

UNIVERSITY OF KWAZULU NATAL

**THE EFFECT OF WORKFORCE DIVERSITY ON EMPLOYEE
PERFORMANCE**

AT

STATISTICS SOUTH AFRICA

By

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DECLARATION

I declare that:

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ABSTRACT

The population of South Africa has increased significantly in recent years due to the influx of people from the neighbouring countries. South Africa, therefore, has diverse skilled and innovative workforce at its disposal. Workforce diversity has the benefits of adding strategic value to organisation's operations and capabilities.

To ensure that every citizen is accommodated, the workplace is expected to be representative of the demographics of the country. The obvious diversity demographic variables visible through the workforce are age, gender, ethnicity and education background. This study investigates these workforce diversity variables to ascertain the extent to which these variables have an impact on employee performance.

The purpose of conducting the study on employee diversity is to determine the elements of diversity which are considered important during the recruitment process in order to improve employee performance in government departments. Data was collected from 150 Stats SA employees through convenience sampling techniques. The data collected from respondents was analysed with the utilisation of the SPSS version 20.0.

According to this study, the results reveal that there is a significant statistical correlation between employee performance and diversity variables like age, ethnicity and education background, with the exception of gender variable at 0.01 level of significance. Similar studies supported the findings of this study and found no relationship between gender and employee performance.

Key Words: organisational performance; ethnicity; gender; age.

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CHAPTER ONE

INTRODUCTION TO THE RESEARCH STUDY

1.1 Introduction

Diversity is defined by Byrd & Scott (2014:59) as “the recognition, understanding and acceptance of differences from different individuals, irrespective of age, gender, race, ethnicity, physical ability, sexual orientation and religious belief”. They further elaborate that every employee is unique though they share a number of environmental and biological characteristics.

There are two main dimensions of workforce diversity. The first dimension focuses on age, gender, and sexual orientation, which reflects the diversity between employees. The second dimension includes amongst others, religion, educational level, location and income level. The second set of dimensions are not noticeable outright and have the possibility to change at every encounter. These qualities are only noticed after some interactions occur between individuals (Rice, 2015:97).

Employee diversity definition expanded with the promulgation of the South Africa Constitution Act. However, the issue of workforce diversity has not been given serious attention by government departments in South Africa.

Globalisation has also brought the world together (Grinin, 2012:23). South African government is one institution that is becoming the important player in the global market. Therefore, government institutions are constantly searching for ways to deliver better services to their diverse constituencies. To be successful in the delivery of services to the community, the South African government should be able to attract as much diverse skills required for its workforce to be able to deliver on every government departmental mandate.

Henning & Henderson (2015:154) explains that diverse workforce organisations are those organisations which embraces a diverse mix of employees in terms of age, gender, ethnicity and education background. The concept of diversity emerged stronger in South Africa because it was no longer believed that affirmative action was achieving the intended objective of equal opportunity in the workplace (Chartered Institute of Personnel and Development, 2012:36). Diversity embraces individual differences in a positive way and enables the working environment to accept those differences (Patrick & Kumar, 2012:5).

Frequently, diverse workforce is viewed in a limited spectrum. The focus is mostly on race and gender and laws that provide protection to the majority.

A diverse workforce will always be an important source to achieve any organisations' objectives, whether it is profit oriented or non-profit oriented.

The objective of the study is to examine the extent to which diversity variables will have a positive effect on the efficient provision of government services. The study will also distinguish the factors that can affect the employees' performance within Statistics SA and provide guidelines for new employees who will want be part of the public sector.

1.1.1 Workforce Diversity in a Democratic South Africa

To ensure diversity in the South African workplace, legislation documents were introduced by the government. These legislations include amongst other documents: The Labour Relations Act 66 of 1995, The Employment Equity Act 55 of 1998 and the Promotion of Equality, Preferential Procurement Policy Framework Act 5 of 2000 and Prevention of Unfair Discrimination Act 4 of 2000.

There is a clear intention from the government that it is serious about the implementation of diversity in the workforce through the promulgation of these legislations. However, businesses and government departments are still lagging behind in the implementation of these legislative frameworks (Steyn, 2011:15). The perception of employees in organisations is that those in power, like managers and leaders, are doing little to empower and promote the marginalised group as reflected on the legislations promulgated after the democratic government (Steyn, 2011:18).

1.1.2 Effect of Globalisation on South African Workforce

Globalisation has forced the interaction of different people, cultures and beliefs among people from different parts of the world. People are now closer and open-minded in the workplace than before. The competing skills and knowledge comes from anywhere around the continent. If diversity is not properly managed by organisations, it can be detrimental, and if properly managed, it could provide solutions to most of the organisational problems (Darwin & Palanisamy, 2015:26).

The term globalisation is in most instances defined in the context of movement of goods and services. Miljkovic, Shaik, Miranda, Barabanou & Liogier (2015:6) defines globalisation as “a process by which national/regional economies, societies and cultures have become integrated through a global network of economic, technological, socio-cultural, political and biological factors”.

From the above definition of globalisation in relation to production, means it has significantly changed the way in which goods and services are produced. Originally the production process was structured in a way that the developed countries manufactured capital intensive products and developing countries provided raw materials and became markets for the developed countries (Miljkovic et al, 2015:9). The manufacturing process has continuously changed over the years from the mass production to lean production and just-in-time production techniques. Just-in-time production process is a more flexible method of producing goods and services. The effect of that change in the production process is the division of labour at a global level. Just-in-time production is characterised by clustering of production inputs and then the relocation of these resources internationally.

Because of globalisation, the companies in South Africa need more flexibility about their employment arrangements. Globalisation has promoted the development of flexible working patterns through international networks of companies (Geyer & Steiner, 2010:56). These companies favour diverse contractual arrangements between capital and labour. The re-entry of South Africa into the global economy meant that it will not be excluded from the global market and their resultant consequences (Geyer & Steiner, 2010:62).

Traditional labour law does not protect an employee under a non-standardised employment contract. This is because the traditional labour law was based on a full-time employment with a single employer. Traditional labour law is therefore, not suitable for a non-standardised employment contract. Secondly, different forms of employment mean that some workers, like independent contractors, cannot be considered as employees and thus cannot benefit from the protective reach of traditional labour law (Geyer & Steiner, 2010:84).

Globalisation can simply be referred to as the process where businesses start to operate at an international level (Geyer & Steiner, 2010:156). Businesses either private or public can take their operations to international locations where it is most efficient and less costly to operate in, prices of inputs vary from different parts of the world, which makes it attractive

for companies to move some of their production to counties that are less expensive to produce than where they are currently operating. (Geyer & Steiner, 2010:187)

1.1.3 Barriers to Workforce Diversity Management

There are some potential challenges in managing a diverse workforce in relation to age, gender and culture that business leaders and managers ought to overcome in order to effectively implement diversity management strategies. Kreitner & Kinicki, (2012:38) set out some of common challenges for implementing diversity management as:

- The difficulty especially for women to balancing career and family during these modern times, where they still have to manage the household.
- A working environment, which is still hostile and unsupportive to diversity management. The exclusion of diverse employees from networking with other employees.
- Fears of discrimination. Employees are still reluctant to apply for senior positions in work areas that are still dominated by different nationalities.
- The organisational policies does not promote diversity, therefore, employees perceive diversity as not important in the achievement of organisational goals.
- Fear of the unknown from the employees who are fearful of failure and mistrust from other fellow colleagues.

1.2 Problem Statement

The study was conducted at the official statistical production department in Pretoria, but was limited to the Operations and Maintenance division of Methodology, Standards and Research division. The division is the cornerstone of the production of economic statistics. The division updates and maintains the database of all businesses in the country. The database is used for the creation of samples for the economic statistics surveys. Methodology, Standards and Research division is the largest business unit and is the division that has most diverse employees within Statistics SA. The output of the division is important to the organisation as its key function is the maintenance of the database of all the industries in the country. Statistics SA has as one of its strategic drivers, the provision of the quality frames which encompasses legal names and classification of all companies.

To achieve a mix of a diverse workforce requires consideration of diversity variables to be present during the recruitment process (Rowland & Simons, 2011:47). It requires employees who would fit to the diversity culture of the division and be able to contribute positively to the maintenance of the database. Statistics SA is therefore, under constant pressure to revise its diversity policy for the inclusion of all diversity issues in its recruitment practices.

According to Munjuri & Maina, (2013:11), those organisations that implement diversity, are in a better position to attract and keep quality employees which will benefit the organisation through customer loyalty. For public organizations, it also translates into effective delivery of essential services to communities with diverse needs (Hubbard, 2014:108). The diversity culture in organisations should be linked to the overall strategy of the organisation to ensure that information is obtained from all sectors of the economy (Holmgren & Jonnson, 2013:12).

1.3 Aim of the Study

Government departments have a challenge to service a diverse constituency in South Africa. The recruitment of a diverse workforce is important to be able to serve their customers effectively. Based on the findings of this study, government departments will be able to identify diversity variables that will positively impact on the departmental objectives. These diversity variables could be used during the recruitment process to ensure diversity programs in government yield positive results. The aim of this research is to investigate diversity variables which have a positive effect on employee performance. The study will explore which of the diversity variables that should be considered important in order to address diversity issues during the recruitment process.

1.4 Objectives of the Study

The objectives of the study are:

- To establish diversity issues that have an effect on employee performance in government departments.
- To determine the relationship between the diversity variables such as age, gender, ethnic group and educational background on employee performance.

1.5 Research Questions

- What are the diversity issues that have an effect on employee performance in government departments?
- What is the relationship between employee age and employee performance?
- What is the relationship between employee gender and employee performance?
- What is the relationship between employee ethnicity and employee performance?
- What is the relationship between employee education background and employee performance?

1.6 Study Hypotheses

The dependent variable for the study will be employee performance with diversity variables such as age, gender, ethnicity and education background as independent variables. These hypotheses imply that any independent variable might have some degree of correlation to the dependent variable in the workplace.

Therefore, the hypotheses adopted for the study are as follows:

H₀ : There is no statistically significant relationship between age and employee performance

The average age of employees in the business reflects the extent to which the workforce in the company is aging (Tishman, Looy & Bruyere, 2012:19). It describes employees' overall physical and psychological resources in the organisation. Company-level demographic composition in age has been linked to several individual-level work outcomes.

The finding on a study conducted by Gobel & Zwick (2011) contradicts the stereotype that physically demanding, non-flexible and repetitive tasked jobs will reduce the productivity of older workers or the highly technological and fast paced tasked jobs increases the productivity of younger workers in the service industry. The conclusion reached is that is no relationship between employee age and employee performance.

However, a study conducted by Li, Chu, Lam and Liao (2011) reached a different conclusion than the one reached by Gobel et al. (2011) and Tishman et al. (2012). Li et al, argued that there is a positive relationship between age diversity and employee performance. Li, et al. argue that the relationship between age diversity and employee diversity is influenced be the level organisational penetration to the market and its history. Therefore, according to Li, et al. the history of the organisation influences whether age diversity will have an impact on employee performance or not.

H₀ : There is no statistically significant relationship between gender and employee performance

A study conducted by Darwin & Palanisamy (2015) found that gender diversity does not have a significant impact on employee performance. However, they brought in another diversity variable, i.e. ethical diversity, which they purport that ethnically diverse teams perform better than ethnically homogeneous teams in decision making processes.

A study conducted by Gupta (2013) found that a moderate gender diversity level increase competitiveness for the organisation, while an increased level of gender diversity decreases the competitiveness of the organisation. This confirms that diversity has to be properly managed.

According to a study conducted by Nakagawa (2015), the finding revealed that there was a positive relationship between managerial gender diversity and organisational performance. If gender diversity is only applied at operational level of the organisation, Nakagawa (2015) found no evidence to conclude that there is a relationship between gender diversity and employee performance. Therefore, according to the results of the study conducted by Nakagawa (2015), organisations will benefit from gender diversity if it is applied at managerial level of the organisation.

H₀ : There is no statistically significant relationship between ethnicity and employee performance

The study conducted by Hoogendoorn & van Praag (2012) supports the notion that there is positive impact on team performance due to ethnic diversity. Their research study found that ethnic diversity increases team performance if and only if it is substantial, otherwise it will have a negative effect on team performance.

The study conducted by Pitt & Elizabeth (2005) found that ethnic diversity has to be well managed in organisation in order to achieve optimum results. Pitt, et al. (2005)

also highlight that a high level of ethnic diversity in the organisation can impact negatively on the processes of the organisation and finally leads to a negative impact on organisational performance.

However, a study conducted by Loeters (2011) found no relationship between diverse ethnicity and the team performance in organisations. This contradicts the findings of a study conducted by Hoogendoorn & van Praag, (2012) and does support the theoretical framework of this study which indicated that there is no relationship between ethnic group and employee performance.

H₀ : There is no statistically significant relationship between education background and employee performance

The study conducted by Tari & Anike, (2011) found that there was a link between employee education level and performance. It is therefore important that employers consider employee's education level in every stage of planning and implementation of their strategic plans to ensure high performance. Nonetheless, it is also important that the immediate supervisor understands the education level of their employees to ensure high performance. The performance of employee is important as it has a multiplier effect on other employees.

The result of a study conducted by Elsaid (2012) found that employers do not hire employees who they found to have inadequate training and education. Therefore, education is important for employees' employability level. Elsaid (2012) further highlight that it is difficult for an employee to find a job and perform well without proper education background.

The results of a study by Nassazi (2013) supports Tari & Anike (2011) by highlighting the importance of training employees in organisations. The results reveals that employee training has a positive impact on employee performance.

1.7 Significance of the Research Study

Government departments require a heterogeneous work teams with diverse skills which will add value to organizations. Embracing individual differences creates a competitive edge for the organisation and increases the skills base for problem solving. Management in government departments are in a better position to educate their subordinates about the benefits of diversity and its legal implications.

Most diversity studies focus on the better image of organisations and better opportunities on the marketplace. This study will evaluate the diversity variable that will be able to benefit government departments and continually increase performance in government.

1.8 Justification of the Research Study

According to Dike (2013:45), organisations which view workforce diversity as an integral part of their strategic objective rather than a burden to the organisation tend to benefit substantially from diversity than their competitors and continue to benefits on cost reduction and increase in revenues.

Guillaume, Dawson, Otaye-Ebebe, Woods & West (2015:275) pointed out that the benefits of diversity in the workplace leads to synergistic performance which is obtained from a diverse knowledge base of a diverse team. Improvement in team communication enables employees to evaluate problems and conditions from different perspectives (Guillaume et al. 2015:280). Employees are able to understand different assumptions and viewpoints and create a common social reality and would also establish and agree upon norms for interaction.

1.9 Research Methodology

Research methodology adopted for the study was a quantitative method. The quantitative aspect of the study involved a survey of a sample (n=150) using a questionnaire. The sample was selected using non-probability sample which is a convenience sampling method. Descriptive and inferential statistical analysis was used to analyse the data collected.

1.10 Definition of Key Terms

These following key terms were adopted for this study.

- **Workplace Diversity**

Saxena (2014:77) defines workforce diversity as “similarities and differences among employees in terms of age, cultural background, physical abilities and disabilities, race, religion, gender, and sexual orientation”.

- **Diversity Management**

April, Ephraim & Peter (2011:1752), broadly defines diversity management as managing the increasing diversity of issues that confront mankind in contemporary organisational and social affairs.

- **Employee Performance Management**

Employee performance management is the practical strategy and a technique for management to improve employees’ performance with the aim of achieving organisational performance (Lin & Lee, 2011:84).

- **Education**

Education is a process of experience. Because life is growth, education means helping the growth of the mind without being limited by age. The process of growth is the process of adjusting to each phase as well as adding in the development of one's skills. (Yunus, 2014:1).

1.11 Layout of Dissertation

Chapter One is an introduction to the research study. It presents an introduction and background to the research study. The description of the problem is addressed. Furthermore, the chapter outlines the objectives, significance and scope of the research.

Chapter Two is a review and critical analysis of existing literature and theory on concepts and constructs relevant to the research study.

Chapter Three describes the research design and methodology adopted for this study. The description of target population, sampling method and techniques, data collection methods and instruments, and data analysis methods utilised for the study.

Chapter Four is the presentation, analysis and interpretation of the results based on the quantitative data obtained from the empirical study.

Chapter Five discusses the results of similar studies and conclusions based on the study and implication of findings on the practice of diversity as well as recommendations for further research.

1.12 Conclusion

This chapter provided an introduction to the study which investigates the effect of diversity on employee performance in government. The research background is presented, explanation of the research problem and the problem statements are outlined. It also highlighted the research objectives, research questions and the study hypotheses. The next chapter presents a literature review of the variables underpinning the study.

CHAPTER TWO

LITERATURE REVIEW

This chapter outlines the underlying theories that have shaped the understanding of workforce diversity by focusing on the paradigms of workforce diversity. The chapter further provides an analysis of the process of employee performance that will support the diversity of employees. Given the objective of the study it is important to have an in depth understanding of the link between employee performance and diversity. The literature will outline the difference and the link between employee diversity and employee performance within organisations.

2.1 Introduction

Richardson (2014:42) pointed out that there is a strong relation between successful diversity management and improvement in organisational performance. Therefore, any business with an intention to be successful is expected to broaden its view and commitment to make sure that the achievement of a diverse workforce is part of their daily business operations.

Patrick & Kumar (2012:29) purports that the understanding of workforce diversity impact on organisational outcomes like organisational achieving its performance, employee's satisfaction and staff turnover, has become imperative.

Erasmus (2007:19) in his study found that diversity management is a problematic areas for manager in organisations and causes conflict because these managers were not trained in the implementation of diversity management and they do not possess the background knowledge and skill about the subject matter. The net effect is that those managers in organisations have no knowledge of effective diversity management. They also do not have the knowledge on what constitutes effective diversity management in organisations.

Victoria & Mary (2010:35) supports Erasmus view by bringing the dimension that though businesses conduct induction programs and train new employees after hiring them, employees make a conscious decision to ignore diversity policies in place.

D'Silva, Ortega & Sulaiman (2015:95) points out that diversity can cause conflict and evoke emotions in the workplace as some employees have a different view on diversity. Some employees view it as an individual's problem who has to deal with it rather than viewing it as an organisation wide tool that can be utilised for the improvement of productivity.

Most diversity management programs in organisations focus on organisational decision makers who are prejudiced against individuals and who perpetrate these prejudices to influence how they affect employees (Olsen & Martins, 2012:14).

Research suggests that unmanaged diversity programme on employees is likely to have a negative effect on employee morale, staff turnover and adverse communication issues and conflict among employees of the organisation.

2.2 Employee Diversity and Performance

In the 21st century the most critical issue in the discipline of organisational behaviour is the effects of workforce diversity on organisational performance (Saxena, 2014:76). The general consensus is that organisations which capitalises on employee diversity are likely to perform better than those organisations who do not value diversity (Saxena, 2014:77). The benefits derived from a diverse workforce outweighs the cost associated with implementing a diversity programs (Saxena, 2014:78). It is therefore, important to examine how workforce diversity can benefit government departments to achieve their individual departmental performance.

2.2.1 Employee's Diversity

According to Patrick & Kumar (2012:9) employee diversity is defined as differences between employees in organisations. Patrick, et al. further acknowledge that diversity is not only limited to age, gender, ethnicity and education background but includes amongst other variables such as personality, cognitive style, tenure, organizational function and more.

2.2.2 Employee Performance

Government departments have different mandates which are achieved through the use of factors of production like human resources (employees), machinery, materials and capital in the form of money (Muda, Rafiki & Harahap, 2014:15). All these resources are important and employees are the most important assets for all government departments to fulfil their respective mandates. Employees perform an important role in executing government tasks to achieve its mandate.

Different employees perform different jobs in government departments depending on the mandate of the department. These employees perform their respective duties properly so that they can give the best output of their work. The managers in government ensure that steps in the right direction are taken to develop and motivate the employees to improve their individual performance (Muda et al. 2014:23). The achievement of the departments' mandate will ensure that government take the lead in the market place and contributes positively to the development of national economy and the standard of living of the society as a whole (Pillay, 2011:60).

Pulakos, Donovan & Plamondon. (2000) cited by Griffin, Neal & Parker. (2007) in their research on employee performance found that adaptive performance should be a separate dimension of individual employee work performance. They refer adaptive performance to the extent to which an employee adapts and accepts the new work system.

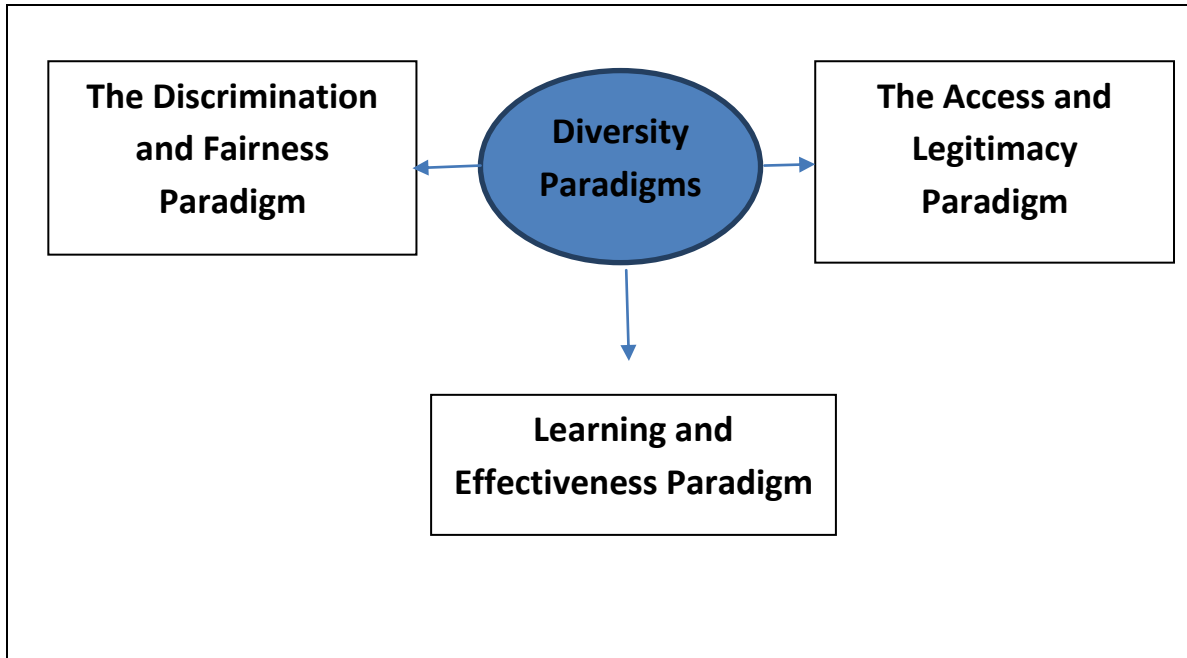
According to Babatunde (2015:25) the motivation factor for employees is influenced by their ability to perform in their immediate work area. When employees are happy with their work performance they become motivated to do more. As they continue to do more, the employee performance and organisational performance increases.

2.3 The Content Paradigms of Organisational Diversity

Content paradigms of diversity emphasise the reason for the existence of workforce diversity and the benefits of achieving diversity targets in the organisation. Mostly, organisations recruit employees from different demographic background unintentionally with the hope to achieve the benefit of diversity (Ely & Thomas, 2001:293). However, for the organisation to benefit from diversity depends on how well management respond to

questions of: What do we do with this diversity and why do we want a diversified workforce?

Figure 2.1: Paradigms of Diversity Management



Source: Ely, R.J., & Thomas, D.A. (2001). Cultural Diversity at Work: The Effects of Diversity Perspectives on Work Group Processes and Outcomes. *Administrative Science Quarterly*, Vol. 46, No.2.

The description of each diversity paradigm will be briefly explained.

2.3.1 Discrimination Fairness Paradigm

According to Podsiadlowski, Groschke, Kogler, Springer & van der Zee (2013:33), Discrimination and Fairness Paradigm places more emphasis on equal opportunity, fair treatment, recruitment and compliance with equal employment opportunity requirement as prescribed by the legislature. Most organisations who apply this philosophy often have mentoring programs, career development programs geared to improving women and people with disability to senior positions in their organisations (Ely & Thomas, 2001:229). The aim is ensure the implementation and give recognition and respect to workforce diversity.

According to this paradigm, employees are diversified in terms of different diversity variables but the work does not change to be in line with the employee requirements or to support the employees (Ely & Thomas, 2001:229). Statistics SA adhered to this paradigm during 1999 and 2000 by instituting policies which prevent discrimination during recruitment, vigorous implementation of employment equity plans and affirmative action

programs. The Discrimination Fairness Paradigm is the one of the main diversity theories in practice today (Karen, 2011:2). The theory release management from the notion of accepting and embracing the differences between people in the workplace. The theory ignores all the differences in the name of fairness. Employees are fairly treated in the workplace irrespective of their status or greet. This would be the easy way out for management.

2.3.2 Access Legitimacy Paradigm

The Access and Legitimacy Paradigm focuses on accepting and embracing differences in the workforce. The main characteristics of this paradigm is that businesses that implement this paradigm, increases the diversity without measure (Kwon & Nicolaidis, 2017:87). They consider diversity on customers, its clients and the workforce which allows for the possible threats of loss in performance if diversity is not properly managed. If diversity is not properly managed it leads to reduced performance in the organisation.

2.3.3 Learning and Effectiveness Paradigm

The Learning and Effectiveness Paradigm places more emphasis on the integration of employees with different needs and requirements. This diversity model allows organisations to make diversity an internal issue among employees with the intention that it will automatically yield positive results (Kwon & Nicolaidis, 2017:94). With the model fully implemented in an organisation, members of the organisation can confidently say that they are all on the same team, with their differences.

Statistics SA initiated and tried to implement this paradigm during 2010. So, Statistics SA has not yet achieved the benefits of this model fully as it requires years of experience and initiative.

Other organisations implement this paradigm in order to gain market share in diverse markets. Recruiting and employing a diverse workforce can give the business access to the market that otherwise might be difficult to enter (Nathan & Lee, 2011:8). The legitimacy refers to the trust that is inherent when dealing with people that look alike. Most organisations prefer this theory as it provide immediate results. It provides companies immediate access to different demographic customers. Businesses who implement this

diversity theory usually deal with many different ethnicities of people. It is then easy for these organisations to immediately reap the positive results of this theory.

2.4 Empirical Review

This section reviews current available information, theories on the topic under review and its historic background.

2.4.1 Employee Performance

Government departments have been established with a certain mandate to achieve. These mandates are achieved through the use of factors of production like human resources (employees), machinery, materials and capital in the form of money (Tinofirei, 2011:12). All these resources are important and employees are the most important to ensure that government departments fulfil their respective mandates.

Every employee performs different activities in every government department, depending upon the nature of work for each department. These employees perform their respective duties properly so that they can give the best output of their work. Should managers in government departments take timely steps in the right direction towards the implementation of diversity principles, they will be in a position to develop and motivate the employees to improve their individual performance.

According to a study by Rounok & Pavin (2011) a well-trained, motivated workforce makes it possible to achieve the organisation's success. It is therefore important that management supply not only raw materials and equipment, but they should also motivate the employees. Productivity, quality and customer relations are the key areas of success and these depend on performance of employees (Sparrow, 2015:14). Employees will perform well if they are motivated. A motivated workforce is important because full participation of employees will drive the productivity of the organisation.

According to a study conducted by Asim (2013), employees in any sector of the economy are the important assets of the organisation. If they are motivated, they perform their duties with honour and dedication. They also become loyal to the organisation as they are considered important assets to the organisation. They then actively perform their duties diligently and actively. The employees become motivated if their salary and positions are according to their ability to perform their tasks. Abilities and skills are effectively

understood to enable employees to complete tasks listed in the job description. Performance review process typically takes place on an annual basis but it can be scheduled in a more frequent manner. Managers play an important role in employee performance by giving them continuous feedback.

According to Muda, et al. (2014) the results of their research study draw the fact the organisational performance is the reflection of the company capacity to independently achieve its goals efficiently. The measure of employees' performance is through the level of their productivity. The measure of employees' performance includes the quality and creativity of the level of productivity of each employee towards the work that has been accomplished in accordance with his individual responsibility during a particular time.

According to Bano, Khan, Habibullah & Butt (2013) a heterogeneous workforce and the conducive work environment is an indication that the organisation is committed to the improvement of employee workplace. Then if employee have the perception that the organisation is committed to a better working conditions, they become committed to their work and their contribution is revealed through organisational performance. The commitment of employees and their satisfaction at the workplace is achieved through ensuring that the organisation is seen to be committed to diversity and is providing an environment which supports it. The employees' behaviour is influenced by their perception about the employer and the environment under which they operate.

2.4.2 Age

The results of the survey conducted by Warr (1994) found no general differences in the productivity of older workers and younger workers in terms of effectiveness on their tasks performed. The findings further noted that there are differences in the tasks across different jobs and between varieties of performance in relation to age. The findings reveal that sometimes older workers perform better than younger workers, however, in most cases the difference is immaterial. Moreover, the overall performance between older employees and younger employees was not observed on similar jobs. It is important to note that although sickness absence is usually found to be prevalent amongst older workers, younger workers also have a tendency for a "voluntary" absence, where they take short periods of time off from work without medical or organisational approval.

Silverstein (2008) attributes the insignificant link between age and organisational performance to the following factors:

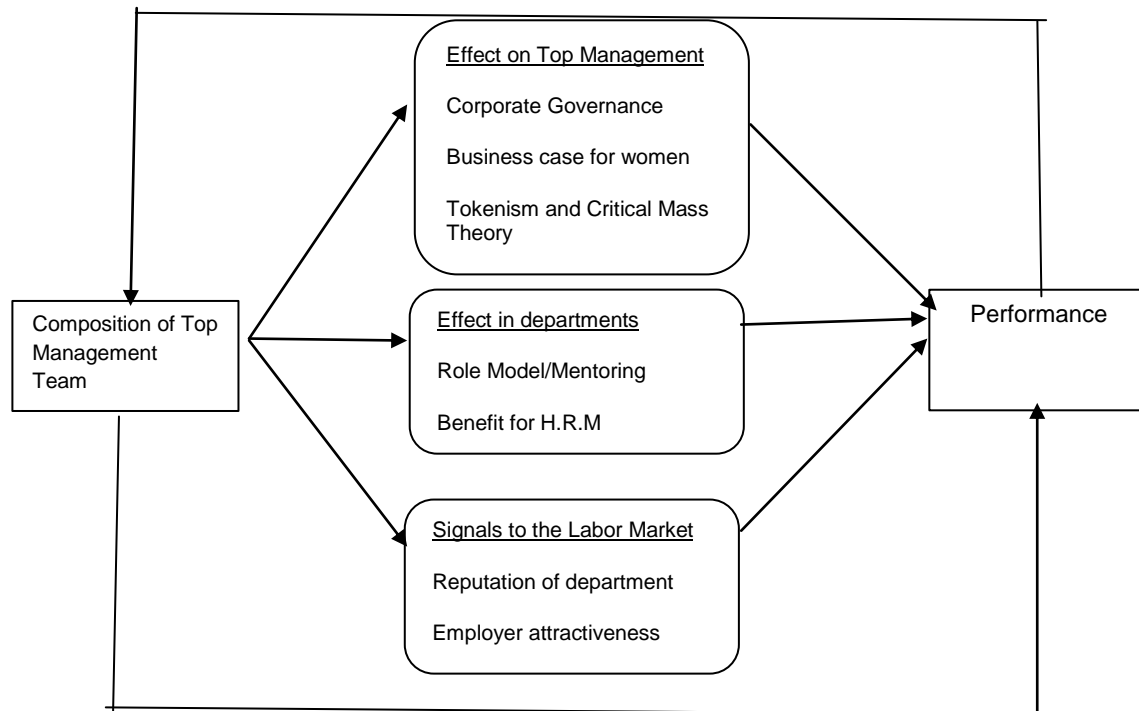
- The majority of jobs requires less than full capacity to complete,
- There are lot of differences in capacity requirement and ageing has variation of impact on these requirements,
- Compensation for the lost productivity can easily be compensated by the older employees.

The study conducted by Gordo & Skirbekk (2013) found that older workers are assigned task that requires more cognitive abilities. The assigning of work that requires more cognitive abilities to older workers is because of the experience they possess in performing the tasks. These tasks normally have higher value added which then allows the older workers to be paid more than younger workers. The assigning of task that requires more cognitive abilities and yielding higher value added, allows older employees to earn more than their younger counterparts.

2.4.3 Gender

Dezsö & Ross (2012:1073) developed a framework determine the relationship between women in senior positions and the organisational performance. The model looks at the manner in which different management behaviour affect organisational performance for women who occupies middle management positions. The effects of these women in middle management and their impact on organisation performance are depicted in Figure 2.2.

Figure 2.2. Mediating effects of the diversity-performance link



Source: Laible, M. (2013). Gender Diversity in Top Management and Firm-Performance: An analysis with the IAB-Establishment Panel. CAED Conference Paper, Atlanta, September 18th – 20th 2013.

Top Management.

The available literature on performance always attribute poor organisational management. Bloom & Van Reenen (2010:203) results on their study support the relationship between management practices and organisational productivity as reflected on the figure 2.2.

Managers in organisations are the main custodian of corporate governance. This is because of the upper echelon theory which places the organisational strategic and effectiveness outcomes as the reflection of the leaders of the organisations. Therefore, this implies that leaders’ strategic decisions and the composition of the leadership team in organisations are the driving force behind the effective performance of the organisation.

The study conducted by Richard, Kirby & Chadwick, (2013) found that the diversity in teams may not always be beneficial to the organisation. They emphasise that the outcome of the diverse team is dependent of other factors including organisational culture and correct mixture of the members of the team. Organisational culture in this study context relates to shared values and beliefs which assist employees to familiarise themselves with the operations and behaviour of the company which are important for the improvement of the organisational performance. The organisational culture which supports the

organisational diversity policies, will be a good mediating effect to the heterogeneous team's performance (Richard et al. 2013).

Other factors that positively impact of teams' performance due to the heterogeneous mix of teams are demographic variables and attributes of teams. These demographic variables includes characteristics of different occupational groups, the complexity of teams characteristics and the composition of the industry under which the organisation operates, where employee diversity are said to be effective in service industries that in other industries (Joshi & Roh, 2009).

The study conducted by Teraieyari & Uli (2011) suggests that gender did have a moderate positive relationship between social competencies and job performance. The relationship between competency-performance are the same for both male and female employees. However, the length of stay in the organisational played an important role in moderating the correlation between social competencies and employee performance. In principle the conclusion of the research findings is that there is a positive association between long service employees and employee performance. Those employees with long service in organisation and possess social competencies have a better change of improving the overall performance of the organisation.

2.4.4 Ethnicity

According to a study by Hoogendoorn & Praag (2012) the results shows positive relationship between ethnic diversity and team performance up to a particular level. Therefore, ethnic diversity is only beneficial to the organisation if it is sufficiently substantial. Hence, only if ethnic diversity is sufficiently substantial, the ethnic diversity on team performance will be positive.

Ethnic diversified teams positively affect team creativity (Stahl, Maznevski, Voigt & Jansen, 2010:41). The different ethnic backgrounds would stimulate team members' cognitive skills which will increase team creativity (Curseu, 2010:295). However, the creative production of ethnic heterogeneous teams depend on whether the creative task is well defined or ill-defined. If the creative task is ill-defined, it may affect the ethnic heterogeneous team's creative performance negatively. The reason is that the socio-cultural complexity in ethnic heterogeneous teams working on an ill-defined task will result in high

attention loading and thus diminish the potential benefits of cognitive simulation coupled by team members' different backgrounds.

However, the study conducted by Loeters (2011) from six different organisations with a sample of 167 teams, provided organisations with a useful insight about ethnic diversity and its consequences. The results of the study found the negative results about the relationship between ethnic diversity and the performance of the heterogeneous team.

2.4.5 Education Background

According to a study conducted by Wanyoike & Onyango (2014), there is a strong positive relationship between educational training of employees and performance. The aim of management is to achieve the organisational goals. This places the training requirement on employees to ensure that they are well trained for their occupied positions and any training requirements should be initiated by them. The training of employees is then taken away from their immediate managers and placed on themselves to request such training to improve their individual productivity.

Ngah & Ibrahim (2011) concludes that employees of one organisation are not similar to employees of the next similar organisation in terms of mental capacity and strength. Therefore, the educational skill that is required and seem to be working for one organisation cannot be copied or imitated. They then conclude that not all the education becomes related to the employee performance but it depends on how the immediate organisation make use of the available resources.

The study conducted by Handzic & Ozturk (2010) also supports the finding of Ngah et, al. (2011) in that they acknowledge that the available human capital is the strength for that organisation. However, should that organisation fail to provide an enabling environment, it might lose that human capital to its competitors.

According to a study conducted by Kotur & Anbazhagan (2014), the results support the findings from other related studies which support the notion that education level has a positive impact on employee performance. They further note that as employees' level of education changes, either study more or those that are well educated leaves the organisation, the performance of the organisation follow that trend. Therefore, the study reflects a positive relation between education and employee performance.

2.5 Relationship between age and employee performance

The study conducted by Garibaldi, Oliveira & Van Ours (2010) found that age variable is not the relevant predictor of individual performance in it is considered in isolation. There are a number of differences even though older employees are generally known to be consistent, cautious and conscious. Furthermore, the study also found that older employees tend to show less accidents on their work activities and are less likely to resign from work thus reducing the recruitment costs for the organisation. It becomes then difficult to conclude that age has an impact on employee performance. There are other variables that should be paired with age in order to have an effect on performance. The other variables to be considered includes communication skills, information processing skill, administrative and strategic capabilities to name a few. Therefore, Garibaldi et al, (2010) could not establish the statistical relationship relationship between age and employee performance in their study.

2.6 Relationship between gender and employee performance

Employers should consider employees' ability to work and the way the expected energies of the same are utilised to realised expected results since gender has no relationship with one's productivity (Nakagawa, 2015).

Employee performance is positively related to organisations that can ensure the provision of resource to employees in order to ensure that they have the means for a sustainable competitive advantage over a period of time. The resources that organisations should provide to employees to improve their performance are the insight of the market in which it operates, creativity environment and improved problem-solving.

The results of a study conducted by Christiansen, Lin, Pereira, Topalova & Turk (2016) found a positive correlation between organisational performance and women in senior positions in organisations. They purports that the positive correlation is more evident in sectors that are dominated by women and in industries where critical thinking is in high demand like in the high-tech and knowledge intensive sectors.

The results of a study supports the findings from other similar researches that favours gender diversity workforce as positively related to organisational performance. The study

utilised firms availability of resources to support the conclusion reached that both gender diversity has the ability to provide the organisation with a competitive advantage.

2.7 Relationship between ethnicity and employee performance

Investigations demonstrated that ethnic diversified team positively affects team creativity (Stahl, Masnevski, Voigt & Jonsen., 2010). Its different ethnic backgrounds would stimulate team members' cognitive skills which stimulates teams' creativity.

According to a study by Tang and Byrge (2015) ethnic heterogeneous teams (international teams) perform better in well-defined creative tasks than ethnic homogenous teams (national teams). The more complex socio-cultural background of international teams will bring forth more different perspectives, opinions and knowledge and therefore provide the ethnic heterogeneous team the better conditions for the cognitive stimulation.

As such the composing of the team will benefit team creativity. However, in temporary teams, ethnic surface-diversity would lead to social categorizing. Team members' attention will split into two parts which are attention on the social categorizing and the attention allocated on handling the task. When the heterogeneous teams solve ill-defined tasks, the complex nature of the tasks result in additional attention loading. As a result, the benefit of teams' creativity come from ethnic heterogeneous team would decrease.

2.8 Relationship between education background and employee performance

The study conducted by Nda & Fard, (2013) pointed out that training is becoming necessary during this competitive era of technology. Organisations want to benefit in the short and long run by putting all their resources on employee training programs. Employees as well are continuously developing their skills in this competitive labour environment. The need for continuous improvement on employees is influenced by an ever changing environment and technology. The government departments understand the importance of managing proper investment. They ensure that their employees are trained in order to improve their efficiency and improve organisational performance.

Khan, Ahmad, Iqbal & Haider, (2014) study results conclude that in a highly competitive environment, employees are considered the most important assets for every organisation. Training of your employees becomes a factor to ensure high performing individual in

organisation yields positive results on organisational performance. The organisations that are always performing at the top levels seem to have adopted a team oriented environment. The environment creates a condition that management understand their subordinates as their partners and team member. They work as teams in all decision making processes. That allows these partners to continuously learn from managers.

According to research conducted by Elenaga (2013), the results confirmed that employees are valuable assets in the organisations. Employees direct their efforts to achieving the tasks assigned to them by the organisation. Management understand the importance of employee training and are willing to invest in training programs to enhance organisational performance.

The study conducted by Rohan & Madhumita (2012) revealed that the effective training programs are the ones that involves developing employees to solve problems, improve their team effort environments and the ability to solve complex issues. The expectation is that after attending those training programs, those employees will inhibit growth and productivity in their respective organisations. Furthermore, they reveal that positive energy on the attitude of employees to perform better improves after training. However, they caution the organisations that to encourage and enhance loyalty to employees through training, they should strategically adopt training programs that are relevant to the core business of the organisation. The idea is to keep them to the organisation rather than training your employees for your competitors.

2.9 Conclusion

This chapter presented literature on employee performance and diversity variables to review existing knowledge on concepts supporting the study. The chapter reviewed literature on the subject matter of the study, employee diversity to present contributions to knowledge on the phenomenon. The next chapter presents the research methodology employed to execute the study.

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction

This chapter describes the research design underpinning the study. Research methodology, sampling methodology. The techniques, data collection method and the instrument used in the research are also presented. This chapter describes also the study area and population as well as approach taken to analyse data. Issues of ethical consideration and limitations of the study are also highlighted.

3.2 Research Design

Research design is a comprehensive plan for data collection in an empirical research project (Bhattacharjee, 2012:35). The research design for this study is a case study design. Battacherjee (2012:40) refers to a case study research as an in-depth investigation of a problem in one or more real-life settings over an extended period of time. Such a research design is preferred because it allowed for an in-depth research and produced direct information about the problem under investigation. Furthermore, the use of the questionnaire during data collection made it possible to do analysis in a variety of contexts with the case study design which provided a comprehensive view of the subject matter. The site for the study was the Department of Statistics South Africa, which is the official producer of official statistics in South Africa.

3.3 Research Methodology

Mixed methods research methodology was adopted to achieve the research objectives as set out for this study. Mixed methods approach brings together elements of qualitative and quantitative research methodology through data collection, data analysis and inferential techniques to obtain an insight in the subject matter. The mixed methods approach enabled the researcher to gain a fuller picture and understanding of the variables being studied to provide an informative, contextual ground for interpreting the results as well as relating findings to other similar studies. The methodology allows the researcher approach the research questions from different angles, and the combination of qualitative and quantitative approaches provides a better understanding.

3.4 Study Area

The study was conducted at Statistics South Africa which is the government department under the National Treasury. This is one of the government departments situated in the Gauteng province of Pretoria.

3.5 Population of the Study

The population for this case study was obtained from the Human Resources database of Statistics South Africa (Head Office) in Pretoria. The study focused on the cluster of Methodology, Standards and Research division. This division consists of office staff who are the drivers of the production of economic statistics. The Methodology, Standards and Research cluster is the largest business unit within Statistics SA and is the unit that does not publish its statistics to the external environment. The output of this cluster is important in the production of economic statistics required by the country. Therefore, this is the backbone of economic statistics. The output of this cluster, which is the updated business sampling frame, is important for Statistics SA as it is an input to the production of economic statistics. The provision of the snapshot is performed under high level of pressure and accuracy against tight deadlines. The division consist of approximately 2000 staff members who are mostly Black African.

3.6 Sampling Method

According to Kumar (2011:193) the sampling process involves selecting a portion from a target population to be the basis for estimating information or results concerning the population. Popoola (2011:2) defines population as the “totality of the items or objects under the universe of study”. Awoniyi, Aderanti & Tayo (2011) define a sample as “any portion of a population selected for the study and on whom information needed for the study is obtained”.

The population for this case study was obtained from the Human Resources database of Statistics South Africa (Head Office) in Pretoria and represented only the cluster of Methodology, Standards and Research division. For this study, a non-probability sampling method was used. In a non-probability sampling, the selection of the sample is by choice or judgement of the researcher so the change for inclusion in the sample is not equal

(Sarantakos, 2005:154). Convenience or purposive sampling method was the non-probability sampling method adopted for this study.

3.6.1 Sampling Technique

A convenience sampling has been adopted for the study. This is the non-probability sampling method. Bryman and Bell (2011:190) defined it as “the sampling technique that is simply available to the researcher by virtue of its accessibility”. The sample selection was therefore, simply based on the accessibility of respondents and the matching of eligibility criteria. Because of the sampling technique adopted, the findings of the study will be difficult to generalise (Bryman & Bell, 2011:191).

The target population for the study were the employees in the department of Statistics Head Office in Pretoria who are employees on the division Methodology, Standards and Research. All employees within the division of Methodology, Standards and Research were included into the sample. Therefore, all 150 employees were selected from the cluster.

3.6.2 Sample Eligibility Criteria

The sample eligibility criteria for the study is that the respondents must be current employees of Statistics South Africa in the division identified, must be willing to participate in the study and sign an informed consent form before participating in the study. Therefore, Statistics SA employees who are not within the division of Methodology, Standards and Research or those who refused to participate in the study or who did not want to sign an informed consent form were excluded from being selected into the study sample.

3.6.3 Sample Size

A total of 150 questionnaires were manually dispatched to respondents as per the sample obtained from management. All the questionnaires were completed by the due date and were returned for analysis. Joungrakul (2003:60) considers a response rate of 60% as acceptable for the continuation for the analysis of any survey. The response rate for this survey was however, hundred percent (100%). A convenience or haphazard sample was used, which according to Bryman and Bell (2011:190) is that sample that are easiest to obtain and conveniently available for the sample. They further emphasise that though such sampling technique is widely used, it is subject to bias and influences that are outside the

scope of control because the cases appear in the sample because they were easily obtained. Such cases are not representative of gender and race in general. Therefore, the findings of this study, will be low in generalisability as it has utilised the convenience sampling method.

3.7 Data Collection

Data collection is the manner in which data required for the study was obtained from respondents. The study used the survey questionnaire to collect required data.

3.7.1 Questionnaire

A self-administered questionnaire was used as a survey method for the collection of data from respondents. The questionnaire was adopting from a similar study conducted by Weiliang, Mul, Chern, Fong & Yuan (2011). An established questionnaire which has been tested in previous studies ensures higher validity compared to a newly constructed questionnaire which requires testing (Gibson, 2014:10).

The questionnaire consisted of three dimensions. Each dimension had a 5-point Likert scale. Respondents were required to select the most appropriate response in the Likert scale during the completion of the questionnaire. The 5-point Likert scale from which the respondents had to select were indicated as follows:

Strongly disagree	=	1
Disagree	=	2
No comment	=	3
Agree	=	4
Strongly agree	=	5

The respondents were requested to mark their chosen response by an X on the appropriate selection. A total of one hundred and fifty (150) questionnaires were distributed manually to the sample. The response rate for the questionnaire distributed was 100%, i.e. all hundred and fifty (150) completed questionnaires were returned.

The questionnaire is separated into 3 sections namely Section A, B and C. The initial section which is Section A collected the respondents' demographic data. Demographic data includes elements such as gender, age, ethnicity, education level, position in the organization and working experience.

Section B consists of four independent variables questions that determines the main variables that have an effect of employee diversity on employee performance. Each variable consists of 5 to 9 questions to be answered by respondents.

Section C consists of 10 questions that addresses employee's performance. The section consists of 10 questions to be answered by respondents.

3.7.2 Response rate

The response rate is defined as the percentage of subjects in a defined sample who completed and returned a usable survey for a research study (SurveyMonkey. 2013:1).

For this study, most of the questionnaires were received during the first three days of dispatch and the remainder were manually collected from the outstanding respondents by the researcher at the convenience of the respondents. All the questionnaire dispatched were received. The survey closed after five days and the respondents were sent emails to thank them for their participation.

3.8 Data Analysis

Data analysis is the use statistics and probability to figure out trends in data set. The Statistical Package for Social Science (SPSS version 20) was used to do the analysis of the data collected from the questionnaires. The software also made it possible for the presentation of data by using graphs and charts.

The statistical software during the presentation and the analysis of the results for this study is the Statistical Package for the Social Sciences (SPSS) version 20. The descriptive statistics used is based on the frequency tables and tables provided in order to explain the variables in this study. The inferential statistics in this study is also based on the examination of each hypothesis designed and formulated for the study. The upper limit for the statistical significance for the null hypothesis is set at 5% confidence interval. All the tests conducted were at the 2-tailed level of significance. This is in accordance with the non-directional hypothesis presented (Gibson, 2014:12).

3.9 Ethical Consideration

The issues of ethical consideration were attended to by initially obtaining ethical clearance for the study from the Research Ethics Office of the University of KwaZulu Natal. Then, important ethical factors such as informed consent, privacy and confidentiality as well as anonymity were addressed by ensuring respondents made the decision to participate based on adequate knowledge of the study provided in the informed consent document. Participants had the right to limit access to private information about themselves. Anonymity of respondents was maintained and the researcher ensured sensitivity to uphold human dignity of participants.

3.10 Limitation of the Research Study

The main limitation for the study is that the results cannot be generalised. This study was undertaken from one government organisation in Pretoria and the sample was selected from one business unit within the organisation. Since the study made use of the convenience sample, the study has inherent limitations as the findings cannot be generalised throughout all government departments. The study therefore, has low external validity.

As the findings of this study may be specific to Methodology, Standards and Research division, the division may utilise the study findings review its recruitment strategy with the main aim of addressing the diversity needs of employees across the division Methodology Standards and Research.

3.11 Conclusion

This chapter outlined the research methodology and design for the study. The use of a case study design allows the researcher to combine elements of qualitative and quantitative methodologies adopted to achieve the research objectives and answer the research questions. The method used for sampling, data collection and research instrument and ethical considerations were discussed. The next chapter presents results of analysis on data collected for the study.

CHAPTER FOUR

PRESENTATION, ANALYSIS AND INTERPRETATION OF RESULTS

4.1 Introduction

To complete this study, the results of the analysis are presented. This study examines the diversity variables that needs to be considered important during the recruitment process by government departments. To this end, the objectives of the research study were:

- To provide an insight and in depth understanding of the diversity issues that have an effect on employee performance in government departments.
- To determine whether diversity variables such as age, gender, ethnicity and educational background have an impact in employee performance.

Qualitative and quantitative data were collected to ensure that the research objectives are achieved. These data sets are presented in this chapter.

4.2 Sample Characteristics

Fawcett & Pockett (2015:75) defines sampling as the selection of respondents for the research project to be carried out. The biological data of the sample of one hundred and fifty (150) respondents is depicted on Table 4.1 and Figure 4.1 below:

Table 4.1. GENDER DISTRIBUTION OF THE SAMPLE

Gender	Frequency	Percent	Valid Percent	Cumulative Percent
MALE	74	49.3	49.3	49.3
FEMALE	76	50.7	50.7	100.0
Total	150	100.0	100.0	

Source: Generated by SPSS version 20.0 for research

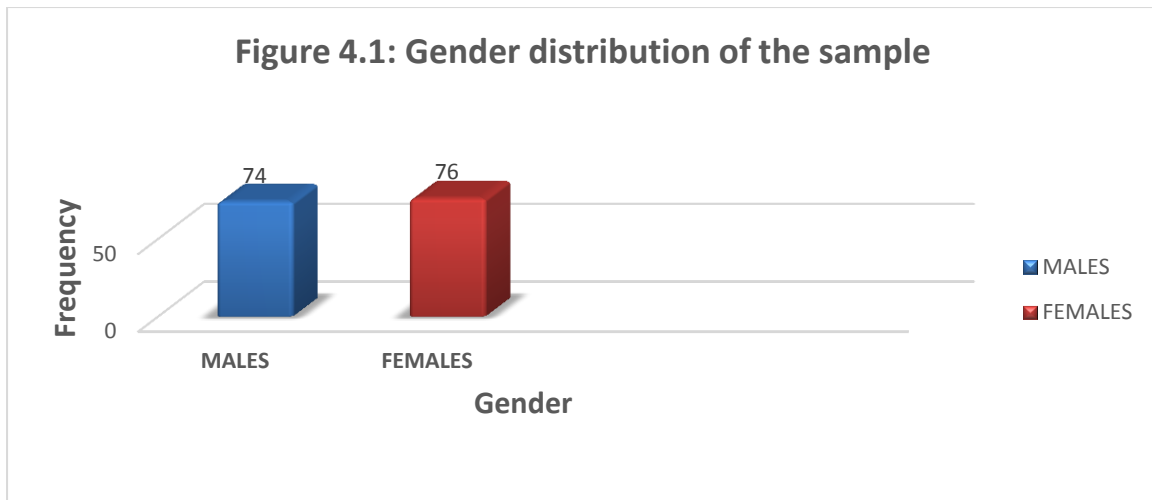


Table 4.1 and Figure 4.1 shows the gender distribution of the sample for the respondents Statistics South Africa, from the division where the study was conducted. The Figure 4.1 in a graphical presentation, shows that the distribution of the sample was almost equal, with the female respondents (n=76) or 50.70% and the remaining (n=74) or 49.30% being that of male.

Table 4.2 and Figure 4.2 provides graphical presentation of the age distribution of the sample

Table 4.2. AGE DISTRIBUTION OF THE SAMPLE

Age	Frequency	Percent	Valid Percent	Cumulative Percent
18 - 35	41	27.3	27.3	27.3
36 - 45	65	43.3	43.3	70.7
46 - 55	36	24.0	24.0	94.7
56 - 65	8	5.3	5.3	100.0
Total	150	100.0	100.0	

Source: Generated by SPSS version 20.0 for research

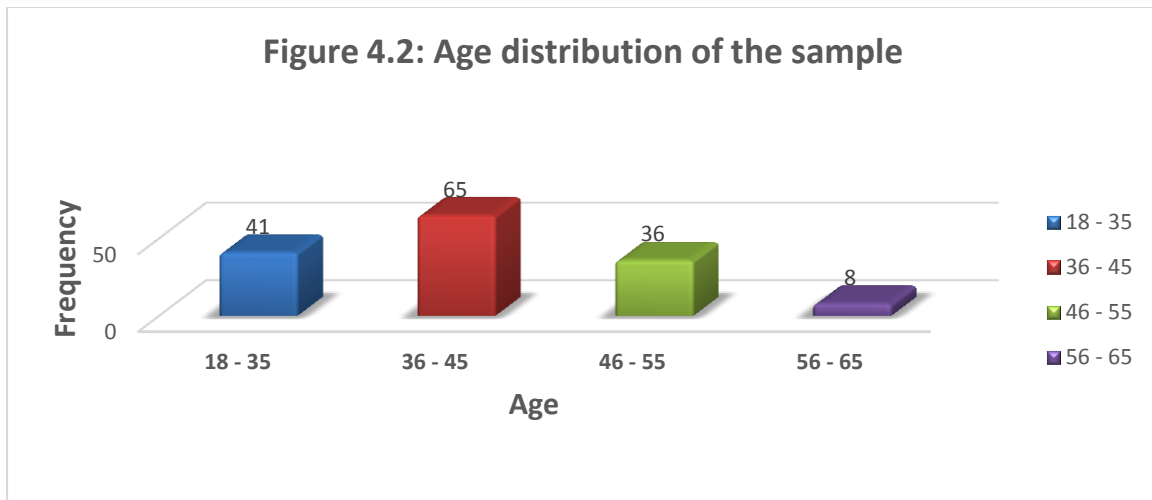


Table 4.2 and Figure 4.2 represents the age distribution of the sample. The majority of the respondents' age is between the age of 36 and 45 years (n=65), then followed by the age between 18 and 35 (n=41), which are the new entrants into the labour market. The next category are the respondents between the age of 46 and 55 (n=36) and finally the least number are the respondents towards retirement age, who are between the ages 56 and 65 years (n=8).

Table 4.3 and Figure 4.3 provides graphical presentation of the ethnicity distribution of the sample.

Table 4.3. ETHNIC GROUP OF THE SAMPLE

Ethnic Groups	Frequency	Percent	Valid Percent	Cumulative Percent
Africans	120	80.0	80.0	80.0
Indians	13	8.7	8.7	88.7
Whites	8	5.3	5.3	94.0
Coloured	9	6.0	6.0	100.0
Total	150	100.0	100.0	

Source: Generated by SPSS version 20.0 for research

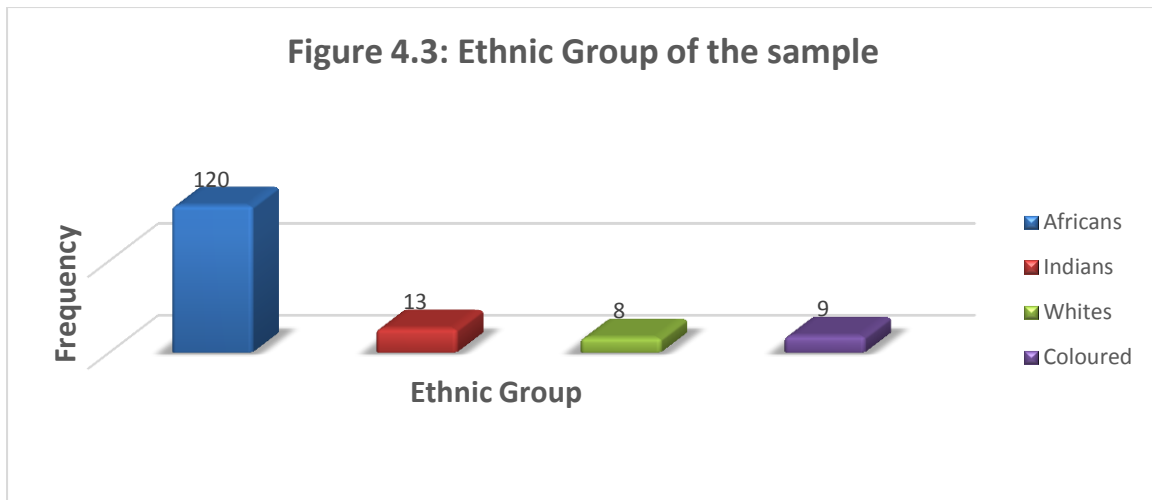


Table 4.3 and Figure 4.3 represent the ethnic group of the sample. The majority of the respondents' ethnicity is African (n=120), followed by Indian (n=13), white (n=8) and coloured (n=9).

Table 4.4 and Figure 4.4 provides graphical presentation of the education level of the sample

Table 4.4. EDUCATION LEVEL OF THE SAMPLE

Education Level	Frequency	Percent	Valid Percent	Cumulative Percent
MATRIC AND BELOW	7	4.7	4.7	4.7
DIPLOMA & CERTIFICATES	21	14.0	14.0	18.7
DEGREE	115	76.7	76.7	95.3
MASTERS and above	7	4.7	4.7	100.0
Total	150	100.0	100.0	

Source: Generated by SPSS version 20.0 for research

Figure 4.4: Education Level distribution of the sample

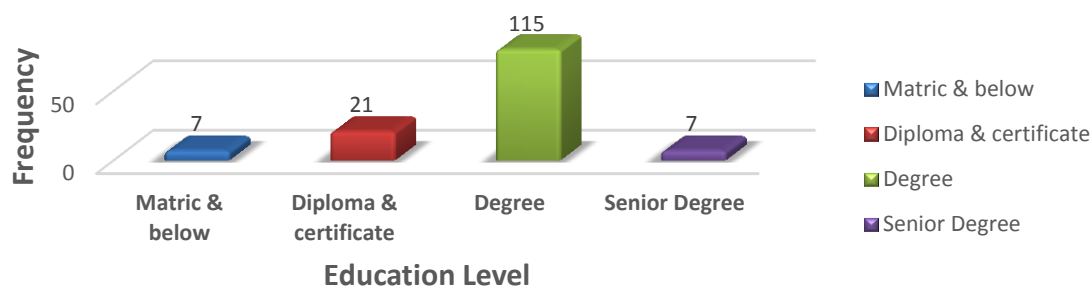


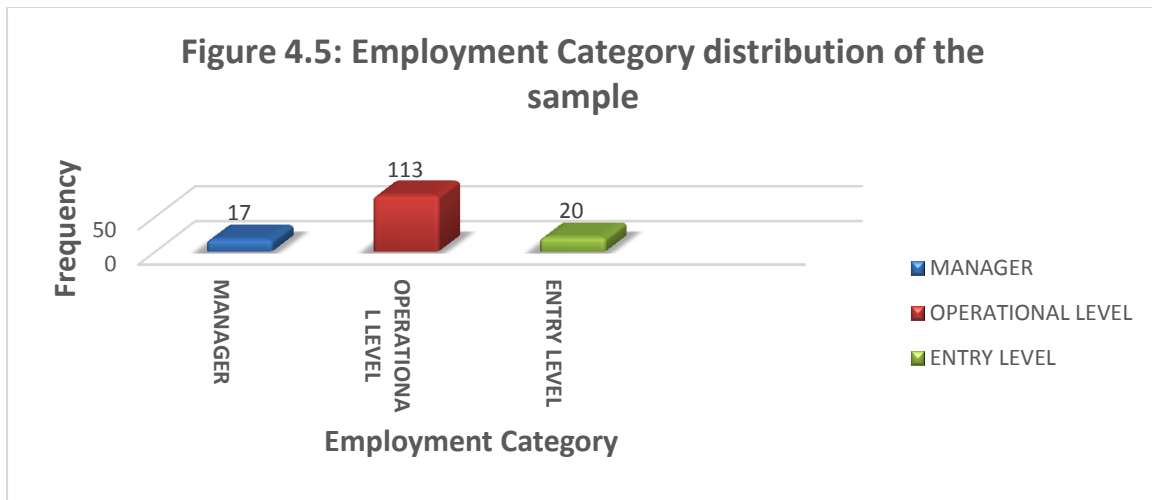
Table 4.4 and Figure 4.4 depicts that the majority of the respondents (n=115) which is 76.7% have a tertiary qualification of a degree, while (n=21) or 14% have either a diploma or certificate qualification. Only (n=7) 4.7% of the respondents have a qualification of a senior degree of a Masters level and another (n=7) have either a matric certificate or no qualification at all.

Table 4.5 and Figure 4.5 provides graphical presentation of the respondent’s position in the organisation hierarchy of the sample

Table 4.5. EMPLOYMENT CATEGORY DISTRIBUTION OF THE SAMPLE

Employment Category	Frequency	Percent	Valid Percent	Cumulative Percent
MANAGER	17	11.3	11.3	11.3
OPERATIONAL LEVEL	113	75.3	75.3	86.7
ENTRY LEVEL	20	13.3	13.3	100.0
Total	150	100.0	100.0	

Source: Generated by SPSS version 20.0 for research



In terms of Table 4.5 and Figure 4.5, it is evident that the majority of the respondents are at an operational level of employment category (n=113) or 75.3%. Respondents who are managers (n=17) comprises of only 11.3% of the sample, while (n=20) or 13.3% of the respondents were employees who have joined the organisation recently, in a period less than a year.

Table 4.6 Research Results

Hypothesis	Supported	Not supported
There is no significant relationship between gender and employee performance.		$\beta=-0.049$ $p=0.548 > 0.01$
There is significant relationship between age and employee performance.	$\beta=0.522$ $p=0.000 < 0.01$	
There is significant relationship between ethnicity and employee performance.	$\beta=0.388$ $p= 0.000 < 0.01$	
There is significant relationship between education background and employee performance.	$\beta=0.593$ $p=000 < 0.01$	

Source: Data generated using SPSS version 20.0

4.3 Relationship between Gender and Employee Performance

Ho: There is no significant relationship between employee gender and performance

Based on this study, there is no relationship between employee gender and employee performance. This is reflected by the correlation coefficient value of -0.049 and the p-value of 0.548 which is not significant at the alpha value of 0.01 .

The study shows that gender is not a requirement for the employee to perform the duties. Any gender has the potential and the capability to perform task provided. Gender cannot be used during recruitment process as the criteria for the selection of employees to perform.

4.4 Relationship between Age and Employee Performance

H_1 : There is a significant relationship between employee age and performance

Based on this study, there is a significant positive relationship between employee age and employee performance, which has a correlation coefficient of 0.522, and the p-value of 0.000, which is significant at the alpha value of 0.01.

The study reflects that there is a positive relationship between employee age and employee performance. From the data collected, it can be inferred that employee age should not be part of the recruitment criteria. It has been taken for granted that all employees are of the required age for employment and are able to perform their duties.

4.5 Relationship between Ethnicity and Employee Performance

H_1 : There is a significant relationship between ethnicity and employee performance

Based on statistical analysis, there is a significant positive relationship between employee ethnic group and employee performance which has a correlation coefficient of 0.388 and the p-value of 0.000 which is significant at the alpha value of 0.01.

The results of the study shows that there is a significant positive relationship between employee ethnic grouping and employee performance. Based on the statistical analysis results, it can be concluded that employee ethnicity should not be a significant part of recruitment criteria. Ethnicity will be part of the recruitment criteria to ensure diversity level of ethnic diversity is achieved.

4.6 Relationship between Education Background and Employee Performance

H_1 : There is a significant relationship between employee education background and performance

Based on this study, there is a significant positive relationship between employee education background and employee performance which has a correlation coefficient of 0.593 and the p-value of 0.000 which is significant at the alpha value of 0.01.

The results of the study indicates a significant positive relationship between employee education background and employee performance. Based on the statistical analysis results, it can be conclude that education background should be a significant part of the recruitment

criteria. Educational background is considered important in order to determine the suitability of the candidate to perform his/her duties diligently.

The objectives of the study have been fulfilled. The results of the study accepted the hypothesis with the exception of gender. Since diversity is the important topic in South African businesses, this study provides evidence to support the future research on this issue of diversity in South African government departments.

4.7 Analysis of Results

The analysis that will follow in this section will be answers to the research questions.

4.7.1 Employee Age and Performance

The arithmetic means and the standard deviations for the respondents were computed for various statements assessed by workforce diversity and gender as per the data collected from respondents. The results of the means and standard deviations of the workforce diversity and gender are presented in Table 4.6.1.

Table 4.7 Descriptive statistics for Employee Age and Performance

Variables	Mean	Standard deviation
Statistics SA provides me with equal opportunities for training and career development	3.32	1.24
My team leaders include all members of different ages in problem solving and decision making	3.43	1.12
The age differences in work teams might cause conflict	2.71	1.11
In my team, I experience lack of bonding with other employees of different age group.	*2.05	0.87

I am positive about age diversity at Statistics SA.	3.78	0.91
--	------	------

*Where a low mean value indicates a problem area.

The variables of employee performance assessed by employee age, Table 4.7 shows that the mean values for the discrimination on the basis of equal opportunities for all age groups, inclusion of all different ages in decision making, age differences causing conflicts, bonding with different ages, and perception about age diversity from a low of 2.05 to a high of 3.78.

Therefore, it is clear that employees in the sample are positive about the employee performance in relation to age diversity. These high mean values indicate that age is not necessary an obstacle in achieving the expected performance for the division, however, bonding with different age group is likely to impact negatively on employee performance, which is signalled by the lowest mean value of 2.05.

4.7.1.1 Inferential Statistics Analysis

The inferential statistics technique results are presented for the study. To test the research hypothesis, the Pearson correlation coefficient, multiple regression analysis and analysis of variance are calculated. Conclusions are drawn in respect to each hypothesis generated based on the results of the study conducted in a government department of Statistics SA where the study was conducted.

4.7.2.1 Correlation

The Pearson's Correlation Coefficient has been computed to determine the following relationship:

- The relationship between employee performance and age.

Table 4.8 Correlation between Employee Performance and Age

VARIABLES		AGE	EMPLOYEE PERFORMANCE
AGE	Pearson Correlation	1	.522**
	Sig. (2-tailed)		.000
	N	150	150
EMPLOYEE PERFORMANCE	Pearson Correlation	.522**	1
	Sig. (2-tailed)	.000	
	N	150	150

** . Correlation is significant at the 0.01 level (2-tailed).

Source: Data generated using SPSS version 20.0

Table 4.8 shows a positive relationship between age variable and employee performance, ($r = 0.52$, $p < 0.01$). This is shown by a positive value of correlation coefficient. The age variable is 0.522 correlated to employee performance variable, therefore age variable has a 0.522 correlation to employee performance.

The correlation value of the relationship between age and employee performance is 0.522, which falls between the ranges .50 to .70, which shows the moderate positive correlation between the employee age and employee performance.

The relationship between employee age and employee performance is significant. Therefore, the null hypothesis (H_0) is not accepted but alternative hypothesis (H_1) is accepted.

4.7.2 Employee Performance and Gender.

The arithmetic means and the standard deviations for the respondents were computed for various statements assessed by workforce diversity and gender as per the data collected from respondents. The results of the means and standard deviations of the workforce diversity and gender are presented in Table 4.9.

Table 4.9 Descriptive statistics for employee performance and gender.

Variable	Mean	Standard deviation
The employees have NOT been discriminated against, by Statistics SA during the recruitment process on the basis of gender	3.92	0.70
Statistics SA does a good job of attracting and employing women in key positions	3.90	0.73
Fair treatment is given to all employees irrespective of gender	3.77	0.87
Opportunities for growth and advancement exists for women at Statistics SA	4.02	0.73
A career development that includes women is encouraged within Statistics SA	3.79	0.83
Statistics SA training and development program is developed to meet the criteria and requirements of both male and females	3.76	0.90
Female employees are involved in the organisation's decision making as much	3.77	0.93

as male employees		
The performance criteria for success are expected to be higher for men than for women	*3.61	0.84
I am positive about gender diversity at Statistics SA	3.89	0.64

*Where a low mean value indicates an area that needs attention.

The variables of employee performance assessed by employee gender, Table 4.9 shows that the means for the discrimination on the basis of gender, attraction of women in key positions, fair treatment irrespective of gender, opportunities for growth and advancement, career development, development of training and development programs, equal involvement in organisational decision making, unequal criteria for success, and gender diversity from a low of 3.61 to a high of 4.02.

It is therefore clear from the data analysis that employees in the sample are very positive about the employee performance in relation to gender. These high mean values indicate that the issue gender is not necessary an obstacle in achieving the expected performance for the division.

4.7.1.2 Correlation

The Pearson's Correlation Coefficient has been computed to determine the following relationship:

- The relationship between employee performance and gender.

Table 4.10 Correlations between Employee Performance and Gender

VARIABLES		GENDER	EMPLOYEE_PERFORMANCE
GENDER	Pearson Correlation	1	-.049
	Sig. (2-tailed)		.548
	N	150	150
	Pearson Correlation	-.049	1
EMPLOYEE PERFORMANCE	Sig. (2-tailed)	.548	
	N	150	150

****Correlation is significant at the 0.01 level (2-tailed)**

Source: Data generated using SPSS version 20.0

Table 4.10 shows a negative relationship between gender and employee performance, ($r = 0.049$, $p > 0.01$). This is shown by a negative value of correlation coefficient. The gender group variable is -0.049 correlated to employee performance variable, which shows that there is negative correlation between employee gender and employee performance. This means gender variable has a -0.049 correlation with employee performance variable.

The value of the relationship (-0.049) falls under the coefficient variable range of 00 to .30. Therefore, the relationship between gender and employee performance is weak and almost negligible.

The relationship between gender and employee performance is not significant. It is because the p-value 0.548 is more than alpha value 0.01. Therefore, the null hypothesis (H_0) is accepted but alternative hypothesis (H_1) is not accepted.

4.7.3 Employee Performance and Ethnicity

The arithmetic means and the standard deviations for the respondents were computed for various statements assessed by workforce diversity and ethnicity as per the data collected from respondents. The results of the means and standard deviations of the workforce diversity and gender are presented in Table 4.3.

Table 4.11 Descriptive statistics for Employee Performance and Ethnicity

Variables	Mean	Standard deviation
Statistics SA does a good job of attracting and hiring minority groups	3.69	0.928
Opportunities for growth and advancement exist for minority group at Statistics SA	3.61	0.911
Statistics SA is concerned about the employee's customs, cultures and values	3.51	1.008
Different languages that are used to communicate do not create problem among employees	3.24	1.097
At work, I developed low self-esteem due to my ethnicity	*2.08	1.027
The ethnicity differences in education background do not encourage conflict	3.30	1.054
The team leader included all members at different ethnicity in problem solving and decision making	3.72	0.913
I am positive about ethnicity diversity at Statistics South Africa.	3.75	0.83

*Where a low mean value indicates a problem area.

The variables of employee performance assessed by employee ethnic group. Table 4.11 shows that the means for the discrimination on the basis of attracting and hiring minority groups, growth potential for minority groups, organisational concerns about customs, communication in different languages, development of low self-esteem, different education from different ethnic, inclusion of different ethnics in problem solving and perceptions about ethnicity within the organisation from a low of 2.08 to a high of 3.75.

It therefore evident, from the data analysis that employees in the sample are relatively positive about the employee performance in relation to ethnic diversity. These high mean values indicate that the issue of ethnicity is not an obstacle in achieving the expected performance for the division, however, the development of a low self-esteem, which is reflected by a lowest mean value of 2.08, due to different ethnic group is likely to impact negatively on employee performance.

4.7.3.1 Correlation

The Pearson's Correlation Coefficient has been computed to determine the following relationship:

- The relationship between employee performance and ethnicity.

Table 4.12 Correlation between Employee Performance and Ethnicity

VARIABLES		ETHNICITY	EMPLOYEE_PERFORMANCE
ETHNICITY	Pearson Correlation	1	.388**
	Sig. (2-tailed)		.000
	N	150	150
	Pearson Correlation	.388**	1
EMPLOYEE PERFORMANCE	Sig. (2-tailed)	.000	
	N	150	150

****.** Correlation is significant at the 0.01 level (2-tailed).

Source: Data generated using SPSS version 20.0

Table 4.12 shows a weak positive relationship between ethnicity and employee performance. This is shown by a positive value of correlation coefficient ($r = 0.388$, $p < 0.01$). The ethnicity variable is 0.388 correlated to employee performance variable. Therefore, there is a weak positive relationship between ethnicity and employee performance.

The value of the relationship between ethnicity and employee performance is 0.388 which falls between the ranges .30 to .50, which shows the low positive correlation between the two variables.

The relationship between ethnicity and employee performance is significant but negligible. It is because the p-value 0.000 is less than alpha value 0.01. Therefore, the null hypothesis (H_0) is not accepted but alternative hypothesis (H_1) is accepted.

4.7.4 Employee Performance and Education Level

The arithmetic means and the standard deviations for the respondents were computed for various statements assessed by workforce diversity and education level as per the data collected from respondents. The results of the means and standard deviations of the employee performance and education level are presented in Table 4.13

Table 4.13 Descriptive statistics for Employee Performance and Education level

Variables	Mean	Standard deviation
The recruitment plan of the organisation is based on the educational level of employees	3.57	1.064
The organisation provides paid study leave to employees who further their education	3.93	0.967
Opportunities for growth and advancement exist for employees who have lower educational qualifications	3.47	1.053
The difference in education level does not encourage conflict	3.28	1.043
At work, I experience lack of confidence due to my educational level	*1.97	0.862
The team leaders include all members of different education level in problem solving and decision making	3.51	0.995
Statistics SA gives equal treatment when it comes to the diversity of educational level	3.46	0.931

*Where a low mean value indicates a problem area.

The variables of employee performance compared to the educational background of employees. Table 4.13 shows that the means for the discrimination on the basis of recruitment based on education level, bursaries to employees, opportunities for employees with lower qualification, different education level, lack of confidence due to education levels in problem solving, perceptions about treatment of different education levels ranges from a low of 1.97 to a high of 3.93.

Based on the outcome of data analysis, it is clear that employees in the sample are relatively positive about the employee performance in relation to education level. These high mean values indicate that education levels are not an obstacle in achieving the expected performance for the division, however, the employees with lower education level lack the confidence in the work, as indicated by the low mean value of 1.97, may impact negatively on the divisional goals and objectives.

4.7.4.1 Correlation

The Pearson's Correlation Coefficient has been computed to determine the following relationship:

- The relationship between employee performance and education level.

Table 4.14 Correlation between Employee Performance and Education Level

VARIABLES		EDUCATION BACKGROUND	EMPLOYEE PERFORMANCE
EDUCATION BACKGROUND	Pearson Correlation	1	.593**
	Sig. (2-tailed)		.000
	N	150	150
EMPLOYEE PERFORMANCE	Pearson Correlation	.593**	1
	Sig. (2-tailed)	.000	
	N	150	150

****.** Correlation is significant at the 0.01 level (2-tailed).

Source: Data generated using SPSS version 20.0

Table 4.14 shows a moderate positive relationship between educational background and employee performance. This is shown by a positive value of correlation coefficient. The education background variable is 0.593 correlated to employee performance variable, therefore there is a moderate positive relationship between education background and employee performance.

The value of the relationship between education background and employee performance is 0.593 which falls between the ranges .50 to .70, which shows the moderate positive correlation between the two variables.

The statistical significance of the relationship between education background and employee performance is high. It is because the p-value 0.000 is less than alpha value 0.01. Therefore, the null hypothesis (H_0) is not accepted but alternative hypothesis (H_1) is accepted.

4.8 Multiple Linear Regression Analysis

Multiple linear regression analysis estimates the coefficients of a linear equation, involving one or more independent variables that best predict the value of the dependent variable. All the variables of diversity were assessed using multiple regression analysis to ascertain the extent to which they explain the variance in employee performance. The results are reflected on the Model Summary Table 4.15.

H_0 : The independent variables namely, gender, age, ethnicity and education level, are not significant in explaining the variance of employee performance.

H_1 : The independent variables namely, gender, age, ethnicity and education level, are significant in explaining the variance of employee performance.

Table 4.15 Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.652 ^a	.425	.409	3.737

Source: Data generated by SPSS version 20.0

- a. **Predictors: (Constant),**
- b. **EDUCATION BACKGROUND, GENDER, ETHNICITY, AGE**

Constant independent variables (Age, Gender, Ethnicity and Education level)

Dependent variable (Employee Performance)

The R-value measures the correlation between the dependent variable and the independent variables. The model summary shows the value of the correlation coefficient (R) of the four independent variables (age, gender, ethnicity and education background) with the dependent variable (employee performance) as 0.652. Therefore, there is a moderate positive correlation between four independent variables and the dependent variable.

The model summary also reflects the coefficient of determination (R square) which helps in explaining the variance. The coefficient of determination for the four independent variables is 0.425. This means that independent variables (age, gender, ethnicity and education background) can explain 42.50% of the variation in dependent variable (employee performance). It however, leaves 57.50% (100%-42.50%) variation of dependent variable unexplained in this study.

4.9 Analysis of Variance (ANOVA)

Table 4.16 ANOVA^a

Model	Sum of Squares	Df	Mean Square	F	Sig.
Regression	1494.220	4	373.555	26.752	.000 ^b
Residual	2024.720	145	13.964		
Total	3518.940	149			

a. Dependent Variable: EMPLOYEE PERFORMANCE

b. Predictors: (Constant), EDUCATION BACKGROUND, GENDER, ETHNICITY,AGE

The p-value is 0.000, which is less than alpha value of 0.01 and the F-statistic is significant at the value of 26.752. This means the model is a good descriptor of the relationship between the dependent variable and the predictor variables. Therefore, the independent variables are significant in explaining the variance in perceived employability. The null hypothesis is thus not accepted and the alternative hypothesis is accepted.

Table 4.17**Coefficients^a**

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	11.862	2.685		4.418	.000
GENDER	.218	.091	.192	2.395	.018
AGE	.396	.164	.206	2.406	.017
ETHNICITY	-.076	.099	-.064	-.769	.443
EDUCATION ACKGROUND	.601	.116	.429	5.179	.000

a. Dependent Variable: EMPLOYEE PERFORMANCE

Table 4.10 Ranking of Independent Variables based on Standardised Coefficient (Beta)

Independent variables	Standardised Coefficients. (Beta)	Ranking
Education Background	0.429	1
Age	0.206	2
Gender	0.192	3
Ethnicity	-0.064	4

The four independent variables are the important factors determining perceived employability within Methodology and Standards cluster. This can be represented by a linear equation:

$$Y = x + D1X1 + D2X2 + D3X3 + D4X4$$

Based on the ranking of independent variables, the regression equation for the employee performance is:

$$E.P = 11.862 + 0.218(G) + 0.396(A) - .076(E) + 0.601 (E.B).$$

where: E.P = Employee Performance

G = Gender

A = Age

E = Ethnicity

E.B = Education Background

Education background is the important independent variable for this study since the t-value is 5.179 and the p-value is 0.000, which is lower than the alpha value of 0.001. This also shows that education background is a significant predictor for employee performance. Besides that, education background is the predictor variable that contributes the highest to the variation of the perceived employee performance because Beta value from the standardised coefficient for this predictor variable is the largest (0.429) is compared to the other predictor variables (age, gender and ethnicity).

Age is the second significant independent variable with a t-value of 2.406 and the p-value of 0.017, which is lower than alpha value of 0.01. This is an indication that age is significant to predict perceived employee performance. Age variable is the second highest to the variation of the perceived employee performance. The value of Beta from standardised coefficient for this variable is 0.206.

The third significant independent variable is gender with a t-value of 2.395 and the p-value of 0.018, which is higher than alpha value of 0.01. This is an indication that gender is not significant to predict perceived employee performance. Gender variable is the third highest to the variation of the perceived employee performance. The value of Beta from standardised coefficient for this variable is 0.192.

Finally, ethnicity is a significant independent variable with a t-value of -0.769 and a p-value of 0.443, which is higher than alpha value of 0.01. This is also an indication that ethnicity is not significant to predict perceived employee performance. Ethnicity variable is the last to the variation of the perceived employee performance. The value for Beta from the standardised coefficient for this variable is -0.064.

4.10 Conclusion

This chapter presented quantitative data collected for the study. Quantitative data comprised of demographic characteristics of respondents. The results showed that, out of the four diversity variables, only three diversity variables have a statistical significance in employee performance. Those that have an impact on employee performance are age, ethnicity and education background. Gender does not have any statistical significance in employee performance. The next chapter provides a summary of findings, conclusions and recommendations.

CHAPTER FIVE

FINDINGS, CONCLUSIONS AND RECOMMENDATIONS

5.1 Introduction

This chapter presents a summary findings and conclusions and make recommendations on data presented in the previous chapter. The findings and conclusions are presented in themes emerging from the data. Triangulation is used in the analysis to show where findings in data support and reinforce each other.

The purpose of the study was to provide an insight and an understanding of the workforce diversity variables that affects the employee performance in government. The sample used in this study was selected from employees from Statistics South Africa in the Methodology, Standards and Research division, which comprises of specialist in the maintenance of the Business Sampling Frame unit.

The research questions underpinning the study are:

- What are the critical diversity issues that have an effect on employee performance in government departments?
- What is the relationship between employee age and employee performance?
- What is the relationship between employee gender and employee performance?
- What is the relationship between employee ethnicity and employee performance?
- What is the relationship between employee education level and employee performance?

The analysis presented in this chapter answers the research questions.

5.2 Descriptive Analysis

Descriptive statistics on this study provide information on the key diversity variables in the study are presented below:

- The sample consisted of 150 employees, composed of 49.3% (n=74) males and 51% (n=76) females.
- Twenty-seven percent (27.3%) of respondent were between the ages of 18 and 35 years; 43.3% were between the ages of 36 and 45 years; 24% were between the ages 46 and 55 years and 5.3% were between the ages 56 and 65 years.
- There were seven employees (7) which amounts to 4.7%, which had education qualification between matric and below; 14% (n=21) had diplomas and certificate qualification; 76.7% (n=115) had a junior degree qualification and 4.7% (n=7) had post graduate qualifications.
- A substantial number of respondents were African (n=120), which consisted of 80%, followed by Indians (n=13) which was 8.7%, then Whites were only eight (n=8), which amounts to 5.3% and finally were nine (n=9) Coloured, amounting to 6%.

5.3 Inferential Analysis

Inferential analysis uses statistical tests to see if a pattern observed is due to chance or is due to the program or intervention effects. Research often uses inferential analysis to determine if there is a relationship between an intervention and an outcome, as well as the strength of that relationship (Burns & Bush, 2006:32).

The role of the inferential statistics is to generalise to a larger population from the sample with a quantifiable risk of error (Cohen, Cohen, West & Aiken,2003:41). Inferential statistics for statistics is used to determine whether a pattern of the data is by chance or because of intervention effects. It is also used to draw conclusions on the reliability of the findings of the study. According to Leary (2004:38), inferential analysis is used to help in answering questions like:

- How likely is it that the findings are due to random exogenous factors rather than the variables of interest in the study?

- How representative are the findings to the larger population in relation to the sample drawn?

For the researcher to test the reliability of the research hypothesis, inferential statistics used tests like: Pearson Correlation Coefficient, Multiple Regression Analysis and Analysis of Variance (ANOVA).

5.3.1 Discussion of Findings

On the basis of results derived from descriptive and inferential statistical analyses of data obtained from the research sample, the following was found.

What are the critical diversity issues that have an effect on employee performance in government departments?

5.3.1.1 The overall findings on the four diversity variables

Table 4.10 in Chapter 4, indicates that there is a negative relationship between employee gender and employee performance, therefore the null hypothesis is accepted. Table 4.8; Table 4.12 and Table 4.4 indicate a significant relationship between the other three employee diversity variables which means the null hypothesis for the other three diversity variables is rejected. The three employee diversity variables include, age diversity, ethnicity diversity and education diversity. The results of the three diversity variables have a positive influence on employee performance in government.

5.3.1.2 The relationship between employee age and employee performance

The results in Table 4.8 reflects that there is a moderate positive relationship between employee age and employee performance. The study shows that age should be a moderate determining factor, however, it should not be used in isolation.

The survey undertaken by Warr (1994) from members of the British Institute of Personnel Management, found no general differences in the effective of work done by older employees and younger employees. The finding also revealed that older employees are sometimes better work performers that younger employees. However, work performance does not differ between older employees and younger employees especially when they all

perform similar jobs. The study also found that though sickness is prevalent to older workers due to age, younger workers also have a tendency for a voluntary absence, where they absent themselves for short periods without providing medical certificates to the organisation or without the approval of the organisation.

According to the study conducted by Uschi & Stephan (2013), they found that most organisations make use of older workers as mentors to take advantage of the knowledge and experience they have, to impart to younger workers as skills transfer. Uschie, et al. (2013) also argue that age diversity can affect employees' productivity negatively because of value difference and different preferences between these different age groups.

5.3.1.2 The relationship between employee gender and employee performance

The results in Table 4.10 shows that there is no statistically significant relationship between employee gender and employee performance. The study shows that gender should not play part in the recruitment of staff in government. This means that any person is able to perform the work in government, therefore, gender should not be considered during recruitment.

These results are supported by the study findings of Darwin & Palanisamy (2015) who undertook a study explaining the positive impact of employee gender and performance. The study examined the effects of employee gender on employee performance. The results found that there was a negative effect when males dominated the sample and had no effects when the sample was female dominated.

Another study conducted by Richard, Kirby & Chadwick, (2013) supported the results and further emphasised that team diversity alone may not be to the advantage of the organisation. The positive effect of team diversity is also dependent on other diversity variables such as organisational culture and the sufficient team diversity mix. Organisational culture in this context refers to the shared values and beliefs of the teams that is able to assist team members, especially newly appointed employees, understand the operations of the organisation. The organisational culture that favours gender diversity can assist in improving organisation performance through teams (Richard et al. 2013).

This study confirms that gender diversity alone cannot impact positively on the organisational performance. Other diversity variables have to be taken into account for gender to have a significant positive impact on employee performance. However, it is important to note that gender has a negligible impact on performance.

5.3.1.4 The relationship between employee ethnicity and employee performance

The results of the study as shown in table 4.12 reflects that there is a moderate positive statistical significant relationship between employee ethnicity and employee performance.

According to a study by Tang & Byrge (2015), ethnic heterogeneous teams (international teams) perform better in well-defined creative tasks than ethnic homogenous teams (national teams). The more complex socio-cultural background of international teams will bring forth more different perspectives, opinions and knowledge and thus provides the ethnic heterogeneous team the better conditions for the cognitive stimulation.

As such the composing of the team will benefit team creativity. However, in temporary teams, ethnical surface-diversity would lead to social categorizing. Team members' attention will split into two parts: attention on the social categorizing and the attention allocated on handling the task. When the heterogeneous teams are solving the ill-defined task, the complex nature of the task resulted in additional attention loading. As a result, the benefit of teams' creativity come from ethnic heterogeneous team would decreased.

5.3.1.5 The relationship between employee education level and employee performance

The results as show in table 4.14 shows that there is a positive statistically significant relationship between employee education background and employee performance.

Khan, Ahmad, Iqbal & Haider, (2014), purports that in this intense competitive workforce environment, employees becomes the most important assets in organisations whether private or public. Therefore, training of employees plays an important role to ensure that they perform at their peak to add value to the organisational goals.

Organisations that are always known to be performing better in this changing environment are known to have followed a team oriented strategy. This strategy considers subordinates

as partners to senior managers. These subordinates participate in all decision makings and work planning activities in order to empower them for the future. In support of the finding, the study conducted by Beyhan (2005) on Turkish National Police officers found that there was a significant positive relation between officers' level of education and job preparedness and their performance at their tasks.

5.4 Conclusion

Government departments acknowledge the importance of improving employee performance through the recruitment of the best fit for the departments. The process of obtaining suitable candidate for the position is important for the departmental performance. The ability for each government department to attract and keep quality employees is important as well in this competitive labour market.

The results of the study justify the fact that government departments should implement different diversity paradigm in organisations to achieve their individual targets of diversity. However, managers should consider that every paradigm that is chosen will produce different results to different situations. Therefore, situational analysis is important before choosing the paradigm to implement. To obtain the best out of diversity, managers must consider and understand other diversity issues requiring recognition from different employees. The other diversity issues to consider includes cultural issues and religious beliefs from different backgrounds.

Diversity strategies may positively or negatively influence organisational performance in different circumstances. For the effectiveness of the diversity programs to be implemented, consideration has to be drawn to the culture and values of the organisation and the diversity mix of teams in the organisation. This consideration could take time to be in force, however, once it is properly implemented it will yield positive results to the organisational performance.

However, this study will be beneficial to the cluster Methodology, Standards and Research in evaluating its operations and management of its employees to improve organisational performance.

It is clear from the results of the study that a number of factors have an influence in determining employee performance. It is also important to discover that there is a direct

and positive relationship between employee performance and diversity. Therefore, if diversity is well managed in organisations, there will be a corresponding improvement in organisational performance.

Government departments are increasingly becoming competitive environment and therefore under constant pressure to deliver service to diverse population groups. Under these circumstances, departments such as Statistics SA could benefit by focusing on diversity variables that positively impact on employees' performance. Most government department have a similar diversity policies, but could benefit more if they revisit their current diversity policies and focus on those diversity variables that have an impact on employee performance.

A diversity program which is structured to attract the right people to the organisation during recruitment, and once that program is operational, the organisation implement the policy to strategically channel their efforts in a way that drives organisational success should be in place.

5.5 Recommendations

The result of the study and implications of findings on the effect of employee diversity on employee performance in government give rise to the following recommendations:

- Increased role of management in critically evaluating the diversity issues that impact on employee performance in government

Management is important in ensuring that the government achieve its strategic goals. Diversity of one strategic goals of the government to ensure the implementation of Employment Equity Act. The implementation of diversity should therefore emanate from the leadership of the organisation. The study shows that there are issues of diversity which are overlooked during the recruitment at Statistics South Africa. Therefore, programs should be introduced to enhance the effectiveness of workforce diversity in government.

- Incentivise managers who strive to achieve diverse teams

The role of mentorship to guide and promote diversity within government is important. Currently, Statistics SA is driving diversity but within their own divisions. Diversity is not an organisationally planned mission. It is then recommended that those managers who are

well vested on diversity issues, provide mentorship and guidance to other managers to develop diversity culture within the organisation.

- Inclusion of diversity targets as managers responsibility

The inclusion of diversity target on the annual plan for the managers will encourage the implementation and the need to fully understand the benefits of having a diverse team.

- Continuous monitoring of diversity variables that have an impact on employee performance.

Continuous monitoring of diversity variables that have an impact on employee performance will empower the leadership of the government departments to be aware of diversity that affects their divisions and improve performance.

5.6 Suggestion for Future Research

The study has not provided sufficient conclusion on the relationship between the employee performance in relation to age, gender, ethnicity and education background on all government departments. It only provided conclusion on the relationships between the dependent and independent variables at the Methodology, Standards and Research cluster within Statistics SA Head Office. It would therefore, be beneficial to undertake an in-depth similar study at the nation-wide level. The following will be considered as suggestions for the future research:

To undertake a similar study in other government departments which will inform the diversity training needs for each department. These training needs might not be similar to all government departments.

To evaluate the impact of human resources in department on recruiting the appropriate candidates to fit into the culture and values of each department.

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