

**INFLUENCE OF WORKFORCE DIVERSITY ON PERFORMANCE OF
EMPLOYEES IN ORGANIZATIONS: A CASE OF BRARUDI BREWERIES
LTD IN BURUNDI**

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DECLARATION AND APPROVAL

Declaration by the Student

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I certify that the research presented in this thesis was conducted by the candidate under my supervision.

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DEDICATION

This study is dedicated to my family for their invaluable support throughout my study period.



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I am deeply grateful to God Almighty for His guidance throughout my research and study. I owe immense thanks to my supervisor, Dr. Jacqueline Omuya, whose unwavering support and supervision were invaluable. She stood as a beacon of hope and resilience, and her contributions were instrumental.

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ABSTRACT

The principal aim of this study was to demonstrate how various diverse orientations of employees in an organization affect their productivity. The research was steered by the ensuing objects or aims; to examine the consequence of ethnicity diversity on employees' effectuation of Brarudi Company limited in Burundi; to find out the effect of age diversity on organizational effectuation of Brarudi Company limited in Burundi and; to establish the effect of gender diversity on employee's effectuation of Brarudi Company limited in Burundi. The study employed the Social Identity and categorization theory and Resource based theory of Diversity management which assisted the researcher in finding out if there exist a correlation or link between the independent and the dependent variable. The study adopted a descriptive research design. The target population was 507 employees of Brarudi limited in Burundi and from this number 152 respondent was obtained through simple random sampling technique. Quantitative and qualitative information was gathered with the utilization of questionnaires which was then be analyzed using summary and inductive statistics through SPSS version 24.0. Content validity was conducted to determine whether the questionnaires measures what it aimed to measure. To get content validity questions were organized around the specific objectives of the study. Reliability tests on the investigating tool was carried out so as to determine its capacity or capability of generating consonant, consistent and reliable measurements. To ensure that validity of the research instruments is enhanced, the researcher sought professional input from both experts in this field as well from the supervisor of this thesis. Data was analyzed and presented in form of frequency tables and charts. Findings from the study indicate that there is high level of ethnic diversity in Brarudi. From the findings 79% believes that ethnic diversity enhances the performances of employees while 16% were of the contrary opinion. 78% of the respondents interviewed concurred that gender diversity enhances employee diversity while 16% of the staff intimated that gender diversity did not have any positive impact on the performance of the employees. The findings indicated that there is a huge relationship between workforce diversity and the performance of employees at Brarudi. Age, ethnicity and gender diversity enhances performance of employees. Ethnic diversity pools skills and knowledge together thus mutual learning and also ethnic orientation promotes a sense of affinity alongside other members of the staff.

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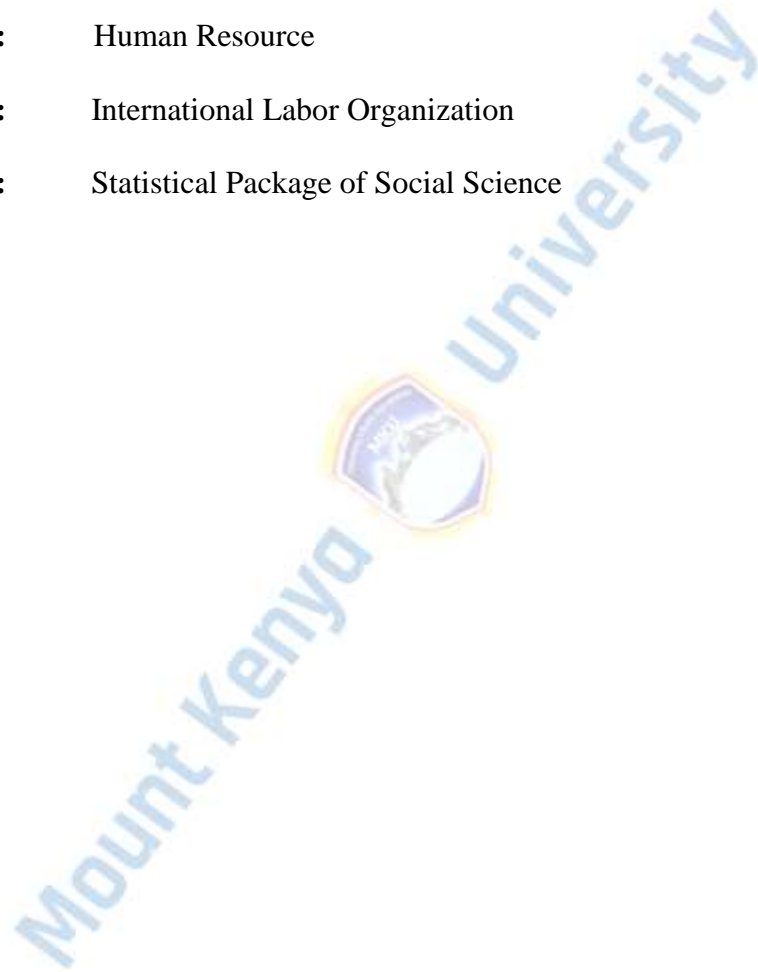
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LIST OF ACRONYMS AND ABBREVIATIONS

APA	:	Association of Psychology
APRA	:	Arusha peace and Reconciliation Agreement
BRARUDI	:	Brasseries et Limonaderies du Burundi
DCA	:	Diversity Council of Australia
EAC	:	East African Community
HR	:	Human Resource
ILO	:	International Labor Organization
SPSS	:	Statistical Package of Social Science



CHAPTER ONE

INTRODUCTION

The principal aim of the research is to understand the impact or sway of employee's diversity on productivity of employees in organizations: a case of Brarudi breweries Ltd in Burundi. This chapter discusses background of the study with various subsections of the study which entails global, regional and local perspective on influence of workforce on performance of employees in different sectors. The chapter also discusses at length the statement of problem and vividly bringing out how and why the study should be undertaken. The objectives as well as research questions have also been outlined so as to sufficiently support the study. Significance, scope of the study, limitations and delimitations of the study have also been adequately addressed.

1.1 Background of the Study

Competition is a phenomenon that is being experienced and felt by virtually all business enterprises globally. Businesses enterprises are therefore currently operating in a market that is flexible and open compared to earlier environment which was inflexible and unyielding. Therefore, businesses are part and parcel of global market. Business enterprises therefore should maximally, efficiently and effectively utilize workforce diversity so as to reap benefits that usually accrue from this diversity. This will ultimately make the employees more ingenious, adaptable, non-resistant to change and lastly innovative. According to Gupta (2013), it is crucial and vital for leaders in any businesses enterprise to comprehend the configuration and the structure of its workforce so as to maximize the positive effects of workforce diversity and minimize or eliminate any negative effects of workforce diversity. Ogbo and Ukpere, (2014) in their study concurred that it is always vital to always to guide and govern workforce

diversity properly so as to reduce predisposes that usually hamper effective functioning of the workforce that is diverse.

According to Wachira (2016), Organizations in America have realized the importance as well as the benefits of diversity in workplace and have therefore taken steps to enhance diversity and have gone a step ahead by ensuring that state agents keep track to ensure that diversity is observed by various organizations. Revenues for companies that were most diverse were relatively high compared to companies that were least diverse (McKinsey and Company 2013). Kerby and Burns, (2012) intimated that employees in different organizations in USA has increasingly and steadily moved towards becoming more divergent and diversified. This situation has been amplified more by an increasing number of women joining workforce, people with different sex orientation and lastly people of different races. This diversity, they observed has brought immense benefits that have enhanced the performance of different organizations.

Workforce diversity has also been experienced fully in United Kingdom. This is because United Kingdom is composed of four different and distinct states. These states include England, Scotland, Wales, and Northern Ireland. In England diversity has been experienced in different ethnic groups, different education systems that suits different groups, different religion beliefs where people have the right to worship differently among others. (Aydin, 2013).

In Singapore, Joseph & Selvaraj (2015) observed that organizations have realized the importance and benefits of workforce diversity and therefore organizations have been fully encouraged and supported to implement it. Workforce diversity encourage employees to engage in innovations and being innovative has been known as one of the most important aspect for an organization to survive in this competitive world. Organizations in Singapore are now employing people of different age, gender and

ethnicities. Gupta, (2013) in his study intimated that is vital and important for leaders in different organizations to optimally exploit benefits of workforce diversity due to benefits that accrue from it. This ultimately assist organizations or business enterprises in becoming more creative and innovative and therefore easy to run and manage.

In Australia, the Diversity Council of Australia (DCA), encouraged human resource managers to reevaluate and redefine how they plan and deal with diversity of employees in their organizations as a matter of urgency (Taylor, 2015).

In the Middle East, managing and engaging people of diverse backgrounds has been named as one of the major challenge that is being faced by various organizations. People from different countries have migrated in Middle East to look for greener pastures. Specialists and pundits in human resource have advised organizations to have in places policies and programs that will help them in managing employees from different multicultural settings in order to reap benefits of their diversity and reduce challenges that may also brought about by their diversity Al-Abbdulkarim, (2013).

In East Africa, Kenyan companies have embraced diversity in work places. According to Anjiri (2018), Kenya has cultural and demographic diversity that demonstrated and exhibited in many business enterprises and this diversity has brought about many challenges especially to many human resource managers. The managers therefore are being challenged to come up with ways and means to address these problems that are brought about by the diversity of employees. Companies have invested in policies that address and promote diversity in their workplaces to enhance their competitive edge. Investments in policies that address diversity usually constitute decisions by organizations to generate or produce business prospects or regulatory capital (Maingi, 2015).

Like other nations of the world, Burundi is ethnically heterogeneous and this is even being made more pronounced by experts who come from different parts of the world and this usually brings challenges which are associated with managing employees of diverse backgrounds. Diversity in Burundi is mostly expressed through ethnicity, race, cultural differences, age, and social-status, levels of education, gender and religion. For the last 6 years' alien or non-native NGOs that are operating in Burundi are recommended to observe ethnic apportionment when they are hiring local employees (StefVandeginste 2019). The Arusha Peace and Reconciliation Agreement (APRA) established ethnic quotas for allocating positions across various sectors. These quotas mandated that positions be divided either equally (50/50) or on a 60 percent Hutu and 40 percent Tutsi basis. This allocation affected the two legislative chambers, the government, the security sector, and state-owned companies. This was passed with the intention of making sure that different ethnic groups as well as backgrounds are adequately represented. Brarudi is the largest brewer and soft beverage company in the republic of Bu

rundi has been operating in Burundi since 1955. Brarudi believes that diverse views make great brews. As a global brewing company, Brarudi has cultivated an environment that values diversity and promotes the advancement and well-being of all individuals. Brarudi believes that diversity strengthens and distinguishes their brand. The company is committed to fostering a culture of inclusion and diversity because it is the correct approach for their business. Brarudi aims to maintain this inclusive atmosphere where every individual feels a sense of belonging and is encouraged to contribute their business ideas comfortably.

1.2 Problem Statement

Business leaders in many organizations have been caught unawares and do not therefore know how to deal with the challenges that are brought about by the diversity of employees. Human resource managers who are in most cases supposed to deal with the welfare of the employees do not have sufficient skills necessary to deal with the workforce diversity. Research indicates that if not properly managed, diversity within the workforce can lead to decreased morale, higher turnover rates, and significant challenges in communication and organizational conflict (Roberson et al., 2007).

According to Ethnic Quotas and Foreign NGOs report in Burundi in 2017, foreign non-governmental organizations (ONGEs) that have been licensed to operate in Burundi are supposed by law to observe quotas that have been set on ethnicity when it comes to hiring of employees in their organization for the sole purpose of dealing with discrimination that have been experienced for a long time.

According to the Economic Transformation report of 2020, Brarudi is one of the biggest manufacturing companies in Burundi and has been operating for the last 67 years making it the one of the oldest manufacturing companies in Burundi. It has over 500 employees according to Economic transformation report of 2020. Being one of the biggest companies in Burundi therefore, Brarudi has a workforce that is diverse in terms of gender, ethnicity and age. It has about 507 employees which are working all over Burundi. These employees belong to different age groups, gender and ethnicity. Major concern for every organization, Brarudi included is to improve performance of each and every employee which will ultimately enhance the overall performance of the whole organization. Having this in mind therefore, to increase and improve the performance of these employees, it is vital to understand the diversity of the workforce and its probable impact on the performance of the workers.

This study therefore will explore and examine how the diversity of employees will affect the performance in an organization whether positively or negatively.

1.3 Objectives of the Study

1.3.1 General Objective

This research aims at examining the influence of workforce diversity on performance of employees in organizations: a case of Brarudi breweries limited in Burundi.

1.3.2 Specific Objectives

The study specific objectives are;

- i. To establish the effect of ethnicity diversity on the employees' output in Brarudi brewery limited in Burundi.
- ii. To establish the effect of age diversity on the employees' output in Brarudi brewery limited in Burundi.
- iii. To establish the effect of gender diversity on the employee's output in Brarudi brewery limited in Burundi.

1.4 Research Questions

- i. What is the effect of ethnicity diversity influence on employee performance of Brarudi brewery limited in Burundi?
- ii. What is the effect of age diversity on employee performance of Brarudi brewery limited in Burundi?
- iii. What is the effect of gender diversity on employee performance of Brarudi brewery limited in Burundi?

1.5 Significance of the Study

This research will reveal to various stakeholders how employee workforce diversity affects their performance and the management will benefit by obtaining information on diversities of its workforce.

Management of manufacturing companies

The research is aimed at assisting administrators, regulators and other officers who directly deal in managing employees for example human resource managers in manufacturing companies so as to understand deeply on how they can manage their workforce diversity and reap maximum benefits. It will also assist these manufacturing companies in eliminating any negative outcome that may be brought about by workforce diversity.

Researchers and scholars.

The research findings will also worthwhile and invaluable to scholars and researchers who would in subsequent years have the intention of studying how the above study and enhance their knowledge on how to manage workforce diversity. Additional studies can also be carried out by scholars on how workforce diversity influences output of employees for example service industry sector which is expanding in Burundi in order to determine the findings.

Government and policy makers

The findings of this study will be vital as well as useful to drafters of policies and blueprints that will various manufacturing sectors in Burundi in competing both at local and international level. Government of Burundi will come up with policies especially in workforce diversity management which are currently lacking in Burundi.

1.6 Limitations of the Study

Unwillingness of some of those interviewed to furnish necessary information fearing that the information may be used against them. To solve the problem of fear of victimization, the researcher sought permission first before presenting the questionnaires. Sufficient information was availed to them that the research is purely academic and it will not be used for any other reasons. Secondly the study was carried out in the city of Bujumbura where presumed majority of employees are French and Kirundi speakers and a few who speak Kiswahili and English. As such, the language barrier was another challenge that was encountered by the researcher, however the researcher always be presented to assist in interpreting the questionnaires to the respondents.

1.7 Scope of the Study

The principal focal point of this study is Brarudi employees as the representative of the study respondents. The study will be carried out between December 2021 and February 2022.

1.8 Organization of the study

Chapter one discusses background of the study with various subsections of the research which entails global, regional and local perspective on influence of workforce on output of employees in different sectors. The chapter also discusses at length the statement of problem and vividly bringing out how and why the study should be undertaken. The objectives as well as research questions have also been outlined so as to sufficiently support the study. Significance, scope of the study, limitations and delimitations of the study have also been adequately addressed. Chapter two will

include theoretical literature where theories supporting the study will be discussed. Empirical literature will be reviewed, theoretical framework supporting the study, and conceptual framework. Finally, a recap of the whole chapter will be presented. Chapter three discusses in depth the research procedure, strategy or method that was applied in the study and provide a general structure or scheme used in the study. Chapter four presents and provide in depth discussion of summary of findings, conclusions and recommendations of the study taking into consideration the objectives that were listed in chapter one. chapter five will provide a detailed explanation of the findings and results that were obtained in chapter four. This chapter will therefore describe how age, ethnicity and gender diversity influences the output, productivity and performance of employees. The recommendations will assist management in Brarudi and managers in other organizations in improving employee's performance in their organizations so that they can remain afloat in the world of businesses which is currently very competitive and dynamic.

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

This chapter will include theoretical literature where theories supporting the study will be discussed. Empirical literature will be reviewed, theoretical framework supporting the study, and conceptual framework. Finally, a recap of the whole chapter will be presented.

2.2 Empirical Literature

Studies that have been done previously on diversity of workroom demonstrate and intimate that diverseness and heterogeneity can either be injurious or valuable for the productivity and output of employees in a given organization. According to Sarmiento, Beale, & Knowles, 2007, diversity of employees in any organization is closely correlated and linked with ingenuity and the ability to solve myriad of problems in workplace. Diversity therefore is associated with beneficial impact in the places of work. Therefore, in a situation where we have proper workforce diversity, both employee and enterprise output will be greatly enhanced. In addition, employee diverseness permits enhanced creativity, a wider range of vantage points, better problem definition, more alternatives and better solutions.

Sarac, 2007 in his study found out that diversity in workforce has productive and helpful effects on the output of both employees and the entire organization. The higher the level of education, training and skills influence employees positively.

Diversity in the work room usually engenders argument, controversy and disputation among the employees. Arguments and controversies between employees in many cases are brought about by disparity in perceptions, ideas, religious beliefs and attitudes.

These controversies are not always bad if well addressed can be a very rich root of development in an organization (Magoshi& Chang, 2009). Therefore, managers should not ignore these conflicts between employees. They should be addressed fully as and when they occur. This is because when ignored they can create rifts between co-workers which would in turn affect the productivity and the performance of these workers and ultimately the whole organization through decrease in innovativeness, creativity and quality of work done (Oluoch 2006)

2.2.1 Effect of Workforce Diversity on Employee Performance

Ojo (2009) in his study underscored how different cultural practices among the employees influences their output and productivity in a given organization. He intimated that different cultural practices enhance and improves the performances of employees. Aluko (2003) concurred that family heritage and bloodline, religious doctrine and other beliefs re some of the cultural practices that affects or influences how employees perceive or discern their work at a given organization and also influences their productivity. Mcshane and Glinow (2005) observed that there is need to develop and implement policies and management practices that direct cultural diversity among employees of any organization. This is because these policies assist employees who have come from different cultural practices in communicating efficiently and effectively hence enhancing cooperation among the employees.

Okoro& Washington, 2012, in their study found that many business enterprises have found out that it is imperative for them to provide goods and services that will cater for consumers from different and diverse cultural background. This is because the world has become a global village and therefore organizations must strive to produce goods and services that will cater for consumers from diverse background.

2.2.2 Effect of Ethnic Diversity on Employee Performance

Ethnic diversity according to various studies does not always bring positive effect on the workforce performance or productivity. In some instances, workforce from different ethnic backgrounds were found to be less cohesive and this impacted negatively on the performance of the employees. According to Jackson et al, (2003) employees from different ethnic backgrounds or different tribal inclinations portrayed low levels of togetherness compared to those that came from the same ethnicity. There was a level of mistrust between employees from diverse ethnic groups and this impacted negatively the productivity of the whole team. In this era of stiff competition, organizations that were ethnically diverse were found to be more ingenious and innovative and this gave unprecedented cutting edge in the market that they are operating it. Ultimately this ingenuity was brought about by the fact that there was supportiveness within the team. (Alesina and La Ferrara, 2005; Lee and Nathan, 2011; Ozgen et al, 2011). Diverse in ethnicity was proved to be a catalyst on enhancing and pushing upwards sales, creativity and ultimately enlarging the market cake. These being the fundamental areas that every organization is trying to focus on, many business leaders would therefore embrace ethnic diversity in their organization Gupta (2013). Ely (2004) proclaimed that there is no correlation or connection between ethnic diversity and the productivity of employees in an organization.

2.2.3 Effect of Age Diversity on Employee Performance

A workforce should always have people of different age groups that are from old generation to old generation. This is important because experience will be continuously passed from old generation to the younger generation or to new employees. This will ensure that there will be no lacuna or gap when the older generation retires from the organization. The importance of different age groups in organization cannot be ignored.

This is because different age groups bring different skills to a workforce. Younger generation will bring skills that older generation do not have and vice versa. This is beneficial to the organization and if harnessed effectively, it will improve the performance of the organization. (Finn, 2015). Age diversity should be managed properly so as to reap benefits that comes with age diversity. If not properly harnessed, age diversity will bring about lackluster and dull ideas at a time when business enterprises require new ideas. The combination of both older generations and younger generation is important to the organization. Whereas the younger generation is known to be restless and impatient, older generations are known to be unreceptive to new ideas. Therefore, the young generation will bring on board new ideas especially in the realm of information technology which has become the backbone of operations in many organizations today. The older generations will also bring on table skills that are related to their field which they have learnt over the years. The older generations will therefore pass these skills to the younger generations.

Both old and younger generations have some weaknesses but if well managed the effects of these weaknesses will be minimized if not eliminated. Therefore, it is the duty of the business managers to understand these weaknesses and come up with policies that will assist in managing them. For example, the older generation may not have the strength or the stamina to perform heavy duties in an organization. Their hearing capacity may be impaired as they age and this may affect functions or duties that require someone with a sharp hearing capacity (Suttle, 2016).

Lack of experience and skills is actually one of the challenges that younger generations face in the industry that they are working in. This is usually brought by the fact that they have not worked for long in their respective fields. They are therefore not able to perform optimally and effectively compared to the older generations that have worked

for a long time. This therefore means their output is affected negatively compared to the older generation. (Schmidt, Hunter, & Outerbridge 1986).

Organizations should therefore strive as a matter of urgency to have the combination of younger and older generations in order to maximize benefits that are brought about by workforce of diverse age groups. The energy of young generations combined with the skills and experience of old generations will bring positive impact on the productivity of the entire organization. The old generation will also teach youthful employees loyalty which is missing in young generations. It will also ensure there is continuity in the organization as the old generations pass skills and experiences to the younger employees (Finn, 2015).

2.2.4 Effect of Gender Diversity on Employee Performance

Gender balance is currently an issue that many countries are trying to implement after realizing there is gender imbalance in many government and private organizations. In Kenya for example the constitution that was promulgated in 2010 in Article 27 (8) sets out there should be no more than two-thirds of members of elective and appointed members shall be of the same gender. Many organizations world over are working towards ensuring that there is gender parity in their organizations. Women have experienced injustices for a long time and this has been made worse by the beliefs that have been there for a long time. These have been amplified in certain sectors where organizations may prefer to employ or hire people of a specific gender in the belief that they will perform better compared to the other gender. Organizations have therefore come up with policies that are geared towards addressing these injustices.

Gupta, (2013) pointed out that gender based diversity usually leads to greater and better performance of the employees in an organization due to the fact that there will be complementarity between them and the management of these organizations should

work towards encouraging and supporting that diversity. When combined and harnessed properly, diversity of employees can be of great beneficial to an organization. This is because different people have different set of skills and experiences and they can therefore complement each other.

Blau & Kahn, (2006), there is an urgent need for every organization to develop and implement policies that are meant to address the negative bias and prejudices about gender that have been there for a long time. Due to deficient policies that affect gender diversity, the productivity and output of the organization will be affected in a negative way. Deficient policies on gender diversity usually have an influence on when and how employees will be promoted, supervision among other benefits. Davison & Burke, (2000), Gender equality in any organization enhances productivity in an organization and ultimately the profitability which is the main goal of each and every organization. Organizations should work towards eliminating any gender inequality for them to reap maximum benefits that are brought about by gender parity. This issue has been highly pronounced where some companies are not willing to hire female employees who have family obligations or liabilities. These organizations feel that female employees will not be able to fully concentrate on their work because of these family responsibilities. They are not willing to employ them.

There is always a strong case of employees who feel discriminated against always portray indignation and displeasure and may therefore work towards destruction of the organization that they are working for. They always work hard to hit back because of the fact that they feel discriminated in an organization that they are working for. Some employees who feel discriminated against may decide to spread propaganda about the organization as a means of hitting back to what they consider injustices on them that is being perpetuated by the employer. It is therefore imperative for organizations to work

on policies and strategies that will address and remove all forms of discrimination among its employees (Gluck, 2015).

Hoogendoorn et al (2011) concurred that organizations that have invested in gender diversity will always get maximum benefits compared to those organizations that imbalanced gender mix. Organizations should therefore have a balanced gender mix as opposed to the team that is composed of one gender only. The benefits that were realized include increase in market share, enhanced sales revenue and low employee's turnover. (Gallego-Álvarez, García-Sánchez, & Rodríguez-Domínguez, 2010) there is a difference in perception about how employees perceive the importance of having a team with gender balance. Male managers were found to be more negative about gender diversity compared to their counterparts. Female managers believed that a team that is balanced gender wise is more beneficial to the organizations that they are working for compared to the male employees who believed gender balance does not make much difference in productivity of employees.

2.3 Theoretical Literature

The study will review the following theories; Social Identity and categorization theory and Resource based theory of Diversity management.

2.3.1 Social Identity and categorization theory

The social identity theory is a psychological hypothesis that was originally developed by Henri Tajfel in 1978 and then built upon by Henri Tajfel and John Turner in 1979. This was developed or formed on the minimum group paradigm, which states that individuals would always prefer members of their own group and will have prejudice or enmity against members of other groups to which they do not belong (Tajfel & Turner, 1979). Everyone agrees that when people are placed together in a group, they cease

referring to themselves as individuals and begin identifying themselves with a group that they have been recruited to be a part of. This is the conclusion reached by minimal group literature. Because of this, individuals have a stronger sense of attachment to a group that they have been recruited to join. There are a number of cognizable and understandable components that form the basis or foundation of this theory. These components include social categorization, social identification, and social comparisons. Consequently, social categorization is a circumstance in which individuals tend to identify more with a certain or particular social relationship or group, rather than considering themselves as diverse individuals who have varied interests. Because of this, they forget who they are as individuals and instead identify with the qualities and functions of a group than with themselves. The social identification process involves a person recognizing themselves as a member of a group or as a participant in the group. Consequently, this results in a scenario in which members of different groups compare their groupings to other groups in terms of their social position and reputation. According to Williams and O'Reilly (1998) and Tjosvold et al. (2003), the disparities that exist between coworkers have the potential to eventually cause members of a team to lessen and decrease the level or degree of connectivity that they have one another. The occurrence of various and complicated disputes, relationship-oriented conflicts, and negative, unwanted, and detrimental consequences on productivity among workers is a consequence of the failure to fully or effectively handle these differences. According to this idea, people label or describe themselves as being affiliated and linked with a variety of clusters or groups with the sole intention of safeguarding themselves and bolstering their sense of self-identity. These groups consist of a variety of different types, such as professional groups and the fan base of a certain band. Therefore, with this in mind, members of one group do all in their power to establish a

group that is more powerful than the other groups. As a result, this indicates that members of one group have a positive bias for their own group, whereas members of other groups have a negative bias against the other groups. The existence of this favorable bias inside one's own group will even compel members of that group to allocate or commit more resources in order to strengthen their own group at the cost of other groups. The conclusion that may be drawn from this theory is that individuals tend to classify or place persons that they have encountered into distinct categories. They do this by establishing in-groups, which are defined as individuals who belong to other individuals who identify with the same group. In a similar manner, they classify other individuals as members of out-groups, which corresponds to individuals who are members of other groups. When we describe persons who belong to the out-group as being similar to one another, we are more likely to form unfavorable prejudices against them. Because we see ourselves as varied, we also acquire favorable biases toward the in-groups that we belong to. It has always and continuously been the case that males have been credited with positive prejudices, while women have sometimes been ascribed with negative biases. When it comes to favoring members of their group, there will be a scenario in which more males will be employed or promoted than women, who may not get favors from men. This will be the case when men like members of their group. Consequently, there will be a greater number of males than women working in senior positions inside the corporations.

2.3.2 Resource based theory of Diversity management

This theory underscores the importance of having a combination of both youthful employees and experienced and mature employees in any given organization or business enterprise. The resource-based perspective or outlook is established on human strategic management study (Barney 1991). The theory affirms that for an organization

to compete effectively or have an edge in the market among its peers, it must have in its possession of resources and assets that are usually scarce, rare, valuable, difficult to reproduce or duplicate by business competitors and also neither simply purchased or traded on buyer's market (Barney 2001; Richard 2000; Li, Chu, Lam, & Liao 2011). The main focal point of this theory is how the execution and application of diversity of employees in an organization influences and alters resources that are attached to a given enterprise. These resources can either help or be a barrier to the workings of any organizations depending on how they are being applied by those who are responsible. When applied properly, these resources can enhance or improve the performance of any organization. Business enterprises therefore strive to apply the resources in a manner that they will improve the output of any organization. Therefore, from a business focal point enterprises that have embraced any form of diversity have gained an edge compared to their competitors or rivals that have not embraced diversity.

Richard and Johnson's 1999 study (as cited in Yang & Konrad, 2011) affirmed that business enterprises that has a bigger share of diversity especially in management practices are have minimal incidences of employees turnover and this reduces immensely the costs that are associated with hiring of new employees. It was also affirmed that when diversity management practices combine properly and optimally with innovation techniques, maximum output and enhanced performance will be experienced in an organization concerned.

Enterprises that have made conscious efforts to implement diversity strategies ultimately gain several advantages compared to those that fail to execute or enforce policies that are aimed at promoting diversity at workplaces (Barney 2001). Diversity in human personnel sector has for a long time been a rare strategy for many

organizations and Priem (2001) concluded that this is a sector where there is enormous potential for organization to create and gain an edge or a head start in the market.

2.3.3 Similarity-Attraction theory

This theory concurs that people are usually to form relationships if they are attracted to each other. This attraction may therefore be between two or more individuals. According to Pitts & O'Toole, 2010, people either individually or collectively tend to get attracted to individuals who have same mindset because having the same mindset will assist or aid them in strengthening what they value and cherish as opposed to people who have a different mindset in terms of values, passions, interests and aspirations. The tendency to get attracted to people who are similar to us is very strong and widespread.

Generally, it is usually difficult for individuals or people who are not familiar to get attracted to each other and in a case where individuals are not familiar they tend to dispel and drive away those that they consider unfamiliar by advancing a narrative that is unpleasant and unwelcome to them. In most cases disdain, alienation, scorn, prejudices among others are usually the strategies that are applied to drive away elements that are strange or unfamiliar in a given territory. The theory of similarity-attraction intimates that diverse employees in an organization have detrimental ramifications or repercussions in the short-run but these situations are usually neutralized as the through continuous interactions between employees and therefore the detrimental effects will cease to exist. Therefore, it is the responsibility of the managers in a given organization to steer the organization properly during this time to avoid unfavorable situations (Bhalla, et al., 2011).

2.4 Conceptual Framework

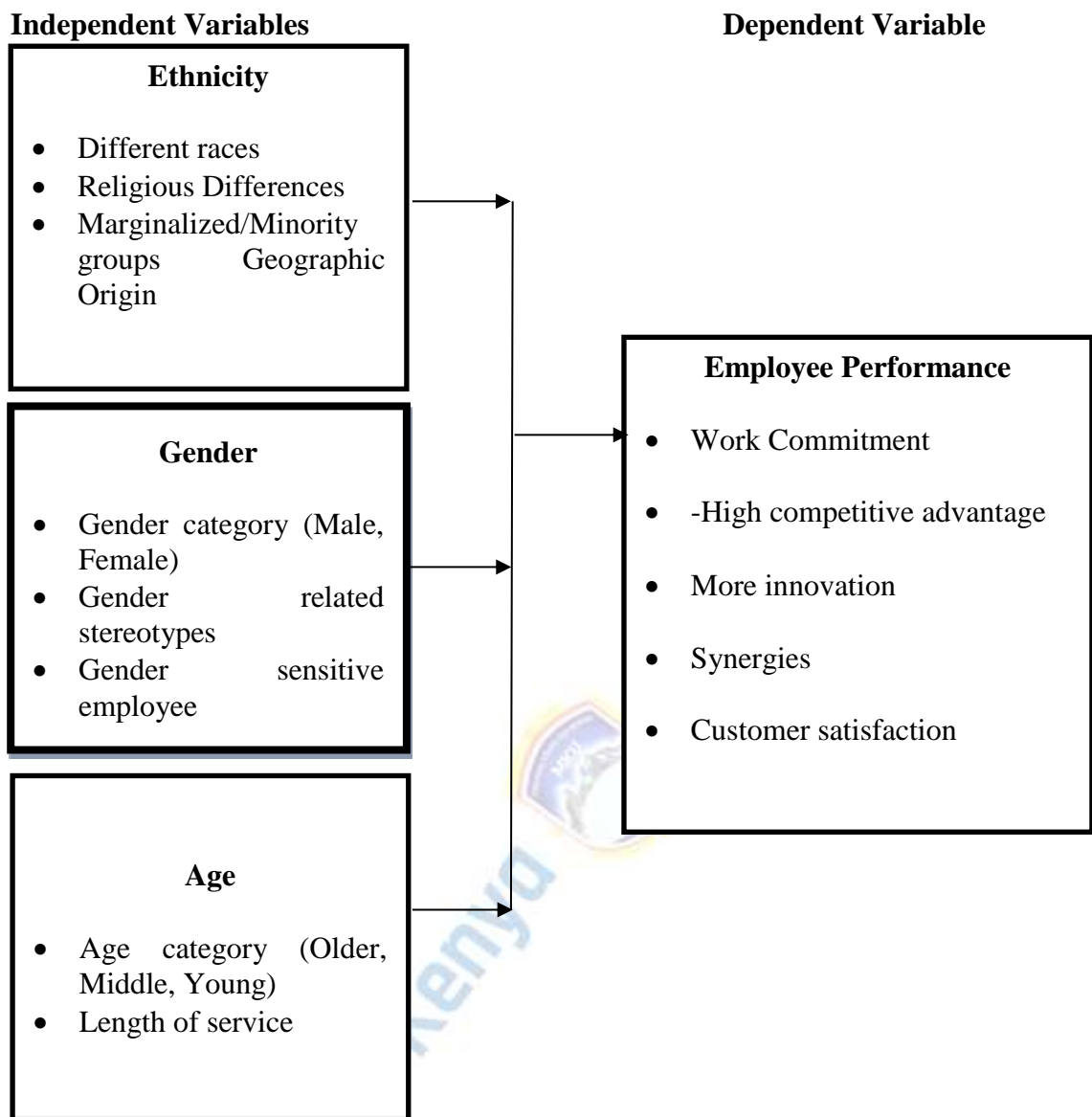


Figure 1: Conceptual Framework

Source: Researcher (2021)

Independent variables

According to our study, independent variables that were analyzed include ethnic, gender and age diversity. These dimensions' influence performance of an organization either positively or negatively and are therefore crucial success factors.

Dependent Variable

These are factors acting individually and therefore have a mutual or combined impact on the output at Brarudi. Gupta (2013) concurred that diversity of employees in an organization has a big influence on the output of a given organization. Hence, organizational output is the dependent variable in this model.

Ethnic Diversity

According to Pitts & O'Toole, (2010), ethnic diversity is a level or standard to which a given employee is different from the rest of employees on account of his ethnicity. Many organizations have recently seen lately growth in number of employees from distinct or different ethnic background. Companies are nowadays embracing ethnic diversity because of its role in utilizing greater engagement and synergy to improve and enhance both employee satisfaction and business participation. Martin (2014) indicated that diverse ethnic background is composed of language, the way an individual was raised and bred and ultimately ethics and morals. People from an ethnic group usually consist of people who have a common lineage and also considered and known by other people to belong to that ethnic group (Kenny & Briner, 2007)

Gender Diversity

Pitts & O'Toole, (2010), defined gender diversity as a condition by which an employee of a given organization see himself or herself different from other employees on account of his gender. Erhardt, Werbel, & Shrader (2013) intimated that to measure gender diversity correctly one has to take the portion of female employees and minority groups that are in the organization. If the percentage of women and other minority groups is higher, then it means gender diversity in an organization is higher. Milliken & Martins (2009) intimated that in order to measure gender diversity correctly, one has to see their gender as a minority in an organization. Erhardt, Werbel, & Shrader (2013)

measures gender diversity in terms of the percentage of female employees and minority on management team.

Age Diversity

How an employee of a given organization see himself or herself different from the other employees on account of his age, Pitts & O'Toole, (2010). According to Wafula & Were (2018), to authoritatively measure age diversity one will take account of how different an employee feels from other employees of that organization and his or her manager on account of age. Diversity of age can also be measured by how different an employee of an organization feels and the staff of the whole organization; as well as impression by the staff of being oppressed or being treated as insignificant by other member of staff by either the large part of employees or smaller section of employees in an organization on as a consequence of age or experience at work. To assess diversity of diversity of age at the workplace, it is imperative to consider three age groups. The first age group that can be considered is the boomers and these are people that were born between 1946 and 1964. The second group that can be used to measure the age diversity is the Gen-Xers that were born between 1965 and 1980. The last group is the millennials who were born from 1981. Out of the three groups that have been identified the millennials have been identified to be exceedingly agile and they develop vigorously in an environment that acknowledge and reward their personal contribution to the overall performance of the organization (Dishman, 2015). Therefore, to adequately evaluate diversity in terms of age, one has to select to use an extensive or narrow meaning of age diversity, evaluate specification as an agile or steady attribute as well as consider the effect of power.

2.5 Recap of Literature Review

This chapter is crucial in the study since it gave a wider and in depth understanding of how diverse age, ethnic and gender affect the performance of the workforce in a given organization. It also involved understanding findings of other people who have done similar studies in the past. In this case there the findings of other people who have done similar studies were imperative in determining whether the findings were the same or they contradicted each other. Our initial objective was to determine whether diversities in age, gender or ethnicity affect either positively or negatively the output of employees in an organization. From the review it has been established that there is no uniformity in empirical studies that were done before on these three variables. While some studies concurred that age, ethnicity and gender impact positively on the performance of the employees' other studies indicated that the three variables affected the performance negatively. Other studies intimated that there exists no relationship between the three variable have no correlation or relationship with the performance of the employees. In the light of the above, it is clear that the findings and views of different scholars is divided and therefore the need of conducting a study that will ascertain the current situation in the Burundian synopsis.

CHAPTER THREE

RESEARCH METHODOLOGY

3.0 Introduction

This segment outlines an extensive and also exhaustive explication of procedures and techniques that have been applied and actuated in this study. It purveys absolute particulars of the respondents in addition to the procedure that has been observed to in the course of sampling activities. Investigative techniques that are supposed to guide the researcher that assisted the study is also discussed. Investigative tools that were reserved in this study were permeated and also proceedings that were pursued to carry out the survey. Lastly, code of conduct and ethicalness that are obliged to be obeyed and respected are also underlined.

3.1 Research Design

Cresswell (2013), state that research design as a comprehensive plan of action that is selected with the intention of combining various parts of the research in a rational and reasonable way, thus, making sure that will effectively address the research problem. Further, it forms a master plan or design for gathering, computation and analyzing the data (Creswell, 2013). The study adopted a descriptive research design to describe employee performance in relation to workforce diversity management in Brarudi Brewery Company limited. This provided a general outline or summation providing indicators that are imperative as to what variables were worth testing quantitatively. Garg and Kothari (2014) observed that research design is useful and vital in any research because it focuses on providing results of the research via observation as well as illustrating the way the respondents comport themselves without exerting any influence on them.

3.2 Target Population

According to human resource department there were a total of 507 employees in Brarudi in May 2020. The unit of observation was members of staff in any of the three key levels that is top level management, mid-level staff and junior staff which have 507 employees.

Table 1: Stratification of Brarudi workforce

Position	Number of Employees	%
Top Level Management	45	9%
Middle Level Staff	183	36%
Junior Staff	279	55%
Total	507	100

Source: Researcher (2021)

3.3 Sample population

The study applied strata to select a sample from 507 employees from Brarudi. Montgomery, (2017) described sample population as the number of individual observations or replicates that would represent a statistical experiment. It is a representation of the larger population that is being researched on in such a manner that the findings that are deduced from the research can that the sample results can be deduced or hypothesized to the whole population. Sample size should be selected in such a manner that is going to be sufficient as well as representational of the entire population (Garg and Kothari, 2014). The sample that was selected for this study was derived using the Slovin formulae. A sample constituting 30% of each group was selected based on the proportion each group represented in the overall study population. Kotler (2001) contends that samples comprising approximately 30% of a population,

when carefully selected, can provide reliable results. The selection process was implemented as follows:

Table 2: Sample size

Position	Number of Employees	%
Top Level Management	13	30%
Middle Level Staff	55	30%
Junior Staff	84	30%
Total	152	

Source: Researcher (2021)

3.3.1 Sampling Procedure and Technique

The researcher applied simple random sampling to select different levels of staff who were the study respondents. The target population was divided into three strata since these groups of employees are not the same and their views could therefore differ.

3.4 Data Collection Methods

3.4.1 Construction of research instruments

The researcher utilized structured questionnaire to obtain or collect baseline data which were dispensed by the researcher and two assistants. The research instrument was divided into five sections and has 15 questions in total. Section A addressed background information of the respondent. Section B addressed effect of ethnic background on the output or productivity of an employee. Section C addressed effects of age diversity on the output of an employee. Section D addressed effect of gender diversity on the output of an employee. Section E addressed the general performance of the employee.

3.4.2 Data collection Instruments

The study applied primary data that was gathered from the respondents through questionnaires and secondary sources. Zikmund (2013) concurred research instruments are apparatus that are applied to gather information or data from respondents in a given study. The research instruments to be applied is swayed by the character or complexion of the problem, timeframe as well as the budget of time and money (Cooper & Schindler, 2006). The researcher gathered primary data from 152 respondents that were self-administered.

3.4.3 Data Collection Procedure

The empiricist commenced the study by obtaining the required approval from the management in Brarudi. The empiricist procured authority or consent from the police. Additionally, the introduction letter was obtained from Mt. Kenya University to confirm the identity of the student. In order to guarantee confidentiality and anonymity of the respondents a cover letter was affixed to every questionnaire. To ensure maximum effectiveness and efficiency, the researcher engaged two research assistant who have adequate experience in data collection exercise. The research assistants were adequately trained and properly instructed on what is expected from them including participating in pilot testing.

The process of gathering and measuring data included completion of the questionnaire by the respondents which were dispensed by the investigators and the two subordinates and was gathered I weeks. Prior to dispensing of the questionnaires, the investigator and the subordinates frequented and conversed with the respondents and explain to them the motivation as well as intention of the study and the process that will be followed in gathering of information as well as make necessary assignation for gathering of information to avoid delays and time wasting.

After respondents complete their questionnaires, the researcher and research assistants collected them, did field editing. This procedure was followed daily until the whole process of data collecting was successfully completed. Before the completed questionnaires are filed, they were reviewed to ensure that unclear or incomplete are rectified immediately.

After this, the researcher together with the assistants checked whether the completed questionnaires are complete, consistent and also have reliable data. This was followed by coding of responses in the coding sheets and screening the data to ensure there are no errors. Data was then transferred to SPSS for analysis.

3.4.4 Testing for validity

Validity is the correctness as well as the consequential meaningfulness within which the deductions, conclusions or inferences of the results in a given study are based and grounded. It is most importantly mean the extent or degree to which the findings that have been deduced from the study correctly represent aspects or phenomenon that is being researched on (Mugenda & Mugenda, 2008). To explore and ascertain the content validity in the research instruments, questions were examined to determine if they can attain or accomplish the objectives that had been stipulated in the study or whether the respondents were able to answer the questions. To ensure that validity of the research instruments is enhanced, the researcher sought professional input from both experts in this field as well from the supervisor of this thesis. Their insight and input were incorporated upgrade and brush-up the research instrument. The face validity was improved by the exploration and critique. Bless, Higson-Smith and Kagee (2006), observed that face validity is interested with the way the research instrument emerges or appear to the respondents such that a tool may appear to be too simplistic or unsophisticated, too complex or too monotonous or repetitive. These imperfections may

affect the ability or willingness of the respondent to complete the research instrument. In the case of construct validity, a five point Likert scale was used. The respondents were given an opportunity to accord their point of views and this enhanced researcher's ability to have an objective gathering of data.

3.4.5 Testing for Reliability

It is a measure of the stability or consistent or dependability of test scores. (Bolarinwa, 2015) observed reliability is crucial for a research since it establishes the consistency or dependency of the research instrument. Drost (2011), observed that reliability is a situation whereby a research instruments is able to produce the same results when repeatedly administered by different people. The researcher undertook a pilot study that was geared towards ensuring that reliability of the research instruments was guaranteed. Cronbach alpha was applied to examine whether questionnaires that were used in the study were reliable. Cronbach's alpha is computed as; $\text{Alpha} = \frac{N \cdot r}{1 + r(N-1)}$ where r = mean inter item correlation, N = to the number of items in the scale. (Tavakol & Dennick, 2011).

3.4.6 Pilot Testing

As indicated by Viechtbauer, et al., (2015), Pilot testing is vital in recognizing equivocalness, assessing the sort of answers given to decide if they assist the scientist with accomplishing the set down destinations. A pilot test was completed utilizing the created surveys to test and work on the stream and lucidity of the polls before the genuine assortment of information. It zeroed in on setting up the uprightness of the devices or conventions planned explicitly for the investigation. It is keen on seeing if or not the apparatuses fill in true to form and how they ought to be modified if they neglect to work (Eldridge et al., 2016). The standard rule of the thumb is that 10% of the example ought to establish the pilot test (Cooper & Schilder, 2011). The respondents

who partook in the pilot study were utilized in the genuine information assortment. The pilot results were utilized to make vital changes in accordance with the survey before the real information assortment. A pilot study was undertaken on 16 respondents. The pilot results were used to make necessary adjustments to the questionnaire before the actual data collection.

3.5 Data Analysis

Investigating information includes guideline, association and explanation of assembled information, Marshall and Ross man (2015). The information in the investigation was gotten from both essential and auxiliary sources. In any way the principle information assortment source was essential information gathered through surveys. The scientist cleaned and screen every one of the surveys to determine consistency and fulfillment. Classification of the surveys was done prior to coding is embraced.

The gathered information was investigated utilizing SPSS rendition 22 (Statistical Package for Social Science) since the analyst got the information utilizing a standard survey. Enlightening insights was applied in investigating the attributes of the populace and included utilization of proportions of focal inclination which incorporated the mean, standard deviations, greatest and least qualities and fluctuations.

3.6 Data Presentation

The outcomes were introduced utilizing tables, pie outlines, section graphs and bar diagrams. The motivation behind elucidating insights was to give straightforward outlines about the actions in the examination (Sathianandan, Safeena, and Rahman, 2017).

3.7 Ethical Consideration

Before this study can start, permission to engage with the employees sought from Brarudi management. An ethical document was thereafter compiled together with the data collection introduction and submitted to Mount Kenya University Research Ethics Committee for review and approval, which will be granted. The welfare, safety and rights of the respondents come first. They therefore had the right of not revealing what they feel is not right. The views of the respondents were not exposed to a third party.



CHAPTER FOUR

RESEARCH FINDINGS AND DISCUSSIONS

4.1 Introduction

This chapter dealt with the analysis of the findings of the survey taking into considerations the objectives of this study. This chapter engrossed on deliberating as well as reviewing the dissection and elucidation of the findings steered and directed by the objectives of the study.

4.2 Results of the Pilot Study

The study carried out a pilot test analysis on Brarudi breweries limited in Burundi to explore and ascertain if the research instrument would elicit and bring out reliable as well as valid information. The pre-test was carried on 16 respondents that were drawn from Brarudi breweries limited. These 16 respondents that were involved in the pre-test were not involved in the main study. The following are the results on the reliability and the validity of the research tools as indicated.

4.2.1 Reliability Results and Validity Results

According to Sasaka, Namusonge and Sakwa (2014), reliability is carried to establish the capability or capacity of a research tool to produce identical and carbon paper responses or answers in the same conditions and occurrences. Therefore, if a respondent respond to a research tool the same way on repeated situations the it is defined to be reliable. The researcher carried out reliability tests on the investigating tool so as to determine its capacity or capability of generating consonant and reliable measurements. The alpha can adopt any value from zero meaning that internal consistency of the tool is lacking to one which means that there is maximum internal consistency among the investigating tools. High responses therefore indicate that there

is a higher consistency compared to low values that will indicate that there is low consistency of the tool. A general rule of the thumb for Cronbach's Alpha values according to George and Mallery (2011) is “ $\alpha > 0.9$ – Magnificent, $\alpha > 0.8$ – Good, $\alpha > 0.7$ – Acceptable, $\alpha > 0.6$ – Contentious, $\alpha > 0.5$ – Poor, and < 0.5 – Unsatisfactory”. The results agree with Johnson & Turner (2011) who indicated that a scale of 0.7 is allowable or admissible indicating that there is reliability that is satisfactory of the study.

Table 3: Summary of Cronbach's alpha Reliability Coefficient

Variables	Number of Items	Cronbach's Alpha
Age Diversity	4	0.812
Ethnic Diversity	3	0.931
Gender Diversity	3	0.946
Employee Performance	3	0.933

Source: Field Data (2023)

Cronbach's Alpha was employed to test the reliability of the research tools. As indicated above in Table 3, gender diversity recorded the highest alpha of 0.946, followed by Employee performance with an alpha 0.933, then ethnic diversity with an alpha of 0.931 and ultimately age diversity with an alpha of 0.812. From these figures, it can be concluded that there is a strong reliability and consistency among the research instruments that were used in the study.

4.2.2 Validity

To ensure that validity of the research instruments is enhanced, the researcher sought professional input from both experts in this field as well from the supervisor of this thesis. Their insight and input were incorporated upgrade and brush-up the research

instrument. The face validity was improved by the exploration and critique. Bless, Higson-Smith and Kagee (2006), observed that face validity is interested with the way the research instrument emerges or appear to the respondents such that a tool may appear to be too simplistic or unsophisticated, too complex or too monotonous or repetitive. These imperfections may affect the ability or willingness of the respondent to complete the research instrument. In the case of construct validity, a five point Likert scale was used. The respondents were given an opportunity to accord their point of views and this enhanced researcher's ability to have an objective gathering of data.

4.3 Response Rate

Response rate is important since having a smaller response rate would lead to a smaller sample size. A smaller sample size will not be adequate to represent the population that a researcher is interested in. It is vital for the researcher to ensure that there is a high response rate to ensure a sample size that is representative. Response rate that is above 50% of the issued questionnaires is sufficient for a researcher to go ahead and conduct the analysis (Mugenda & Mugenda 2003).

The study sought to gather data from a total of 152 respondents in Brarudi. However, not all the respondents that were initially given the questionnaires successfully responded. A total of 134 questionnaires were successfully returned to the researcher. This response rate represented an acceptable percentage of 90% as represented in Figure 4.1. Researchers and authors are supposed to make sensible and rational endeavour to enhance the rate of return for questionnaire, handle the impact and ascendancy of non-respondents and make sure that they are void of any obvious prejudices (Campion ,1993).

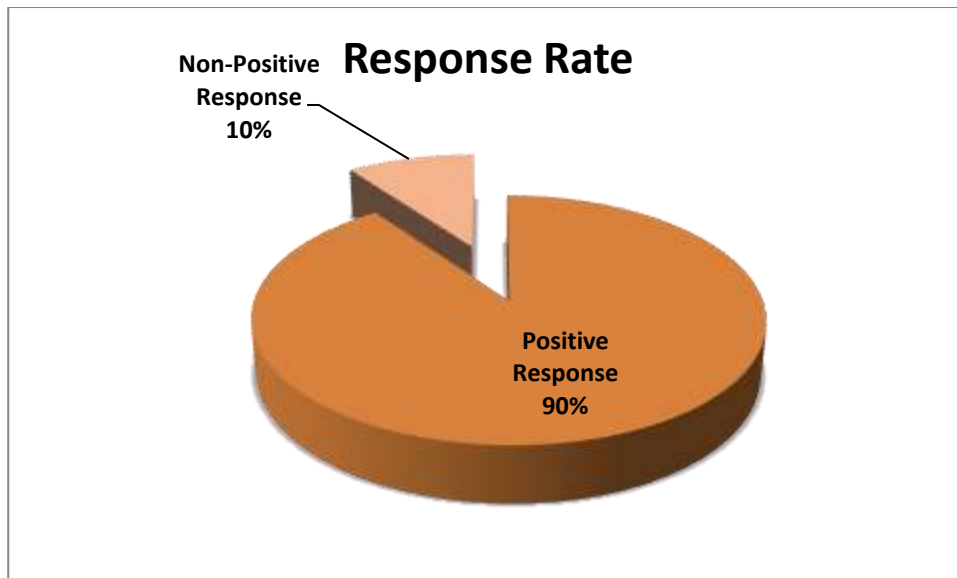


Figure 2: Response Rate

4.4 Background information for the respondents

Cooper and Schindler (2014), noted that demographic information in a study is vital in beginning and chartering a satisfactory rapport and nexus between the researcher and the respondent that will enable the respondent to willingly provide honest and truthful responses to the principal questions of the study. Through the background information the researcher is able to evaluate the capability and the competency of the respondent in providing correct answers as required in the study by the researcher. The background information for the respondents was sought from the respondents by the researcher. This was crucial for the researcher to gain more insight in terms of respondent's age, gender, education level, current designation and number of years an employee has served in Brarudi.

4.4.1 Gender Representation

From the study it was established that the respondents were represented by two genders that males as well as females as indicated in figure 4.2 below:

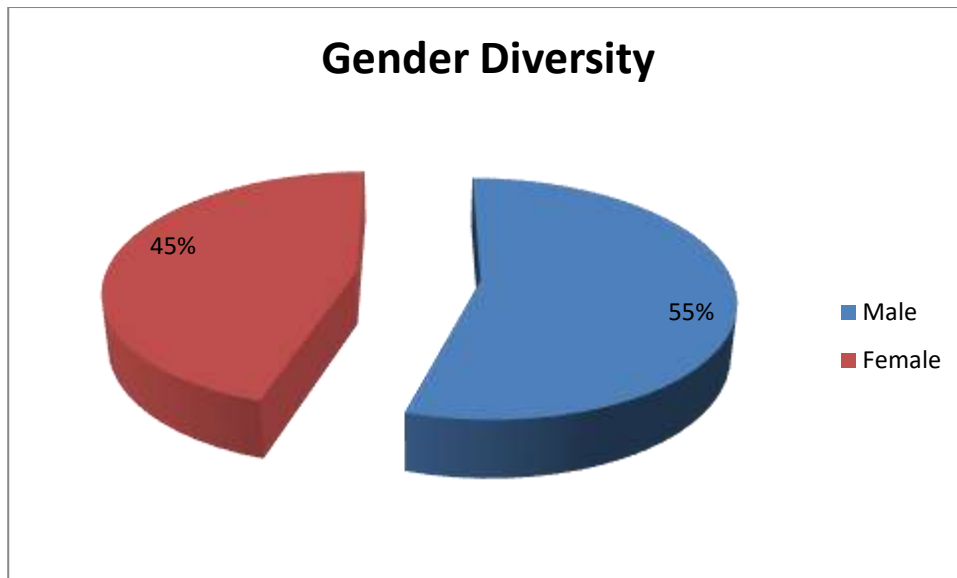


Figure 3: Gender Diversity

From the findings, 75 employees who were responded to the questionnaires were male which represented 55% of the total population that responded to our questionnaires while 62 were female, which represented 45% of the respondents that returned the questionnaires. Therefore, both genders were well represented. From the findings Brarudi has a gender inequality issue and this therefore means there is an urgent need to improve gender diversity in manufacturing sector in Burundi. The results agree with the proposition by Creswell (2010) who noted that a balanced and proper represented study should have the two genders in responses so as to attain a degree of diversity.

4.4.2 Academic Qualifications of the Respondents

The level of education of the respondents varied with the highest level of education being post graduate level while the lowest level of education is high school level as indicated in table 4.

Table 4: Academic qualification of respondents

	Frequency	Percentage
High School Level	29	22
Diploma	50	37
Bachelor Degree	38	28
Post Graduate	17	13
Total	134	100

Source: Field Data (2023)

Table 4 indicate various degree or ranks of academic qualification of members of staff at Brarudi. From the findings therefore the bulk of the member of staff had procured a diploma level of education as indicated by 37%, 28% of the respondents indicated they had bachelor level education, 22% of the respondents indicated that they had high school level of education while 13% had post graduate level of education. From the findings, the respondents are therefore able to comprehend or understand the questions that were posed by the researcher and also give sufficient and credible response to the study. In addition, different level of education as exhibited by the respondents indicates that their diversity of skills and knowledge among the staff of Brarudi.

4.4.3 Years of experience at Brarudi

Table 5 indicates both in frequency and percentages the specific distribution of the number of years of experience the respondents had with Brarudi.

Table 5: Years of experience at Brarudi

	Frequency	Percentage
Less than 2 years	20	15
3-5 Years	33	25
6-10 Years	60	45
More than 10 years	21	15
Total	134	100

Source: Field Data (2023)

Table 5 shows the number of years the respondents have worked with Brarudi. Out of the discoveries as well as summations of the survey a huge portion of the staff have worked in Brarudi between 6-10 years which represents 45%, 25% of the respondents have worked between 3-5 years, 16% served in different capacities in excess of 10 years while 14% served below twenty-four months. The findings indicate that a big percentage of those who were interviewed have worked in Brarudi for more than 5 years and therefore have sufficient knowledge of the organization. The respondents according to the findings have diversified and assorted periods of work and therefore different levels of experience that affects employee diversity in terms of skills and knowledge positively. Huge percentage also have served in Brarudi in excess of six years and above and this has afforded the organization the diversity in skills and experience that are crucial and vital in enhancing the performance of Brarudi. These findings underscore the findings of that employee diversity increases quality and performance in terms of various competencies, innovation, analytical, problem-solving and flexibility (Cox, 2001).

4.4.4 Age representation of employees

The respondents' age varied with the youngest employee being in the category between 21-30 years and the oldest being in the category of above 50 years as shown in table 6.

Table 6: Age representation of employees

	Frequency	Percentage
21-30 Years	32	24
31-40 Years	48	36
41-50 Years	26	19
Above 50 Years	28	21
Total	134	100

Source: Field Data (2023)

Table 6 shows the age representation of employees at Brarudi of. From the table 4.3 above, it can therefore be deduced that Brarudi knows and understand the importance of age diversity and how it influences the output and the performance of the entire organization. This has been clearly demonstrated by the fact that all age groups are represented. 24% of all employees were between 21 and 30 years while 36% of employees were between the range of 31 and 40 years. 21% were between 41 and 50 years and lastly 19% represented employees of above 50 years. Looking at the age groups therefore, it is clear that diversity in age was being implemented in Brarudi. It is imperative for business enterprises to ensure that they have a well-balanced workforce in terms age so as to reap the benefits that are associated with this phenomenon. With vast experience are able to advice the young people while the youthful employees are agile in terms of accepting new ideas (Finn, 2015).

4.5 Level of Diversity in the Organization

The researcher explored the degree or nature of workforce diversity in Brarudi. To effectively determine diversity from employees of Brarudi, three factors of diversity were examined which included ethnicity, age and gender. Using mean score and standard deviation, the data was analyzed.

4.5.1 Ethnic diversity and performance of Brarudi employees.

The researcher wanted to ascertain the degree to which traits or idiosyncrasy of ethnic diversity determines or sways overall productivity of employees in Brarudi and the respondents were appealed to suggest their suitable as well as applicable reciprocation to the statements provided by marking off the veracious space provided; {1 = Completely Disapprove (CD), 2 = Disapprove (D), 3 = Moderate (N), 4 = Approve (A), 5 = Robustly Approve (RA)} and the results are presented in table 7 below.

Table 7: Effect of ethnic diversity on employee performance

Response	Frequency	Percentage
Yes	106	79
No	22	16
I don't know	6	5
Total	134	100

Source: Field Data (2023)

Table 7 above indicates that 79% of the respondents interviewed concurred that ethnic diversity usually cultivates a productive or affirmative consequences on the productivity of employees while 16% of the staff intimated that ethnic diversity did not bear any affirmative consequences on the performance of the employees of Brarudi. However, 5% of the respondents who were interviewed were not aware whether ethnic diversity has a negative or positive effect on employees output or productivity. Majority of respondents were found to have sufficient level of education and were therefore capable to comprehend issues related to the topic under review and the questions that addressed this variable. The 79% positive response is a confirmation that Brarudi has implemented ethnic diversity as its key strategy. Various statements that delved on ethnic diversity were posed to the respondents and the respondents were required to rate these statements and the responses are duly recorded in Table 8.

Table 8: Level of ethnic diversity

Statements	5	4	3	2	1	∑fi	∑fiw i	Mea n	SD
Our company has hired employees of different regions	79	41	6	5	3	134	592	4.41	1.99
Our company has hired employees with diverse cultural backgrounds	76	48	4	4	2	134	594	4.43	2
Our company has hired employees from different ethnic groups.	76	48	7	2	1	134	598	4.46	2.03
Our company has hired employees with different lifestyles	74	47	6	6	1	134	579	4.32	1.93
Our company has employed staff from different religious beliefs.	80	42	7	3	2	134	597	4.46	2.03
Ethnicity diversity pools skills and knowledge together thus mutual learning	82	43	4	4	1	134	603	4.5	2.06
Disparate ethnic inclination advance a feeling of connection or attachment amid the staff of Brarudi.	78	43	5	6	2	134	591	4.41	1.99
Disparate ethnic inclination advance a degree of credence and conviction amid the staff of Brarudi.	66	51	7	8	2	134	573	4.28	1.90
Diverse ethnic orientation promotes the level of efficiency and effectiveness among employees	68	49	8	6	3	134	575	4.29	1.92
Diverse ethnic orientation promotes the level of self-esteem among employees	70	49	7	5	3	134	580	4.32	1.93
Diversification of race results to complementarily and mutual learning	72	46	8	7	1	134	583	4.35	1.95
Diverse ethnicity leads to creativity and innovation among employees	77	44	6	6	1	134	592	4.42	2
High productivity may be as a result of ethnicity diversification	72	45	8	8	1	134	581	4.34	1.93
Ethnicity diversity expands the market share	70	46	8	9	1	134	577	4.31	1.92
Aggregates								4.38	1.97

Source: Field Data (2023)

The researcher required the respondents to reveal if ethnicity diversity had an effect on their productivity and output in Brarudi. The respondents disclosed that concurred that ethnic diversity has a positive impact on the performance of employees and this is

represented by 87.6 % (Mean=4.38) while the lowest mean was on whether diverse ethnic orientation promotes the level of confidence among employees (4.21). From the findings the study 88% (Mean=4.41) that Brarudi has hired employees of different regions. Brarudi has hired employees with diverse cultural backgrounds which is represented by 88.6% (Mean =4.43). The other statement was that Brarudi has hired employees from all ethnic groups and in this majority of the respondents agreed by a mean of 4.46 and a standard deviation of 2.0. The other statement was that company has employed staff from different religious beliefs and there was an agreement by the respondents that Brarudi hires employees from different religious beliefs as evidenced by a mean of 4.46 and a standard deviation of 2.03. These findings tally with the findings that were deduced by Timmermans et al, (2011), who concurred that some degree of disparateness in the place of work has a constructive effect on the output of the staff. Additionally, Pitts (2006) observed that organizations are developing and becoming more ethnic diverse thereby more important for the organizations to direct their attention on interactions of diverse ethnic group in an organization.

4.5.2 Age diversity and performance of Brarudi employees.

The researcher pursued to discover and discern the degree to which diversity in age influenced the productivity of staff in Brarudi and the respondents were appealed to suggest their suitable as well as applicable reciprocation to the statements provided by marking off the veracious space provided; {1 = Completely Disapprove (CD), 2 = Disapprove (D), 3 = Moderate (N), 4 = Approve (A), 5 = Robustly Approve (RA)} and the results are presented in table 9 below.

Table 9: Effect of age diversity on employee Performance

Response	Frequency	Percentage
Yes	100	74
No	29	22
I don't know	5	4
Total	134	100

Source: Field Data (2023)

Table 9 above indicates that 74% of the respondents interviewed concurred that age diversity enhances employee diversity while 22% of the staff intimated that ethnic diversity did not have any positive impact on the performance of the employees of Brarudi. However, 4% of the respondents who were interviewed were not aware whether age diversity has a negative or positive effect on employees output or productivity.

Various statements that delved on age diversity were posed to the respondents and the respondents were required to rate these statements and the responses are duly recorded in Table 10.

Table 10: Level of Age Diversity

Statement	5	4	3	2	1	$\sum fi$	$\sum fiwi$	Mean	SD
Our company is composed of elderly and youthful employees	66	54	10	3	1	134	637	4.75	2.24
Different age groups provide different values for the organization	78	42	8	4	2	134	592	4.42	2
Employees both young as well as old connect as well as correlate efficiently in our company	80	40	7	3	4	134	591	4.41	1.99
Diversified age bring in exchange of ideas	82	38	9	3	2	134	597	4.46	2.03
Diverse age groups promotes diverse experiences	79	34	8	7	6	134	575	4.29	1.92
Different ages provide learning and growth environment	78	42	6	4	3	134	587	4.38	1.97
Aggregates								4.45	2.03

Source: Field Data (2023)

The researcher required the respondents to reveal if age diversity had an effect on their productivity and output in Brarudi. The respondents concurred that age diversity had a constructive impact on the staff's output and this is represented. From the findings majority of the respondents concurred with the variables with the highest mean was on whether Brarudi is composed of elderly and youthful employees (4.75) while the lowest mean was on whether diverse age groups promotes diverse experiences (4.29). Respondents agreed with a mean of 4.75 agreed that the company is composed of both young and old employees. The respondents also concurred that different age groups provide different values for the company with a mean score of 4.41. This relates well with the findings of Winnie (2008) who observed in her study that young people are willing to learn new things while old people have mature and have experience in solving challenges that may arise in the workplace. This enhances enhanced performance in an organization. On whether diversified age bring in exchange of ideas majority of the respondents agreed with a mean score 4.29 and SD of 1.92. Also on the statement on whether different ages provide learning and growth environment a majority of the respondents agreed with a mean 4.38 and SD of 1.97. The other statement was about whether diverse age groups contribute to varieties of ideas and team work a majority of the respondents agreed with a mean score of 4.35 and standard deviation of 1.73. There was a strong consensus by the respondents that ethnic diversity enhances the performance of employees in an organization. These findings concur with Lemunen, (2022) who observed that ethnic diversity enhances performance of employees in an organization and human resource managers should encouraged to hire employees from various ethnic groups to support ethnic diversity.

4.5.3 Gender diversity and performance of Brarudi employees.

The researcher pursued to discover and discern the degree to which diversity in gender influenced the productivity of staff in Brarudi and the respondents were appealed to suggest their suitable as well as applicable reciprocation to the statements provided by marking off the veracious space provided; {1 = Completely Disapprove (CD), 2 = Disapprove (D), 3 = Moderate (N), 4 = Approve (A), 5 = Robustly Approve (RA)} and the results are presented in table 11 below.

Table 11: Effect of Gender diversity on Employee Performance

Response	Frequency	Percentage
Yes	105	78
No	21	16
I don't know	8	6
Total	134	100

Source: Field Data (2023)

Table 11 above indicates that 78% of the respondents interviewed concurred that gender diversity enhances employee diversity while 16% of the staff intimated that gender diversity did not have any positive impact on the performance of the employees of Brarudi. However, 6% of the respondents who were interviewed were not aware whether gender diversity has a negative or positive effect on employees output or productivity.

Various statements that delved on age diversity were posed to the respondents and the respondents were required to rate these statements and the responses are duly recorded on table 12.

Table 12: Level of Gender Diversity

Statements	5	4	3	2	1	∑fi	∑fiwi	Mean	SD
Our company has ensured that we have gender balance	60	49	17	6	2	134	561	4.19	1.87
There is a balance in gender distribution among senior managers	64	47	15	5	2	134	565	4.22	1.88
Equal gender representation has improved performance of our organization	70	50	7	6	1	134	584	4.36	1.96
Gender diversification has improved employee satisfaction	72	47	8	4	3	134	583	4.35	1.74
High levels of gender diversity results to competitive advantage	77	41	7	5	4	134	584	4.36	1.96
High levels of gender diversity are source of intangible and socially complex resources	74	45	7	4	4	134	583	4.35	1.74
Gender diversification degree results to improved decision making skills	75	43	10	4	2	134	587	4.38	1.97
Different opinions of different gender leads to high quality decisions	73	46	12	3	1	134	592	4.42	2
Gender diversity brings high return on equity	78	40	11	3	2	134	591	4.41	1.99
Aggregates								4.38	1.90

Source: Field Data (2023)

The respondents were asked to respond whether gender diversity influenced their performance and output in Brarudi. Using a five-point liker scale the findings revealed that 87% (Mean= 4.38) of the respondents agreed with the variables that gender diversity had a positive impact on the performance of an organization. Additionally, the

variables with the highest mean was on whether different opinions of different gender lead to high quality decisions which is represented by 88% of the respondents (Mean = 4.42) while the lowest mean was on whether Brarudi has ensured that it has gender balance which represents 83.8% (Mean = 4.19). The findings presented in Table 4.10 indicate that there is a strong consensus among the respondents on various statements that delved on gender diversity. The statement regarding whether the company has ensured that gender balance has been maintained, a mean of 4.19 and standard deviation agreed. On whether there is a balance in gender distribution among senior managers a mean of 4.22 and a standard deviation of 1.88. There was also a strong consensus on whether gender representation has improved performance of our organization where a majority of the respondents agreed with a mean of 4.36 and a standard deviation of 1.96. On whether gender diversification degree results to improved decision making skills a mean of 4.38 and a standard deviation of 1.97 was realized. Additionally, the statement on whether different opinions of different gender leads to high quality decisions revealed that majority of the respondents agreed with the statement with a mean of 4.42 and standard deviation of 2. Lastly, the statement on whether gender diversity brings high return on equity received approval from majority of the respondents with a mean score of 4.41 and standard deviation of 1.99. These findings agree with Naqvi, Ishtiaq, Kanwal, Butt, and Nawaz, (2016) who observed in their study that augmentation and expansion of diversity in gender ensures that there is growth, imagination and development in an organization. Additionally, they pointed out that improved decision making is realized and the ultimate products and services are enhanced leading to improvement in overall performance of an organization. This results also concur with Oosterbeek and Praag (2013), who found out that a workforce that is diverse in terms of gender tend to perform better in terms of driving sales and

raising revenues compared to a workforce that is composed or dominated by a single gender.

4.5.4 Organization performance

Data on the performance of the organization was analysed descriptively to an overall picture of indicators of performance that were selected.

Table 13: Organization Performance

Statements	5	4	3	2	1	$\sum fi$	$\sum fiwi$	Mean	SD
The quality of products and services delivered to customers has increased	72	44	11	4	3	134	580	4.32	1.93
Efficiency and effectiveness among employees has improved	71	47	8	5	3	134	580	4.32	1.93
Customer complaints have reduced	69	46	12	3	4	134	575	4.29	1.92
The organizational competitive advantage got enhanced	60	51	19	2	2	134	567	3.99	1.87
High quality of decision making is realized through cultural diversity	72	37	23	1	1	134	580	4.04	1.93
Team work building and sharing of experiences occurs through cultural diversity	68	49	12	4	1	134	581	4.34	1.94
The productivity of the organization got enhanced through cultural diversification	70	28	27	6	3	134	558	4.16	1.83
Aggregates						134	4021	4.28	1.91

Source: Field Data (2023)

Table 13 indicate how employee of Brarudi perceive or feel about workforce diversity.

The findings indicate the importance or the value of employee diversity and how it

impacts the performance either positively or negatively. As indicated from the findings a mean score of 4.28 was derived from the respondents. This indicates that 85.6% of respondents concurred strongly that employee diversity enhances employee performance. Team work building and sharing of experiences occurs through cultural diversity had the highest mean score of 4.34 while The productivity of the organization got enhanced through cultural diversification has the lowest mean score of 4.16. Majority of the respondents agreed that the quality of products and services delivered to customers has increased due to diversity of the workforce with a mean score of 4.32 and standard deviation of 1.93. The next statement examines whether efficiency and effectiveness among employees has improved with a mean of 4.32 and standard deviation agreeing with the statement. A mean of 4.29 agreed that customer complaints have reduced in the company, a mean of 3.99 agreed that the organizational competitive advantage got enhanced. The other statement examined whether high quality of decision making is realized through cultural diversity with a majority of respondents (Mean=4.04) agreeing with the statement. Ultimately the statement on whether the productivity of the organization got enhanced through cultural diversification was supported by the majority of the respondents (Mean=4.16). These results are supported by Lemunen, (2022) who observed that diversity in an organization enhances performance of employees and ultimately overall performance and productivity of an organization. Additionally, the study observed that organizations should put measures in place to ensure that there is acceptable level of diversity in the work-force.

4.6 Diagnostic Tests

The study evaluated if the facts that were gathered from the study met presuppositions that were required for carrying out regression analysis prior to calculating multiple regression analysis. The presuppositions that were evaluated included linear relationship, multivariate normality and no or little multicollinearity

4.6.1 Normality Test

The study applied Shapiro Wilk test for normality test. The null –hypothesis for Shapiro Wilk assumed that entire group in the study has been produced from a normal distribution. Therefore, presuming that preferred threshold value is substantial compared to the p-value, at that point the study will give credence to the substitute theory since there is sufficient confirmation that the findings from the respondents has been generated from a normal distribution curve. From the findings in Table 14 entire set of four variables that is gender diversity, ethnic diversity, age diversity and organizational performance had p-values that were eminent compared to 0.05 this implying that the study should reject the null hypothesis and conclude the data is normally distribution.

Table 14: Shapiro-Wilk Test of Normality

	Shapiro-Wilk		
	Statistic	df	Sig.
Employee Performance	.641	151	.069
Ethnic Diversity	.948	151	.138
Age Diversity	.937	151	.078
Gender Diversity	.973	151	.181

Source: Field Data (2023)

4.6.2 Linearity Test

The analysis of the variance (ANOVA) was applied by the researcher to ascertain for linearity. The test to determine linearity has significance which is less than 0.05. This will indicate that there is a linear nexus between the variables of the study. The test indicated $f=22.433$ ($p=0.000$) which is less than 0.05 and this established that the nexus between explanatory variables and response variables are linearly dependent.

Table 15: ANOVA for Regression Analysis

Model	Sum of Squares	df	Mean Square	F	F Sig.
Regression	193.030	1	27.223	22.433	.000 ^b
1 Residual	227.391	151	1.627		
Total	411.673	152			

a. Dependent Variable: Employee Performance

b. Predictors: (Constant), Age Diversity, Gender Diversity, Ethnicity Diversity

Source: Field Data (2023)

4.6.3 Multicollinearity

The study test multicollinearity using Variance Inflation Factor (VIF). Multicollinearity is experienced where two or more predictor variables have high degree or levels of correlation and this therefore makes it difficult to segregate or isolate the effects or influence of the aggregates (Garson, 2012). To test multicollinearity, the study espoused a VIF threshold of 5. Therefore, if VIF is less 5 than, then that is an indication that the set of data is devoid of multicollinearity while large than 5 VIF indicated that there is presence of multicollinearity. From the findings in Table 16 there is absence of multicollinearity since all the variables had a VIF of less than 5 and this means that all the variables can be used in the regression analysis.

Table 16: Multicollinearity Test Statistics

Variables	Collinearity	
	Statistics	
	Tolerance	VIF
Employee Performance	.765	1.276
Ethnic Diversity	.702	1.431
Age Diversity	.541	2.131
Gender Diversity	.663	1.576

Source: Field Data (2023)

4.7 Correlation Results for employees in organizations in Burundi.

The bivariate analysis was carried out to ascertain if there is a nexus between variables and also establishing the degree or extent of that relationship using Pearson correlation coefficient. This bivariate analysis was done to establish if there exist any noticeable nexus between explanatory variable (Age Diversity, Ethnic Diversity and Gender Diversity) and the response variable that is performance of employees in organizations in Burundi.

Explanatory variables were found to have a correlation with each other as indicated in table 17 above. Age diversity was emphatically and statistically inferable to Ethnic diversity ($r = 0.560$, $p < 0.01$) and Gender diversity ($r = 0.360$, $p < 0.01$). Ethnic diversity was found to be emphatically and statistically inferable to gender diversity ($r = 0.286$, $p < 0.01$). Lastly Gender diversity was found to be strongly and statistically evident to ethnic diversity ($r = 0.196$, $p < 0.01$). From the table 4.12, the correlation among explanatory variables is lower than $r < 0.6$ and therefore the challenge of multicollinearity was curtailed. Norusis, (2009) noted that when there is existing

multicollinearity among explanatory variables difficulties in analyzing and distinguishing the effects one variable over the other

Table 17: Correlation of workforce diversity and employee Performance.

Variables	Test	Age Diversity	Ethnic Diversity	Gender Diversity	Employee Performance
	Pearson Correlation	1	0.560**	0.360**	0.395**
Age Diversity	Sig. (2-tailed)		.000	.000	.000
	N	134	134	134	134
	Pearson Correlation	0.560**	1	.286*	.316*
Ethnic Diversity	Sig. (2-tailed)	.000		.000	.000
	N	134	134	134	134
	Pearson Correlation	.360**	.196*	1	.204*
Gender Diversity	Sig. (2-tailed)	.000	.000		.000
	N	134	134	134	134
	Pearson Correlation	.445**	.432*	.232*	1
Employee Performance	Sig. (2-tailed)	.000	.000	.000	
	N	134	134	134	134

Source: Field Data (2023)

A correlation was carried out to find out the nexus amidst the heterogeneity practices and output of staff in organizations in Burundi as indicated in table 4.13. The findings concur presence of notable connection amidst heterogeneity practices with staff output of organizations in Burundi in terms of Age diversity practice X_1 ($r = 0.395$, $p < 0.01$); Ethnic diversity practice X_2 and employee performance in organizations in Burundi ($r = 0.316$, $p < 0.01$), Gender diversity X_3 as well as staff performance ($r = 0.204$, $p < 0.01$).

4.8 Regression Results for Organizations in Burundi

Multiple regression indicates the percentage of the entire or aggregate alteration or change of predicted variable that can be elucidated by the explanatory variables. Multiple regression analysis enables to examine the intensity and the efficacy of the nexus between measured variable and a number of explanatory variables and also the significance of each explanatory variable in that relationship. Multiple regression is evaluated by the use of coefficient of determination R Square, or R² that is applied in determining the explanatory strength or the percent of overlap of the linear regression of the predicted variable on the explanatory variables. Regression analysis was done so as to determine the relationship existing between age diversity, ethnic diversity and gender diversity and productivity of the staff of organizations in Burundi as represented in Table 18 below.

Table 18: Regression Analysis

Model	Unstandardized Coefficient		Standardized Coefficient Beta	t	sig
	B	Std. Error			
Constant	1.367	.271		5.111	.001
Age Diversity X1	.318	.668	.358	2.441	.021
Ethnic Diversity X2	.708	.741	.412	8.321	.020
Gender Diversity X3	.286	.655	.283	4.991	.032

Source: Field Data (2023)

Carver et al., (2009) observed that R square can span or stretch from 0.0 to 1.0, with 1.0 indicating an absolute fit that every point is on the line.

According to the multi-regression analysis, the equation was $Y = \beta_0 + \beta_1x_1 + \beta_2x_2 + \beta_3x_3 + \epsilon$

Where

Y = Employee performance of organizations in Burundi

$\beta_0, \beta_1, \beta_2, \beta_3, \beta_4$, = Coefficient of employee performance of organizations in Burundi equation

X_1 = Age Diversity

X_2 = Ethnic Diversity

X_3 = Gender Diversity

From the analysis, the equation ($Y = \beta_0 + \beta_1X_1 + \beta_2X_2 + \beta_3X_3 + \epsilon$) becomes: $Y = 1.367 + 0.318X_1 + 0.708X_2 + 0.286X_3$. From the results, it can be deduced that when the three explanatory variables (Age diversity, Ethnic diversity and gender diversity) were at constant zero, the performance of the employees was at 1.367. From the analysis also, it can be deduced that putting all the three explanatory variables at zero, a unit increase in age diversity commanded a 0.318 increase in enhancing employee performance in organizations in Burundi. In addition, an increase in ethnic diversity commanded a 0.708 increase in improving the performance of employees in organizations in Burundi. Ultimately enhancement in gender diversity led to 0.286 increase in employee performance in organizations in Burundi.

The analysis also deduced that at 5% level of significance and 95% level of confidence, age diversity had a beta value of 0.021, ethnic diversity had a beta value of 0.020 and gender diversity had a beta value of 0.032.

From the analysis therefore, all the three explanatory variables in the study were significant ($p < 0.05$) with ethnic diversity being most significant while gender diversity coming out as the lowest ranked in terms of significance. All the three explanatory variables were found from the analysis to have a significant impact on the output of staff in corporation under study.

4.8.1 Regression Analysis of Age diversity and performance of employees in organizations in Burundi.

Regression analysis was done to determine if there was an interlink between age diversity which was one of the independent variable and the employee performance in organizations in Burundi as indicated in Table 19. From Table 19, a model summary is presented showing age diversity and employee performance. The R² of the model was established to be 0.746 this being 74.6% of the variations of employee performance that was generated or prompted by age diversity. The remaining balance of 25.4% were prompted by other factors that were not preconceived in this model and therefore symbolized by the error term. From the analysis, there is a significant interlink that is existing between age diversity and the employee performance in organizations in Burundi. Bringing diversity in organizations in Burundi therefore will enhance the performance of the employees which will ultimately strengthen the performance, productivity and output of the organization at large.

Table 19: Model Summary for Age diversity and Performance of employees

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.876 ^a	.767	.746	.18242

a. Predictors: (Constant), age diversity in performance of employees in organizations
Source: Field Data (2023)

4.8.2 Regression Analysis of ethnic diversity and performance of employees in organizations in Burundi.

Regression analysis was done to determine if there was an interlink between ethnic diversity which was one of the independent variable and the employee performance in organizations in Burundi as indicated in Table 20. From Table 20, a model summary is

presented showing ethnic diversity and employee performance. The R² of the model was established to be 0.608 this being 60.8% of the variations of employee performance that was generated or prompted by ethnic diversity. The remaining balance of 39.2% were prompted by other factors that were not preconceived in this model and therefore symbolized by the error term. From the analysis, there is a significant interlink that is existing between ethnic diversity and the employee performance in organizations in Burundi. Bringing diversity in ethnicity in organizations in Burundi therefore will enhance the performance of the employees which will ultimately strengthen the performance, productivity and output of the organization at large.

Table 20: Model Summary for ethnic diversity and Performance of employees

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.784 ^a	.615	.608	.17523

a. Predictors: (Constant), ethnic diversity in performance of employees in organizations

Source: Field Data (2023)

4.8.3 Regression Analysis of gender diversity and performance of employees in organizations in Burundi.

To find out if there was correspondence or connection between gender diversity which was one of the independent variable and the employee performance in organizations in Burundi, Regression analysis was carried out as indicated in Table 21. From Table 21, a model summary is presented showing gender diversity and employee performance. The R² of the model was established to be 0.629 this being 62.9% of the variations of employee performance that was generated or prompted by gender diversity. The remaining balance of 37.1% were prompted by other factors that were not preconceived

in this model and therefore symbolized by the error term. From the analysis, there is a significant interlink that is existing between gender diversity and the employee performance in organizations in Burundi. Bringing diversity in gender in organizations in Burundi therefore will enhance the performance of the employees which will ultimately strengthen the performance, productivity and output of the organization at large.

Table 21: Model Summary for ethnic diversity and Performance of employees

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.798 ^a	.637	.629	.16449

a. Predictors: (Constant), gender diversity in performance of employees in organizations

Source: Field Data (2023)

CHAPTER FIVE

SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

5.1 Introduction

This section offers and provide in depth discussion of synopsis of explorations, deductions and admonitions deduced from the survey taking into consideration the objectives that were listed in chapter one. This chapter will provide a detailed explanation of the findings and results that were obtained in chapter four. This chapter will therefore describe how age, ethnicity and gender diversity influences the output, productivity and performance of employees. The recommendations will assist management in Brarudi and managers in other organizations in improving employee's performance in their organizations so that they can remain afloat in the world of businesses which is currently very competitive and dynamic.

5.2 Summary of findings

The study investigated how workforce diversity affects the performance of employees at Brarudi. The specified intents of the survey were to establish the impact of ethnicity diversity on the employees' output in Brarudi brewery limited in Burundi, to discern the impact of age diversity on the employees' output in Brarudi brewery limited in Burundi and to anatomize the impact of gender diversity on the staff's output in Brarudi brewery limited in Burundi.

5.2.1 Ethnic diversity and performance of employees in Brarudi

The first objective was to determine whether ethnic diversity influenced either positively or negatively employee's performance in Brarudi. Findings from the research indicate that there is prominent degree of ethnic diversity in Brarudi. From the findings 79% believes that ethnic diversity enhances the performances of employees while 16%

were of the contrary opinion. The findings also intimated that the organization employs staff with different cultural background which has a productive as well as favourable impact on the output of the staff. From the findings diverse ethnic orientation promotes a sense of belongingness among employees, promotes confidence levels among employees, provide complimentary and mutual learning and lastly provide to creativity and innovation among the employees.

5.2.2 Age diversity and performance of employees in Brarudi

The second objective was to determine whether diversity in age among the employees in an organization improve their performances. From the study, 74% agreed that age diversity is a key component when it comes to the levels of performance in an organization while 22% believed that age diversity does not enhance organization's performance. From the findings a mean score of 4.75 concurred that the company is composed of both elderly and youthful employees. The study also found out that different age groups provide different values for the organization with a mean score of 4.42. Different age groups relate well with youthful employee in Brarudi and this one leads to exchange of ideas and ultimately provide both learning and growth environment.

5.2.3 Gender diversity and performance of employees in Brarudi

The third objective was to verb judge if diversity in gender impacts positively the output of the employees in an organization. 78% of the respondents interviewed concurred that gender diversity enhances employee diversity while 16% of the staff intimated that gender diversity did not have any positive impact on the output of the employees. Most of the interviewees concurred with the variables and the variables with the highest mean were on whether different opinions of different gender lead to high quality decisions (4.42) while the lowest mean was on whether Brarudi has

ensured that we have gender balance (4.19). Selveraj (2015), intimated diversity in gender was found to be one of the factors that enhance positively influences employee productivity.

5.3 Conclusion

The study has categorically indicated that there is a huge relationship between workforce diversity and the performance of employees at Brarudi. Age, ethnicity and gender diversity enhances performance of employees. Ethnic diversity pools skills and knowledge together thus mutual learning and also ethnic orientation promotes a sense of belongingness among employees. On age diversity the study concurred that that diversity in age produces a wide range of skills, experiences and choices. When age is diversified in an organization, a larger knowledge base and varied experience is available. This will ultimately affect or influence the performance or productivity of an organization. On gender diversity, the study concluded that gender diversity is crucial component when it comes to the performance and the output of employees in organization.

5.4 Recommendations

The study justifies that organizations should put in place diversity practices that include age diversity practices, ethnic diversity practices and gender diversity practices that has fundamental and positive impact and contribution on the performance of employees in organizations in Burundi. This is because competition among business has gone a notch higher and organizations globally including those in Burundi should strive to ensure every practice that will enhance the performance of employees is incorporated.

5.4.1 Managerial recommendations

Organizations in Burundi should make sure that diversity practices among employees are designed and implemented so as to enhance employee's performance and also the performance of the organization as a whole. When the performance, productivity and output of both the organization is enhanced it will ultimately increase the survival chances of that organization. Top leadership in these organizations have to be deliberate in ensuring that there are diversity measures that have been put in place. Competition in the business arena has increased and improved performance and survival is key. Diversity increases productivity and diverse team have the tendency of bringing more creativity and also better in problem solving skills.

Organizations in Burundi should put in place activities that are geared towards ensuring that employees who are not sure of the effects of diversity in age are integrated and socialized with employees of different age brackets at both professional and social level. It will therefore make them appreciate benefits that are brought about by age diversity. Organizations should also come up with programs that will identify as well as recognize younger employees in the development and the success of the team since majority of the teams are headed by managers who are experience and mature and more often than not recognition and awards go to the managers and young employees usually feel left out.

Human resource department should design, formulate and implement policies that are able to decisively deal with ethnic discrimination within an organization. This should include creating awareness through training to employees that will assist them in addressing their hackneyed ideas that they may have concerning other people from different backgrounds.

5.4.2 Policy recommendations

Organizations should design as well as implement policies that would enhance and expand diversity in the workplace. HR managers need to come up with policies and recommendations that allow their members of staff to develop and recruitment policies that enables organizations to employ staff from diverse background e.g. ethnic, age and gender backgrounds.

This can also be done also through East African Community (EAC) treaties where different countries within EAC should be encouraged to come up with measures that are going to enhance diversity in their countries.

5.4.3 Theoretical implications

Resultants from the aforementioned survey brought to light constructive and productive conceptual inferences and imputations. Prior studies had not addressed effects of diversity practices on employee performances in organizations in Burundi. Majority of studies on workforce diversity have been done in other countries especially in Kenya. This gap has been addressed by the study and has immensely contributed to the body of knowledge.

5.5 Areas for Further Research

Subsequent study may concentrate more on a corroborative survey delving into the effects or influence of performance due to diverse background of staff in corporate or business enterprises that will incorporate age diversity, ethnic diversity and gender diversity to a different sector of the economy in Burundi or another emerging country in east African Community. Additionally, further study should involve longitudinal study in order to ratify as well as authenticate conclusions from the cross-sectional study and explore the performance of employees in an organization before and after

implementation of diversity practices at disparate periods, furnishing insights into the refinement of the admissible items in light of the fact that this research study was a cross-sectional one. Another study may be carried out and this time the researcher may incorporate more respondents for example suppliers and customers in order to affirm or repudiate the findings of this research. This study relied on the information that was provided by the employees working in Brarudi in Burundi.



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APPENDICES

Appendix I: Research Letter

Dear respondent,

I am a student at Mount Kenya University, School of Business and Economics. I am undertaking a research study on the Impact of Cultural Diversification in Workplace on Organizational Performance in Brarudi, Burundi. I appeal for your assistance in filling the questionnaires that will be availed to you so that I can successfully undertake this study. Your thoughts and views will be crucial and vital and will ultimately form the basis of my findings. Kindly note that this exercise is free of coercion and you should not participate under duress. Your views and identity at all time will remain private and confidential and will therefore not be disclosed to a third party. The research findings will not be used or applied for any other purpose other than academic purposes.

Yours faithfully,

Nadia

Appendix II: Consent Form

CONSENT FORM FOR PARTICIPATION IN RESEARCH

Influence of workforce diversity on performance of employees in organizations: a case of Brarudi Breweries Ltd in BURUNDI

Dear Participant,

I invite you to participate in a research study entitled (**Influence of workforce diversity on performance of employees in organizations: a case of Brarudi Breweries Ltd in BURUNDI**): I am currently enrolled in the (*MBA-Human Resource Management Option*) at Mount Kenya University and am in the process of writing my Master's project. The purpose of the research is to determine: (the effect of workforce diversity on performance of employees in Burundian Breweries)

The enclosed questionnaire has been designed to collect information on: (*effect of ethnicity diversity, age diversity and gender diversity on employees' performance*)

Please note that your involvement in this study is utterly optional and discretionally and therefore retain the right to refuse to participate or decline to respond to questions which you feel uncomfortable with. Be informed that the responses and the information that you will provide will be guarded and will not be disclosed to any other party. The researcher will not provide any financial benefits to the respondents in the study.

It is our hope that you will agree to take part and get involved in the research project. Additionally, we hope that you will answer the questions honestly and to the best of your knowledge. It will take relatively two weeks to fully conclude the task. Kindly send back the research instrument once you have completed the questionnaire to facilitate completion of the research project.

Kindly feel free to ask any question, additional information or seek clarification that you may have to the Investigator: *Nadia NGABIRE*, Mobile No.+25779261145; **Dr. Jacqueline Omuya**; +254722699246; jomuya@mku.ac.ke If you have questions about your rights as a research participant, please be in touch with the Chairman, Mount Kenya University, Ethical Review Committee, P.O Box 342-01000, Thika.

Thank you for your assistance in this important endeavor.

CONSENT

I have gone through the consent form provide and have had the chance and the room to ask for additional information and clarifications from the researcher. I appreciate and recognize that my involvement, contribution and sharing of information is purely discretionary as well as optional. Furthermore, I recognize that I can withdraw my participation at any stage of the project. I understand that I will be given a copy of this consent form. I voluntarily agree to take part in this study.

Participant's signature _____ Date _____

Investigator's signature _____ Date _____

Appendix III: Questionnaire

This questionnaire is designed to collect the information for this study. All information that will be collected will be handled with great confidentiality. Please, do not write your name or any form of identification on the questionnaire.

Section A: Respondents Background Information

1. Tick your gender as applicable
 - a) Male
 - b) female
2. Indicate your age bracket
 - a) 20-30
 - b) 31-40
 - c) 41-50
 - d) Above 50 years
3. Education Level
 - a) High school level
 - b) Diploma
 - c) Bachelor
 - d) Post graduate
4. What is your position in your firm? (Tick as appropriate)
 - a) Top Level Management
 - b) Middle Level Staff
 - c) Junior Level Staff
5. State your years of experience (Tick appropriately)
 - a) Less than 2 years
 - b) 3-5 years
 - c) 6-10yrs

d) More than 10years

SECTION B: EFFECT OF ETHNICITY DIVERSITY

Explain the extent to which you agree with the following statements by using the scale of 1-5 where { 1 = Completely Disapprove (CD), 2 = Disapprove (D), 3 = Moderate (N), 4 = Approve (A), 5 = Robustly Approve (RA)}

Statements	1	2	3	4	5
Our company has hired employees of different regions					
Our company has hired employees with diverse cultural backgrounds					
Our company has hired employees from different ethnic groups.					
Our company has hired employees with different lifestyles					
Our company has employed staff from different religious beliefs.					
Ethnicity diversity pools skills and knowledge together thus mutual learning					
Disparate ethnic inclination advance a feeling of connection or attachment amid the staff.					
Disparate ethnic inclination advance a degree of credence and conviction amid the staff					
Disparate ethnic inclination advance a degree of efficiency and effectiveness amid the staff.					
Disparate ethnic inclination advance a degree of self-esteem among the staff					
Ethnic diversity has fueled conflicts amongst employees in this company					
Diversification of race results to complementarity and mutual learning					

Diverse ethnicity leads to creativity and innovation among employees					
High productivity may be as a result of ethnicity diversification					
Ethnicity diversity expands the market share					

6. In your general view, to what degree does the productivity of your organization influenced by diversity in ethnicity?

- At no time
- Smaller degree
- Average degree
- Profound degree
- Extremely profound degree
- I have no idea

9. Suggest ways through which your organization could improve ethnic diversity in order to improve on your organization performance?

SECTION C: EFFECT OF AGE DIVERSITY

10. In general terms, to what extent does age diversity affect performance in your organization?

- At no time
- Smaller degree
- Average degree
- Profound degree
- Extremely profound degree
- I have no idea

11. Show degree to which you agree to the following statements by applying the scale of 1-5 where {1 = Completely Disapprove (CD), 2 = Disapprove (D), 3 = Moderate (N), 4 = Approve (A), 5 = Robustly Approve (RA)}

Statement	1	2	3	4	5
Our company is composed of elderly employees					
Our company is composed of many youthful employees					
Different age groups provide different values for the organization					
Elderly employees relate well with youthful employees in our					

organization					
Diversified age bring in exchange of ideas					
Diverse age groups promotes diverse experiences					
Different ages provide learning and growth environment					
Diverse age groups contribute to varieties of ideas and team work					

12. Suggest ways through which your organization could improve age diversity in order to improve on your organization performance?

SECTION D: EFFECT OF GENDER DIVERSITY

Explain to what extent you agree to these statements using a scale of 1-5 where {1 = Completely Disapprove (CD), 2 = Disapprove (D), 3 = Moderate (N), 4 = Approve (A), 5 = Robustly Approve (RA)}

Statements	1	2	3	4	5
Our company has ensured that we have gender balance					
There is a balance in gender distribution among senior managers					
Equal gender representation has improved performance of our organization					
Gender diversification has improved employee satisfaction					
High levels of gender diversity results to competitive advantage					
High levels of gender diversity are source of intangible and socially complex resources					
Gender diversification degree results to improved decision making skills					
Different opinions of different gender leads to high quality decisions					
Gender diversity brings high return on equity					

13. In general terms, to what extent does gender diversity affect performance in your organization?

At no time

Smaller degree

Average degree

Profound degree

Extremely profound degree

I have no idea

14. Suggest ways through which your organization could improve gender diversity in order to improve on your organization performance?

SECTION E: EMPLOYEE PERFORMANCE

15. Which of these statements show the extent to which employees' diversity impacted on Organizational performance? Use the scale of 1-5 whereby {1 = Completely Disapprove (CD), 2 = Disapprove (D), 3 = Moderate (N), 4 = Approve (A), 5 = Robustly Approve (RA)}

Statements	1	2	3	4	5
The quality of products and services delivered to customers has increased					
Efficiency and effectiveness among employees has improved					
Customer complaints have reduced					
The organizational competitive advantage got enhanced					
High quality of decision making is realized through cultural diversity					
Team work building and sharing of experiences occurs through cultural diversity					
The productivity of the organization got enhanced through cultural diversification					

THANK YOU!

Appendix IV: ERC Letter

Mount Kenya University



REF: MKU/ISERC/2330
TO: NADIA NGABIRE

Date: 18 August 2022

REG: MBA/2017/77172

Dear Sir/Madam,

RE: INFLUENCE OF WORKFORCE DIVERSITY ON PERFORMANCE OF EMPLOYEES IN ORGANIZATIONS: A CASE OF BRARUDI BREWERIES LTD IN BURUNDI

This is to inform you that **Mount Kenya University** has reviewed and approved your above research proposal. Your application approval number is **1403**. The approval period is **18/08/2022 - 17/08/2023**.

This approval is subject to compliance with the following requirements;


- i. Only approved documents including informed consents, study instruments, MTA will be used
- ii. All changes including amendments, deviations and violations are submitted for review and approval by **Mount Kenya University**
- iii. Death and life threatening problems and serious adverse events or unexpected adverse events whether related or unrelated to the study must be reported to **Mount Kenya University** within 72 hours of notification
- iv. Any changes, anticipated or otherwise that may increase the risks or affect the safety or welfare of study participants and others or affect the integrity of the research must be reported to **Mount Kenya University** within 72 hours
- v. Clearance for export of biological specimens must be obtained from relevant institutions
- vi. Submission of a request for renewal of approval at least 60 days prior to expiry of the approval period. Attach a comprehensive progress report to support the renewal
- vii. Submission of an executive summary report within 90 days upon completion of the study to **Mount Kenya University**

Prior to commencing your study, you will be expected to comply with any additional requirements from the relevant authorities in the country where this study will be conducted

Yours sincerely,

Dr. Peter G. Kirira
Chairman, Mount Kenya University ISERC

Appendix V: Introduction Letter


Mount Kenya University

DIRECTORATE OF GRADUATE STUDIES

MBA/2017/77172

23rd November, 2022

*The Director, Research Coordination Division
National Commission for Science, Technology & Innovation
Utalii House, 8th & 9th Floor
P.O Box 30623- 00100
NAIROBI*

Dear Sir/Madam,

RE: NADIA NGABIRE – REGISTRATION NO. MBA/2017/77172


The purpose of this letter is to introduce the above named student who is pursuing **Master of Business Administration** in the department of **Accounting and Finance** in the school of **Business and Economics**


The title of her research is **“Influence of Workforce Diversity on Performance of Employees in Organizations: A Case of Brarudi Breweries LTD in Burundi.”**

She has been cleared by the University’s Ethics Review Committee (Certificate attached) and now has to proceed to the field to collect data for her research between **November, 2022 and February, 2023.**

Any assistance accorded to her will be highly appreciated.

Thank you.


Dr. Samuel M. Karenga, Ph.D.
Director, Graduate Studies
Enc.


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**INFLUENCE OF WORKFORCE
DIVERSITY ON PERFORMANCE
OF EMPLOYEES IN
ORGANIZATIONS: A CASE OF
BRARUDI BREWERIES LTD IN
BURUNDI**

by NADIA NGABIRE

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