companies. This is why Orazalin, & Baydauletov, (2020) found out that employee diversity has become a complex issue in workplaces, therefore more studies are needed to close the existing gaps.

Employee diversity is defined as the attendance of additional than any aspect among workers, has become a hot topic for administrative scholars and leaders due to the advent of globalization (Richard, & Li, 2021). In an organization, diversity refers to the presence of similarities and differences among its members in terms of race, age, gender, culture, physical ability and disability (Sharma, et al. 2020). While issues of employee diversity are given attention by most researchers, some of them have tried to evaluate its link to organizational performance.

Organizational performance is essential to the existence and effectiveness of the contemporary organization due to market competition for consumers, inputs and capital (Li, et al. 2021). Bennouri, et al., (2020) have shown that employee diversity can be detrimental to the overall success of an organization. Contrary to Bennouris' views, Cho, et al. (2020) have found the positive impacts of work diversity and this includes structural commitment, maintenance, and improvement.

In Africa, organizations are realizing that having a various workforce can have numerous assistances, such as improved level of solving problem, innovation, creativity and better service to customers (Ghansah, 2021). Rima, et al. (2020) argued that diversity in the workplace can also help companies better understand and serve diverse customers. As companies become progressively globalized and good, administrations are observing for methods to maximize the benefits of diverse employees to attain better victory. A good example is seen in Ghana where creative effort environment

can outcome from diverse employees as they provide diverse perspectives (Ghansah, 2021). Additionally, organizational diversity leads to superior innovation, better customer service, and enhanced profitability (Raymond, 2020).

Moreover, Maingi, (2021) revealed that Social Identity theory in employee diversity tried to identify the sub-conditions that would cause members of one group to distinguish against their in-group and against another out-group. These things in this Theory are defined by Raymond (2020) revealed that organizational success has been linked to employee diversity.

In Kenya employee diversity is a main challenge that has simply twisted hooked on a misplacing condition for all concerned, contributing to undermining of workers and thus affecting worker performance in various organizations. The diversity of the workforce in terms of ethnicity and education can lead to the weakening of workers thus affecting the performance of employees (Maingi, 2021). Brady, (2020) found that active strategies and policies regarding educational diversity background and ethnic diversity in the labor force for effective workforce performance should provide.

Furthermore, Social Identity theory found that apart from the “level of self”, an individual has multiple “social identities” like Gender, Education and age. Social identity is a person's self-concept resultant from apparent participation of groups (Akisimire, et al. 2021).

Study conducted by Masanja, (2021) in Tanzania show organizations have realized that having employee diversity can assist advance created and performance a positive employed environment. Chole, et al. (2020) shown that employee diversity can help reduce conflict in the workplace and create a more equitable environment. Besides the possible benefits of workforce diversity, also have limitations that organizations must consider. Masanja, (2021) show those limitations for example presenting a different workforce in an association can lead to improved costs, such as the need to provide additional training and resources.

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

An organization to survive in a competitive economy, human resources from different cultural backgrounds with different talents and capabilities must work together as a team. Institutions in Tanzania have been suffering the problem of poor team building as showed by (Chole, et al. 2020) when examining measures of gender differences and equality at the organizational level. It was shown that numerous organizations do not work well in terms of employee diversity due to the existence of cultural discrimination in the offices. According to Delgado-Pina, et al. (2020), most organizations have their own recruitment methods. In some institutions, especially those owned by individuals, employed by basics of cultural priorities. The study further showed that poor team structure has been observed in institutions due to diversity which has led to poor statement of communications, poor group performance and reduced promise among work group members. The problem has become serious as it has affected team building and the performance of many institutions.

URT, (2020) found that with the presence of Labor Laws in Tanzania, section 7 (4) of the Employment and Labor Relations Act, 2004 prohibits discrimination against an employee in any employment policy or practice, for one or more reasons comprising: sex, gender, pregnancy, marital status or family responsibility, ethnicity, race, national origin, race, nationality, social origin, political or religious opinion, disability, the problem in organizations still exists. It is from this context, the researcher seek to determine the effect of employee diversity on organizational performance in Tanzania. The study has following significance, the knowledge obtained from this study offers profound benefits to employers and human resource managers to understand the current position of employee's diversity on employee team building in their organizations so that they can create team building strategies in their organization. The knowledge from this study was enabled the public institution to determine the achievement of their institutions through team structure.

In addition to that, theoretical and empirically this study add knowledge on active policies and approaches concerning the education background diversity and ethnic diversity in the workforce for better worker performance.

Furthermore, this study also build awareness to education institutions, consulting firms and funding organizations on the importance of education attainment and other stakeholders at the grassroots level in the process of preparing and implementing employee policies and plans. Also, study was immense benefit to researchers, policy makers, students and scholars who are interested in developing further studies on the subject matter.

Literature review

The effect of employees gender diversity on the organizational performance

Joshi, (2020) conducted the study to assess does gender diversity improve firm performance in India. The research design adopted by the study was a descriptive survey. Study revealed that the issue of India's declining female labour-force participation has been the focus of much research and speculation in recent years. There is a broad consensus that this trend is not just bad for women empowerment, but also spells significant productivity losses for the economy. While the government has introduced policies and practises geared towards fostering gender diversity in the workplace in hopes of drawing more women into the labor-force, many of these have fallen short in practise, owing in part to their limited take-up by the private sector. Businesses today lack consistent empirical evidence on the nature of relationship between firm-level gender diversity and performance outcomes. Against this backdrop, the present paper examines whether gender diversity improves firm performance in the Indian context. Through an analysis of the World Bank Enterprise Survey data, supported by an extensive literature review, it presents an economic case for firms to promote workplace gender diversity.

Krishnan, (2020) conducted studied on Gender Diversity in the workplace and its effects on Employees' Performance in India. The study based on empirical study also used descriptive study surveyed 230 respondents through convenience sampling technique and has the sampling adequacy of 0.771 (KMO Test's) and Bartlett's sphericity test ($p = 0.000$). Data was analysed through ANOVA Correlation and regression analysis. The finding of the study has disclosed that diversity in terms of gender includes a vital contribution to predict the performance of the employees'. Further, this study has well-tried that Gender Diversity and performance of the employee's differ across gender, age group, and work experience. The study significantly contributes towards advancements for gender diversity and its effects on employees' performance in an organization. Once the organization is certain regarding distinctiveness among the gender diversity of the workforce, they will succeed and reduce conflicts, focus on high utilization of human at work, make sure the person-organization fit, person-job fit and person-group fit which is able to improve the performance of the workers in a company. The outcome of such gender diversity is more productivity, high satisfaction and engaged employees.

Kebede, (2020) studied Gender Diversity in Management Positions and Organizational Performance in Ethiopia. The research design adopted by the study was a descriptive survey and the analysis is done based on the review of related literature. Study revealed that an organization's success and competitiveness depends upon its ability to embrace diversity and realize the benefits. The success and failure of an organization is also linked with its leadership compositions. Diversity provides organizations with the ability to compete in global markets. Simply recognizing diversity in an organization helps link the variety of talents within the organization. Diversity is a reality created by individuals and groups from a broad spectrum of demographic and philosophical differences. Gender diversity and organizational performance are positively related. Gender diversity provides the organization strong financial performance, intellectual capital, reputation and corporate governance, smooth communication and wider customer base, creativity and innovation, and effective leadership.

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

The effect of employees education diversity on organization performance

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

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

Simone & Uschi (2020) conducted study on educational diversity and individual pay: the advantages of combining academic and VET graduates in the workplace in Ethiopia. This study analyses how worker pay is related to educational diversity, i.e., used theoretical considerations drawn from diversity research, and develop hypotheses on the relation between a group's educational diversity and individual workers' pay. Drawing on an exceptionally large set of employer-employee data with more than 87,000 employers and 1,200,000 employees, we test our hypotheses and find that the educational diversity of work groups—and thus work groups with workers of different types of vocational and academic education—is positively related to individual workers' pay. Thus, educational diversity in the form of a combination of academic and Vocational Education and Training (VET) graduates in the workplace seems to be advantageous for the workers involved. Our findings suggest that educational diversity is especially beneficial in groups with high levels of task complexity and shorter organizational tenure.

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

The effect of employees age diversity on the organization performance

Li, (2020) conducted study on age diversity and organizational performance in United Kingdom. The study used quantitative design to analyse data and hypotheses were tested with a large manager-report workplace survey data from the Society for Human Resource Management. Results indicate that age diversity was positively associated with organizational performance through the mediation of increased human and social capital. In addition, functional diversity and age-inclusive management amplified the positive effects of age diversity on human and social capital. Our research sheds light on how age-diverse workforces may create value through cultivating knowledge-based organizational resources (i.e., human and social capital).

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

Odhiambo, et al. (2020) conducted study on relationship between age diversity and employee performance of public universities in Kenya. Study used target population of four public universities and the respondents were 120 head of departments. The study adopted a mixed method design and a survey method was used to collect primary data using a questionnaire pretested for validity and reliability. Descriptive and inferential statistics were used to analyse the data. Out of the 120 questionnaires sent out, 93 questionnaires were received giving a response rate of 78%. Regression and correlation analysis established a statistically significant positive relationship between age diversity and employee performance. The conclusions drawn from the study findings is that age diversity influence employee performance positively and majority of the employees are positive about age diversity practices in public universities. The study then recommended that the management should continue to uphold its age diversity policies and practices in order to increase the benefits of workforce diversity and come up with motivation programs that recognize younger employees in team success. Further research should be carried out on other variables of workforce diversity, test moderating variable on this relationship and a look into other institutions in public and private sectors.

Patrick, (2020) conducted study on the contribution of workforce diversity on work performance in local government authorities in Tanzania. The study adopted both qualitative and quantitative research approaches, the study design was descriptive cross-sectional research design within the population of government employees found in Njombe Town Council with sample size of 95 respondents. The respondents were randomly selected from the total population of 1948 employees in the Council. Both primary and secondary data were collected through available literature for secondary data and questionnaires for primary data. Quantitative data were analyzed statistically by using the SPSS Version 16.0 where by the 5 Likert scales were employed in addressing the objectives and qualitative data were analyzed thematically. The study established that, workforce diversity in terms of age ranges the findings revealed that workforce diversity if is not well managed may lead to work underperformance, therefore for further and sustainable achievement of diversified workforce, proper and efficient management schemes remains an important agenda. More importantly the findings concurred with the available secondary information or literature that workforce diversity is very essential for the better performance of the organisation. However, managing employees' misunderstandings is one of the important area to focus on for best performance of the diversified workforce.

Theoretical literature review

This study was guided by Social Identity Theory. Social Identity Theory was developed by Tajfel and Turner in 1979. The theory was initially developed to cognize the psychological foundation of set discrimination. This theory tried to identify the small circumstances that would make members of one group discriminate in favor of their own group and against another out-group (Hogg and Vaughan, 2002).

Social Identity Theory, different social contexts can make a person think, feel and act on the basis of his "personal", family or national level (Maelet al., 1992). Apart from the "level of self", a person has many "social identities". Social identity is an individual's self-concept resultant from perceived contribution in social groups (Hogg and Vaughan, 2002). In other words, it is the individual's perception of what defines "us" related with any inside group participation. This can be contrasted with the concept of personal identity which refers to personal knowledge derived from the unique individualities.

Social Identity Theory posits that group association creates group/individual classification and enhancement in ways that favor in-groups at the expense of out-groups. Models by Turner and Tajfel (1979) showed that the simple act of individuals establishing themselves as group members was adequate to lead them to show group favorite. After being classified into a group of members, individuals seek to achieve helpful self-esteem by definitely characteristic their in-group from assessment out-group on some valued measurement. This desire for helpful diversity means that people's sense of who they are is defined in terms of 'we' rather than 'I' (Knippenberg, 2002).

Finally, Tajfel and Turner identify three variables whose contribution to the emergence of group bias is particularly important. a) The degree to which individuals identify with an ingroup to incorporate that group membership as an element of their self-concept. b) The extent to which the existing context provides a basis for comparison between groups. c) The perceived importance of the comparison group, which itself is formed by the relative and absolute status of the group. Individuals are likely to show bias when a group of people defines itself and some comparison is meaningful or the results are objectionable.

This study was derived from this theory since the theory defends the role of one person in defending the beliefs of other people's thoughts in order to influence their general decisions. This theory was determined the different effects of employees and the effect on the overall performance of the organization.

One of the major strengths of Social Identity Theory is its ability to explain the psychological processes that govern group formation and maintenance.

Also, Social Identity theory suggests that self-concept is formed through group identity and positive social identity is established by positively comparing the in-group versus the out-group. When inappropriate intergroup comparisons occur, individuals perceive a negative social identity.

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

In this study social identity lets individual peoples to know how to be part of groups and to feel logic of going in their institution. These characteristics show a significant part in creating self-image. The more persons classify with a group, the more that group takes on the role of determining how persons feel.

Conceptual Framework

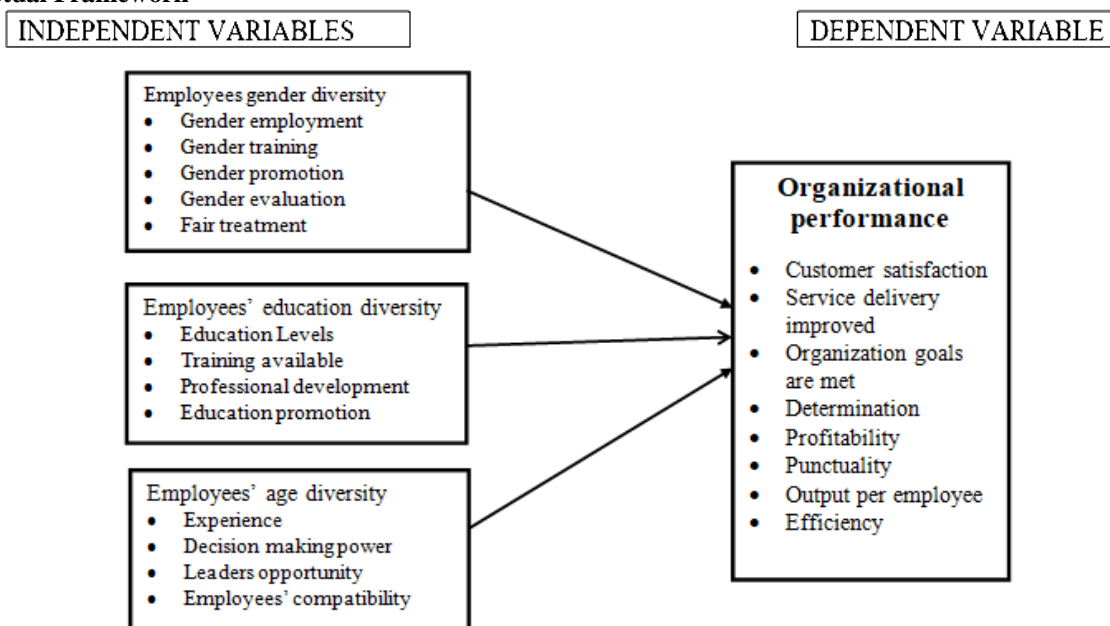


Figure 1: Conceptual Framework

Figure shows the relationships of the variables under study. Organizational performance is the dependent variable in this study which is affected by three factors which are the independent variables. These independent variables are Employees Gender diversity, Employees' education diversity and Employees' age diversity, which was evaluated to determine performance of the Organization.

Methodology

Research instrument

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

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

Sampling Design

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

Data collection

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

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

Data analysis

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

Results

The study-specific objectives were: to determine the effect of employees gender diversity on the organizational performance, to determine effect of employees education diversity on organization performance and to assess the effect of employees age diversity on the organization performance. The collected data were analyzed using IBM SPSS Statistics.

Gender of the Respondents

The results in Table 2 present the distribution of respondents according to gender. More than half 39 (62.9%) of the respondents are Male, compared to 23 (37.1%) of the respondents are Female. These results show that the number of males was lower compared to their female counterparts. This shows the existence of gender equality. This means those males are still more interested in the workplace than female.

Age of Respondents

The findings present the respondents' distribution by age. As shown in Table 3 about 41 (66.1%) had aged between 21-39 years and followed by 21 (33.9%) had an age between 40-59 years. These findings indicate that the NAOT is an active age group factor which will affect the performance of organization adversely. This shows the organization has potential staffs to fulfil daily duties for better results of work.

Education of Respondents with Organization

Findings in Table 4 presents the respondent distribution by education level, a large proportion 32 (51.6%) had the Diploma level of education, compared to 1 (1.6%) who had Masters level of education, followed by 9 (14.5%) had certificate level of education and 20 (32.3%) had Degree level of education.

These findings imply that despite the fact that educational level is one among the variables to be assessed in this study, the researcher was interested to assess the available human resource in terms of educational capacity since skills and knowledge of staffs in any institution seem to be very essential for better work results.

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

Gender of Respondents		
Category	Frequency	Percent
Male	39	62.9
Female	23	37.1
Total	62	100.0
Respondents Distribution by Age		
Category	Frequency	Percent
Below 20 years	-	-
21-39 years	41	66.1
40-59 years	21	33.9
60 years old and above	-	-
Total	62	100.0
Respondents Distribution by Education		
Category	Frequency	Percent
Certificate	9	14.5
Diploma	32	51.6
Degree	20	32.3
Masters	1	1.6

Category	Frequency	Percent
Male	39	62.9
Female	23	37.1
Total	62	100.0

Source: Researcher, 2023

The effect of employees gender diversity on the organizational performance
Item Statistics

	Mean	Std. Deviation	N
The Organization has put in place strategies to recruit and retain staffs with different gender to perform Organization duties.	3.5968	1.09334	62
Presence of employees with different gender increase work performance	4.3710	1.05944	62
Employees with gender diversity are unable to provide quality job output	1.2903	.66251	62
Gender diversity has minimal contribution on the work performance	4.3387	.97415	62
Good management of employees with different gender in the Organization leads to improved work performance	4.7903	.41040	62
The Organization has guidelines to manage gender diversity	1.5161	.80454	62
Resources like finance have contribution to the diversified Gender work force to perform well.	1.5968	.71195	62
Gender diversity contributes to skills and knowledge sharing among employees	4.2581	1.31742	62

The results show that good management of employees with different gender in the Organization leads to improved work performance. It is available scored the highest (M = 4.7903, S.D. = .41040) followed by Presence of employees with different gender increase work performance scored the highest (M = 4.3710, S.D. = 1.05944), followed by Gender diversity has minimal contribution on the work performance scored the highest (M = 4.3387, S.D. = .97415), followed by Gender diversity contributes to skills and knowledge sharing among employees scored the highest (M = 4.2581, S.D. = 1.31742). The lowest measurement scale on The Organization has guidelines to manage gender diversity was (M = 1.5161, SD = .80454) followed by Employees with gender diversity are unable to provide quality job output (M = 1.2903, SD = .66251).

The study in this objective found that the presence of same-sex people in the work center will positively or negatively affect the performance of employees. Reasons associated with this were other factors such as motivation and the necessary skill requirements in relation to the given task and the general working conditions.

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

Effect of employees education diversity on organization performance
Item Statistics

	Mean	Std. Deviation	N
The recruitment of employees in the organization is based on their education background	4.3710	.60690	62
The organization appreciate education diversity in the work assignments	4.8710	.55763	62
The organization encourages carrier development through training of employees	2.4839	.74089	62
Employees with high education qualification perform better than those with low education qualifications	4.1935	.59613	62

Employees with low education qualification lack confidence in work performance in the organization	3.0484	.96543	62
Employees with high education qualification are highly paid and perform well their duties	3.5000	.91884	62
Employees with high education qualification feel superior to those with low education hence affecting work performance groups	2.7581	1.39889	62
Promotion for various positions in the organization considers education background of employees	4.9355	.24768	62
Employees with high education qualification are selective on work environment in the organization	4.5000	.56540	62
Employees with low education qualification can work in any work environment	4.9516	.21633	62
Education diversity leads to employees misunderstanding hence lowering work performance	1.6129	.70953	62

The results show that employees with low education qualification can work in any work environment it is available scored the highest (M = 4.9516, S.D. = .21633) followed by Promotion for various positions in the organization considers education background of employees scored the highest (M = 4.9355, S.D. = .24768), followed by the organization appreciate education diversity in the work assignment scored the highest (M = 4.8710, S.D. = .55763). The lowest measurement scale on education diversity leads to employees misunderstanding hence lowering work performance was (M = 1.6129, SD = .70953).

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

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

The effect of employees age diversity on the organization performance

Item Statistics

	Mean	Std. Deviation	N
The availability of employees with age differences in the organization increases work performance	4.7581	.50198	62
Aged employees are role model to the young employees on fulfilling daily duties	1.6290	1.19059	62
Employees with the same age can perform better due to easy collaboration	2.4516	1.36319	62
Young employees are able to learn faster and adopt new work environment hence high work performance	4.0161	1.12340	62
Age diversity at work place leads to employees misunderstanding	4.6613	.47713	62
Age diversity has facilitated succession planning within organization	4.6774	.50487	62
There are policies and laws guiding age diversity in the Organization performance in the organization	3.0484	.99881	62

The results show that the availability of employees with age differences in the organization increases work performance it is available scored the highest (M = 4.7581, S.D. = .50198) followed by Age diversity has facilitated succession planning within organizations scored the highest (M = 4.6774, S.D. = .50487), followed by Age diversity at work place leads to employees misunderstanding scored the highest (M = 4.6613, S.D. = .47713). The lowest measurement scale on Aged employees are role model to the young employees on fulfilling daily duties was (M = 1.6290, SD = 1.19059).

The study in this objective revealed that there are good and bad ideas about older and younger workers depending on their age. Age differences are difficult for organizations to address because it is human nature for people to favor their

own group over others. People of other ages would feel uneasy and that there would be a situation of emotional instability and discrimination in the institution if the age of the workers is the main way to separate them. A multigenerational workforce can harm productivity because people from different generations have different beliefs, priorities, and worldviews. Generation gaps can lead to disagreements and even fights. Each century was sure that its benefits were better, so there was no reason to worry about the difference between generations.

Discussion of the findings

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

Issues related to employees gender diversity on the organizational performance

The research findings on those aspects revealed that the presence of more one gender on work station will affect either positively or negatively on employees' performance. The reasons attributed to this were other issues like incentive and essential skills necessities in relative to the job given and overall employed circumstances.

The findings indicated that gender differences may have an influence on employee performance measures based on performance, context and job performance. The mix of male and female employees in organizations can affect employees' ability to adapt to the ever-changing work environment and social attitudes such as commitment to extra work, teamwork spirit resources and information sharing and the ability to perform organizational tasks. The basis of which is allocated in the occupational range of employees. Also gender diversity is one of the most important practices that exist to improve employee performance. An organization that prioritizes gender diversity has the potential to succeed and improve employee performance. The idea is similar to Krishnan, (2020) in India found that diversity in terms of gender includes a vital influence to forecast the presentation of the employees'. Further, this study has well-tried that Gender Diversity and presentation of the employee's differ across work experience, gender and age group. Once the institute is certain concerning individuality among the gender diversity of the workers, they will prosper and decrease conflicts, focus on high use of human at work, make sure the person-organization fit, person-job fit and person-group fit which is able to advance the presentation of the employees in an organization.

These findings correspond with Amsi and Kiflemariam, (2023) in Tanzania, who found gender diversity had a statistically important and confident effect on all employees' performance scopes i.e. adaptive, background and duty presentation.

Issues related to employees education diversity on organization performance

The findings indicated that some organizations refuse to hire highly qualified employees because they do not believe that highly educated people are better performers, while others see employees with limited education, skills and training. This is due to the fact that we learn from those whose experiences, beliefs, and attitudes are different from our own, and these lessons can be best taught in many intellectual and social settings. Diversity of educational background promotes personal growth and a healthy workforce. Diversity of educational background challenges stereotypes; encourages critical thinking; and helps employees learn to communicate effectively with people from different backgrounds. The idea is similar to Victor et al. (2019) in Spain; the results obtained showed that, as expected, innovation team climate moderated the association among education level diversity and team message value, as well as the unintended effect involving education level diversity, team message quality, and team presentation. Also Bello-Pintado and Bianchi, (2021) in Uruguay found that advanced structures of the firm positively moderate the former relationship, but only for organizations achieving radical innovations. These findings correspond with Kabissi, (2022) in Tanzania, who found that education status has helpful effect and reasoning battle among employed groups are easily determined.

Issues related to employees age diversity on the organization performance

Employee's age diversity on the organization performance, the idea is similar to Shaheen, et al. (2021) in Pakistan, The results of the study demonstrated that there is important association among workers' age diversity and organizational performances. Also, important association was found among age diversity of the workers and difficulties resolving methods and skills of the organization, the higher the age diversity among the employees, the lower the structural difficulties and the higher their performances. These findings correspond with Patrick, (2020) in Tanzania, who found workforce diversity in terms of age varieties the findings revealed that workforce diversity if is not well achieved may lead to work deficit, therefore for further and maintainable attainment of expanded workforce, good and well-organized organization schemes remains an significant agenda. More highly the findings agreed with the obtainable secondary info or literature that workforce diversity is actual vital for the well presentation of the institute. However, handling employees' mistakes is one of the significant parts to emphasis on for best presentation of the expanded workforce.

Conclusion

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

Limitations and suggestions for further studies

- The study recommends that the management of National Audit Office of Tanzania (NAOT) should ensure that educations are existence done on fixedbase so as to have update evidenceconcerning work team diversity and take potentialprocesses when it is impacting harmfully.
- The management of National Audit Office of Tanzania (NAOT) should make sure that there are regular reliable staffs training on how to grow and shapelineup work, and good associationsirrespective of their variances in gender, age, race, marital status and level of education.
- Organization/institution should conduct some office seminars on workforce diversity for all employees to eliminate or decreaseundesirable attitudes about it and try to use the presentdiversity among workers.
- Organizations should come up with better strategic ways to manage a diverse workforce and ensure that employees have positive impact and understanding a diverse workforce.
- The government should create good manpower policies that should be used in private and public organizations to facilitate the performance of employees in the respective organization.

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