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## THE EFFECTS OF GENDER BALANCE AS A WORKFORCE DIVERSITY PRACTICE ON ORGANIZATIONAL PERFORMANCE IN SUPER LOAF LIMITED COMPANY NAIROBI

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**Abstract:** *This study aimed at establishing the effects of Gender Balance, a practice of workforce diversity on organizational performance in Super loaf company Nairobi Headquarters. Descriptive statistic was used to analyze data with the help of SPSS version 22. Questionnaires and Interviews were used to collect data. The study targeted 170 staff and sampled 51 respondents. Stratified simple random sampling was used to select the sample. Findings reveal that, gender balance increases organizational performance a statement that was agreed by 85% of the respondents. The respondents disagree that female employees are discriminated on the gender basis, 10.6% agreed with the statement whereas none of the respondents were neutral. Males are more than female employees in the organization, a statement that was agreed by 92% of the respondents. This confirms to the statement that the organization has a large number of male employees than female. Whether gender diversity improves the decision making and better strategizing for the organization, 74.5% of respondents agreed with the statement. This indicated that gender diversity improve decision making. 64% of the respondents agreed that gender balance is directly proportional to high performance and 36% disagree with the tenet. This implied that gender balance is a performance driver. The study concluded that workforce diversity is directly proportional to organizational performance and should be encouraged at all levels of the organization because it helps to improve on Staff motivation, staff planning, productivity. Further the study recommended a research to be conducted on factors affecting workforce diversity in an organization.*

**Keywords:** *Workforce diversity, performance, Gender Balance, Education Level, Disability.*

### 1.0 INTRODUCTION

Organizations which have a competitive advantage in the modern market are those which have valued and embraced workforce diversity. Therefore, workforce diversity in an organization enhances it to optimize their performance since all practices are optimized.



Today, workforce diversity concept is the impact of inclusion in the organizational performance. Equal Employment Opportunities (EEO) laws define workforce diversity in terms of race, gender, ethnicity, age, national origin, religion and disabilities. In the broader definition, workforce diversity includes; values, personality characteristics, education, language, physical appearance, marital status, life style, beliefs and background characteristics such as geographical origins, tenure within the organization and the economic status. Even health, body size, family background and shape are also categories for grouping people (Langran, K. R. 2002).

Organization performance is the eye for any organization to gather large spectrum of market shares as well as competitive advantage. It is the organization's ability to obtain favorable outcome in term of its level of productivity, employee's creativity and innovativeness. Langran, K. R. (2002), defined performance as the record of the outcomes produced on specified job, function or activity during a specified period of time. Performance is the end means that an organization will use to measure their objectives. Organizational performance is attainable when strategic objectives are translated down to employees' objectives and plans formulated on how to carry out given task. In order to clearly understand the concept of organizational performance, there are certain theories which expound further on it; these are the results approach and the quality approach. The results approach focuses on removing the subjectivity from the measurements process by evaluating objectives based employee performance while the quality theory aims to improve the customer satisfaction by reducing production defects and by achieving continuous service improvement as well as performance. For organization to remain competitive position, there are many factors it has to embrace in regard to this study, gender balance contributes a lot for the organizational performance. Kochen et al(2012), argues that having an equal job opportunity to both male and female is vital to improve performance.

In agreement to Brown(2008), exhibit that significant amount of workforce diversity remains ineffective if gender balance is not first recognized then addressed. According to Montana, H and Charnov, R. E. (2000), they suggested that the gender sensitive the organization becomes the productive he becomes.

Over the last few years, organization commence to pursue workforce diversity in an organization as a competitive necessity not only to avoid the cost involved but also to value



workforce diversity for attraction and retention within diverse population of employees. Although, having this in place issues rises on how workforce diversity will improve organization performance. For this Zheng, B. (2006), attempts to view that workforce diversity as a very essential to increase organizational performance. The concept of gender balance in organization management, is beyond traditional management and calls for recognition and contribution of individuals from all genders and other diverse background. It therefore calls for the management of the organization to embrace the differences and inclusiveness, not just tolerating those who are different but also acknowledging those differences. Diversity on gender allows for work opportunities to male and female of different colors, age, culture and religion, it fosters beyond gender, values or social norms that each individual exhibit. In order to understand how an organization functions, there is need to observe how the people in the organization act, how they work and their background brings to the workplace. With this information, managers can exploit talents in the workforce in order to achieve the strategic goals and objectives of the organization. Workforce diversity is of great importance in an organization but in most organization this virtue has not been confined.

Nigeria is one among the most diverse countries in terms of different dimensions such as age, color, race, gender and nationality (SHRM, 2009). It gained this after the provisions of actions which they implemented by constitutional and social factors such as the government, the civil servants/ societies, multilateral organizations, employers, trade unions, HR professional and interpret employment policies and practices associated with workforce diversity. This is a requirement to many other developing African countries with workforce diversity challenges.

In Kenyan laws under the Employment Act 2007 (Revised 2012), a third (33%) of any employment should at least be women to cater for the affirmative action with an aim of empowering women on Employment.

Since the top management and human resource department in Super loaf Limited Company as well as other companies, the concept of Gender balance is given low support either due little enrichment of its importance and maybe there are no clear policies and rules except the constitution within the organization that should shed more light on its effects. Therefore, having no clear power distribution on gender within the organization as a diverse way, the performance is minimal. This compelled me to conduct this research in order to



bring into table the effects of gender balancing as a practice of workforce diversity on the performance of super loaf Company in Kenya.

## **2.0 STATEMENT OF THE PROBLEM**

In the current world, workforce diversity is a concept that encompasses individuals and managerial acceptance and respect in the organization. It portrays individual understanding each other on the basis of their unique characters as well as recognizing their differences and similarities. There are various researchers conducted in regard to the effects of workforce diversity on organizational but there is little elaboration about power gap. This is explicitly in many organizations, Super Loaf Company inclusive. Zheng, B. (2006) asserts that in an organization diversity leads to competition between the employees and that everyone in the business should learn from each other and develop each other's working skills. Erasmus(2007), also argues that workforce creates conflicts and uncertainty in the workforce as the management on average is not skilled in the discipline of diversity management. In today's dynamic organization, workforce diversity has been neglected more especially to employees with disabilities, taking into consideration that no employee is perfect on performance hence this compel equality to both the workforce in an organization. In Kenyan context, workforce diversity has been a challenge and this prompted to the passing of laws under the constitution of Kenya to take care of affirmative action on people with disabilities, minorities and marginalized communities on employment. In relation to Super Loaf Company, employees age bracket range between 37-55 neglecting the young population, many of the employees are male and from one nationality. The employee's education level is mostly diploma level and high experience in certain areas of occupation. The performance of Super Loaf Company has greatly declined evidently by high rate of employee's turnover, absenteeism among employees and low productivity. This therefore, prompted a researcher to be conducted in order to establish the effects of workforce diversity on performance of Super Loaf Company.

## **3.0 STUDY OBJECTIVE**

The objective of this study is the effects of Gender Balance as a workforce diversity practice on Organizational Performance in Super loaf Company, Nairobi.

## **4.0 SCOPE, ASSUMPTION AND JUSTIFICATION OF THE STUDY**

The study was conducted at Super Loaf Company with obligation of establishing the effects of workforce diversity on organizational performance. It targeted the company



management, support staff and employees. The study took a span of three months to collect data necessary for research between January and March of 2017.

This study assumed that the respondents were to be available and respond honestly to the question with a good faith heart. It was assumed that the same respondents were enriched with basic knowledge on workforce diversity within the organization.

The study findings were intended to bring insight to the question under research as it explored the effects of workforce diversity in Super Loaf Company. The study was important not only to the organizational management but also to employees and on-learning managers. It was to help them understand what are the aspect of various workforce diversity needs enforcement and policies implementation, it was expected at the end the recommendation that will articulate be significantly improve organizational performance. Private organization will as well benefit from this study, embracing workforce diversity awareness and taking part to practice it in their organization. The organizational HR practitioner and the policy makers will also take part in making rational decisions in accordance to workforce diversity and ensure effective implementation of these policies. The top management of Super Loaf Company will actually utilize the findings and support the entire partners on effective diverse of workforce in order to improve their performance. It will also result in fostering mutual respect among the employees, conflict resolution due to the acknowledgement of others differences and find similarities, enhancement of business reputation which in turn increase profitability and opportunities among the employees, stimulation of job promotion and employee development and increases exposure of employees from different cultures and background. Finally, the study will be of assistance to researchers and other scholars as it will create a basis for further research and a source of reference to other researchers with related research topic.

## **5.0 LITERATURE REVIEW**

The study used a conceptual framework to discuss the effect of independent variables on the dependent one and further reviewed the literature based on the hard evidence available.

### **5.1 Empirical Review on Effects of Gender Balance on Organization Performance**

In our Kenyan Constitution, that was promulgated 2010 clearly outlines that gender rule should be observed and provides a two third of the position in an organization, public sector and other spheres should observe the rule. However, having the rule in place but observing



and implementing the rule is integral question. According to Keil, H. (2007), observed that gender diversity increases competitive advantage in an organization. Taking into consideration the outcomes of mixed and unmixed gender create a big difference. Gender balance will equally have the following components that are culture, ethnicity and nationality.

Culture is holding beliefs, values and assumptions between what is good and bad in an organization. Culture diversity is the representation in one social system, of people with distinctly different group affiliation of cultural significance. According to Erasmus. L. J., (2007), they argued that culture with similarity tend to do things in greater way due to unified cultures resulting from in-group and share perceptions. Homogeneity cultures increase group level of satisfaction and decrease emotional conflicts (Raatikainen, P. 2002), whereas heterogeneity cultures improve organizational performance, group interaction and innovation due to shared abilities. According to Blau(1997) suggested that high levels of heterogeneity cultures in an organization leads to weakening of barriers of social intercourse. Erasmus. L. J., (2007), found that moderately heterogeneous groups exhibited relationships, conflict, communication problems and low identification of members with an overall workgroup. Workforce diversity includes also culture that they do take part to enhance performance. The companies also have as responsibility of facilitating culture as a workforce diversity to yield its fruits. Thomas (2000) further argued that, Cultural diversity generates in-group allegiance and distraction that are consequential to group performance. Optimistic culture diversity facilitates processing of information, learning and problem and reduces group think (Thomas, 2001). It is perceived here to be of benefit to the group performance. The logic which includes positive and negative effects of cultural diversity are clear, measurable, defined as the empirical examination of the effects of cultural diversity in organization are a real challenge Barinaga(2007). In addition, Ely & Thomas (2001), proposed three reasons why an organization should encourage cultural diversity. Such as moral end to correct historical discrimination, embrace cultural diversity to gain market shares of a culture or national group promote cultural diversity as a resource for learning. They concluded that integration and learning paradigm was superior form of managing cultural diversity. However, cultural diversity still needs to redress operationalization so as



to improve its construct and predictive validity. The study tends to have bottom understanding of culture in Super Loaf Company and its performance.

Ethnicity in an organization are sidelined on the status of political, economic and social dimensions. The implications of ethnicity are felt by every organization based on the dimensions for instance political ground people of the same interests differ in decision making and executing duties with those of different political opinion leading to job insecurity and lack of ethnicity support. However, having ethnicity diverse leads to more creativity and innovation due to complementary and learning opportunities (Raatikainen, P. 2002). A moderate level of ethnic diversity has no effect on the business outcomes of the team's namely sales, profit and market shares whereas a high level of ethnic diversity improved business outcomes (Ogbo, K 2014). Despite having this in other organizations like in United America industries but still ethnicity diversity remains an issue in Kenyan companies, Super loaf inclusive.

## 5.2 Conceptual framework

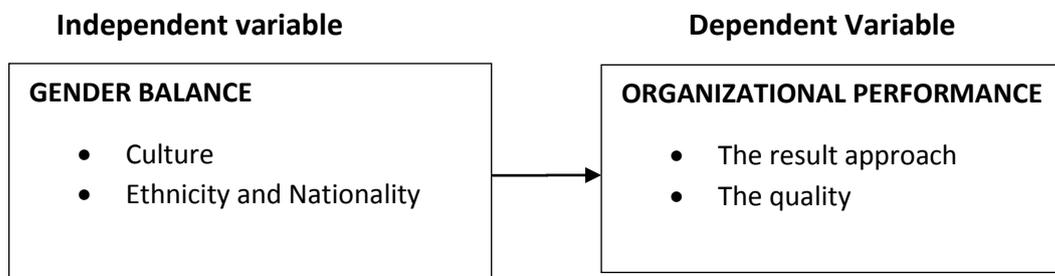


Figure 1: Conceptual framework

## 5.3 Critical Review on Effects of Gender Balance on Organization Performance

It encompasses different experiments that are congruent and relevant to this study. It documents them as follows;

Young, J & Nam, R (2013), researched on Effects of Workforce Diversity in Various Attributes on Internal Processes and Performance at The Organization level. He applied Likert-type scale questionnaire and personal interviews for data collection. He used spearman rank order correlation method to analyze the data. The findings revealed that low performance rate on firms may be traceable to poor management of service and deep level of diversity. Further recommended that managers should not at all distribute issues bothering workforce diversities.



According to Kameri-Mbote, E. (2000), who conducted a research managing Human Resource Issues in the 21<sup>st</sup> Century. Employed questionnaire and interview as methods of data collection. The finding indicated that understanding the impact of diversity in the workplace is essential for leaders, managers and organization who strive to be competitive, creative and innovative in the current world. Further suggested guidelines for diversity management such as recruit, train and motivate of teams.

Based on Langdon, H, McMnamin, Y & Krolik, N (2002), empirical analysis on workforce diversity and its management in today's organization, employed primary surveys with the help of well-structured questionnaire for data collection. The empirical findings revealed visible diversity at all levels of organization, further concluded that to manage diversity supervisors should show their employees as employers should be aware of equal opportunities, policies and provision laid by the organization hence workforce diversity is found to be important issue in IT management.

Keil, H. (2007), research on the effects of workforce diversity on performance. Self-administered questionnaire was used to collect views from employees with both from manufacturing and service industries in Singapore. Software Package for Social Science was employed to analyze the data. The analysis revealed that the variables do not have a statistically significant impact on performance of employees. Endorsed human resource programs that was suggested by employees as a way to improve the effectiveness of workforce diversity in an organization as the recommendation.

According to Standing, H. & Baume, E. (2000), investigation on the effects of cross-cultural workforce diversity on employee performance in Egyptian pharmaceutical organization. The results indicated gender and education background as the only two variables were significant in explaining the variance in employee performance when different workforce work together while age diversity does not.

#### **5.4 Summary of Literature Review**

The summary of literature review reveals that need for effectiveness and efficiency on organizational performance through the sound of workforce diversity within the organization. Gender balance as a Workforce diversity practice encompasses many dimensions which also comes with challenges if the management in place doesn't strategize and counter the challenges for the unity prosperity. From the literature reviewed it's also



noted that, it's essential to any organization to align it with organization strategic vision, for the incorporation of new innovation and creativity that accompany the workforce diversity especially on gender balancing. Taking into consideration the aspect such as culture, age, nationality, educational level, ethnicity and racial in order to improve the organizational performance. This is in support of Abdel MoneimElsaid (2012), findings on the effects of cross-cultural workforce diversity on employee performance in Egyptian pharmaceutical organization. Where, results indicated gender and education background as the only two variables were significant in explaining the variance in employee performance when different workforce work together while age diversity does not.

### **5.5 Research gaps**

This documents gaps that have been identified been identified by other researchers or scholars in relation to this concept under the study. Montana, H and Charnov, R. E. (2000)conducted a research on workforce diversity and organizational performance and recommended for further study to be conducted to shed more limelight workforce diversity dimension such as physical ability, sexual orientation, education background, marital status, geographic location and work experience their impact on performance.

Opstal, E. v. (2009), examined the links between workforce diversity, organization goal clarifies and job satisfaction, echoed for further research to be conducted examining the individual and organization outcomes that are desperately needed if we are to be advance diversity management scholarship and practice in meaningful ways.

Ogbo, K (2014) research on diversity based on customer related issues suggested for a study on to examine diversity management from multiple perspectives and empirical research on this aspect to advance contributions of human resource diversity management.

## **6.0 RESEARCH METHODOLOGY**

### **6.1 Research design**

The study was designed to use quantitative research approach because the approach was to address the data in general numeric factor that was easy to present and analyze. Also the approach enabled use statistical approaches for the achievement of the objectivity of the study. Equally descriptive research design was used in concurrent as it described aspects and variables in the study.



## 6.2 Population

The population of the study was all employees of Super Loaf Company Nairobi headquarters, and the information that was gathered was used to generalize the findings, comprising of the management, supervisors and subordinates. The target population is as shown on the table 1 below.

**Table 1: Target Population**

	Target population	Target population percentage
Management	3	2%
Supervisors	12	7%
Subordinates	155	91%
Total	170	100%

## 6.3 Sampling Techniques

The study employed stratified random sampling, because it provided equal representation of the data from its strata with similar aspects of character. Stratified random sampling gave desired presentation from all stratus because everybody was presented without any bias during sampling process (Mugenda&Mugenda, 2003). The selected people were given a questionnaire to fill. The close ended questionnaire was self-administered because it gave easy way to analyze.

## 6.4 Sample Size

The sample size of 51 respondents was selected into stratus using the 30% rule of the target population Mugenda&Mugenda (2003), consisting of top management, supervisors and subordinates.

**Table 2. Sample frame**

	Target population	Computation	Sample size
Management	3	$30\% \times 3 =$	1
Supervisors	12	$30\% \times 12 =$	4
Subordinates	155	$30\% \times 155 =$	46
Total	170		51

## 6.5 Research Instruments

The research used self-administered questionnaires and interview as the research instruments. This is because the questionnaire created appeal to the respondents in accordance to their attitudes and knowledge while filing it. The instrument was more efficient to use since it is convenient and time conscious. The research relied on



questionnaire as the main instrument in correspondents to quantitative research design because of its consistency and systematic way of data collection.

### **6.6 Data Collection Techniques**

The self-administered questionnaires were filled and collected after one day to avoid some from getting lost. The researcher conducted interview and interacted with respondents while making notes on key aspects which were transcribed for data analysis.

### **6.7 Pilot Study: Validity and Reliability**

The researcher checked the instrument s that was used in the study in order to determine the degree of its consistency. The pilot study was conducted with a sample size of 5 respondents using the 10% rule of (Mugenda&Mugenda, 2003) at united company Nairobi. This enabled the researcher to identify weaknesses and some ambiguities in the questionnaire for immediate adjustments. On the other hand, the researcher may call upon a specialist to examine the reliability and validity before the administration to the actual area of the study.

Mugenda&Mugenda (2003) avers that before actual data is analyzed, the gathered instruments should be validated for the easiness of data analysis. The researcher pretested the content in the questionnaire for validation before conducting the research. This was validated by fellow researcher and human resource experts. It enabled the respondents to understand the requirements of the study and avail relevant information that was essential for drawing recommendation and conclusion. Therefore, the content of the instrument was free from ambiguities which avoided restructuring again and again.

The researcher pretested the degree of the questionnaire in respect to the study. This improved the reliance on the instrument since it was Para table as relevant to the study. According to Cronbach Alpha recommends that a correlation coefficient of about 0.7 is high enough to judge instrument as reliable for the study based on two variables.

### **6.8 Data Analysis**

The data was edited, coded and keyed to SPSS (statistical package of social science) for synthesis and presentation of the data in form of percentages, frequencies, graphs and pie charts. In addition, after such a process the data was interpreted and described using descriptive research design in order to draw vital recommendation and conclusion for the study.



## 6.9 Ethical Consideration

In every set of research ethical considerations and ethical research practices are paramount ingredients that every scholar, researcher and academician prone to research should observe throughout the research. Seeking out consent from the selected organization for the research is ethical value that will assist a researcher to eradicate any kind of confrontation, conflicts and misunderstandings that might arise from the respondents during the study day. Expounding the purpose of the study to make elucidate to the respondents. A letter of introduction was further obtained from the school in charge of my project that will confirm my bon-fide and authenticity in the university. This would increase efficiency and cooperation among the correspondents and encourage voluntary participation in the study.

## 7.0 RESEARCH FINDINGS

The demographic profile data was presented in the table 3 below. This shows how the gender was distributed, the age bracket, level of education, and the marital status within the organization.

**Table 3: Demographical profile**

Variables		Frequencies	Percentages
(a) Response rate			
	Response rate	47	92%
	Non-response	4	8%
	Total	<u>51</u>	<u>100%</u>
(a) Gender			
	Male	34	72%
	Female	13	28%
	Total	<u>47</u>	<u>100%</u>
(b) Age bracket			
	19 – 30 years	8	17%
	31 – 45 years	21	44%
	46 – 54 years	11	23%
	55 & above years	7	16%
	Total	<u>47</u>	<u>100%</u>
(c) Educational level			
	'O' level certificate	13	27%
	Diploma	17	36%
	Degree	15	31%
	Master/PhD	2	6%
	Total	<u>47</u>	<u>100%</u>
(d) Marital status			



	Not married	7	14%
	Married	37	78%
	Divorced	3	8%
	Total	<u>47</u>	<u>100%</u>

### 7.1 Response Rate

From the figures in table 3, it indicates the response rate of 92% and a non-response of 8%. This implies that the number of respondents who filled the questionnaire and returned it is high enough to rely for the study analysis. According to Mugenda&Mugenda (2003) a response rate above 60% is high enough for a researcher to rely upon. 72% of the respondents were male and 28% female. This indicated that the organization had more male than female as they satisfied this that it is due to the nature of work.

From the findings, 44% of the respondents were aged between 31-45 years, 17% aged between 19-30years, 23% aged between 46-54years and 16% aged 55years and above. According to the analysis the middle aged employees were the majority aged between 31-45years. However, those being the majority age differences seemed represented as shown in table 1 above.

In regard to the same findings, 27% of the respondents were O-level certificate holders, 36% diploma holders, 31% bachelor's degree holders and 6% were master's/ PhD holders. This indicated a finding that the organization effectively incorporates all levels of education as a drive towards effective workforce diversity. 14% of the respondents were not married, 78% were married and 8% were divorced. This indicated a clear picture of workforce diversity in regard to marital status.

### 7.2 Effects of Gender balance on Organizational Performance

This objective aimed at establishing the effects of gender balance on organizational performance, therefore the table 4 below entails variables for the achievement of this objective.

**Table 4: Gender balance**

Statement	5	4	3	2	1	Total
Gender balance increase organizational performance	29	11	-	2	5	47
Percentages	61.8%	23.4%	-	4.8%	10.6%	100%
Female employees are discriminated on the gender basis	-	5	-	35	7	47
Percentages	-	10.6%	-	74.5%	14.9%	100%



Males are the most employees in your organization	31	12	-	4	--	47
Percentages	66.0%	25.5%	-	8.5%	-	100%
Gender diversity improve the decision making and better strategizing for the organization	35	9	3	-	-	47
Percentage	74.4%	19.1%	6.4%	-	-	100%
Gender balance is directly proportional to high performance	9	21	-	17	-	47
Percentages	19.1%	44.7%	-	36.2%	-	100%

According to table 4, gender balance increases organizational performance a statement that was strongly agreed by 61.8% of the respondents, 23.4% agreed whereas 4.2% disagree and 10.6% strongly disagree with the opinion. This implied majority of the respondents it affirms that gender balance increases organizational performance.

In respect to the table 4, 74.5% of the respondents disagree that female employees are discriminated on the gender basis, 10.6% agreed with the statement whereas none of the respondents were neutral. This indicated that no female discrimination based on gender within the organization.

Males are more than female employees in the organization's, a statement that was strongly agreed by 66% of the respondents and 25.5% agreed as shown in table 4. However, 8.5% of the respondents disagreed as well as none of the respondents had neutral respond. This confirm to the statement that the organization has a large number of male employees than female.

In reference to gender diversity improve the decision making and better strategizing for the organization, an idea was strongly agreed by 74.5% of respondents had a neutral option. This indicated that gender diversity improve decision making and plan as reported by majority of the respondents.

From table 4, 44.7% and 19.1% of the respondents agreed that gender balance is directly proportional to high performance. However, 36.2% disagree with the tenet. This implied that gender balance is performance drivers.

## 8.0 DISCUSSION OF FINDINGS

### 8.1 Gender Balance



In reference to the findings, it was established that gender balance increases organizational performance, also it was revealed that gender diversity improves the decision making and better strategies for the organization as well as performance is improved through heterogeneous gender. This was similar to Pitts, D. W et, al. (2010), they suggested that heterogeneity employees improve organizational performance through group interactions and shared abilities. According to Gupta, (2013), observed that gender diversity increases competitive edge of an organization, in addition, mixed gender group performs better than the same gender (Wood, 2006).

## **9.0 SUMMARY, CONCLUSION AND RECOMMENDATION**

### **9.1 Demographic Information**

A total of 92% of the respondents filled the questionnaire and returned it whereas 8% did not respond. This indicated a high response rate above for at least 60% recommended rate (Mugenda&Mugenda, 2003). The study established that male was more than female in the organization. 72% represented males while 28% were females. This implied that there was gender discrimination since gender rule was not observed as per to the response.

Majority of the respondents aged between 31-45years with 44%, 17% aged between 19-30years, 23% aged between 46-54years and only 16% were 55years and above. According to the analysis, 36% of the respondents were diploma holders and 31% degree holders. While few but represented masters/PhD had 6% and 27% O-level certificate holders. This clearly indicated full workforce representation in terms of all levels of education.78% of the respondents were married, 14% single and 8% were divorced. Also this revealed workforce diversity of all status.

### **9.2 Effects of Gender Balance on Organization Performance.**

This objective intended to establish the effects of gender balance on organizational performance. The study established that gender balance increases organizational performance, a statement that was strongly agreed by 61.8% of respondents as well as 23.4% also agreed. However, 14.8% disagreed with the opinion. Female employees are discriminated on gender basis, an opinion that was rejected by 89.3% of the respondents. 66% of the respondents revealed that within the organization male employees are more than female. A finding which indicated gender inequity being practiced in the organization. 93.6% of the respondents agreed that gender diversity improve the decision making and



strategies for an organization. An opinion that recorded 6.4% neutral response. 63.8% of the respondents agreed that gender balance is directly proportion to high performance.

### **9.3 Organization Performance**

Based on the findings 66% of the respondents strongly agreed that performance is improved through heterogeneous gender. 63.8% of the respondents agreed that performance is measured on the basis of the individual attainment of the task objective whereas 17.1% disagreed as 19.1% were of neutral opinion. 78.7% reported that performance depends on the energy/abilities and skills of an employee in the organization whereas 14.9% disagreed with the idea. 74.5% were of neutral view that performance is improved through incorporation of cultures and finally 87.3% confirmed that performance increases through integration of different talents.

### **10.0 CONCLUSION**

The study's findings revealed that gender balance increases organizational performance and gender diversity improves the decision making and better strategies for the organization. The study concluded that gender balance is directly proportional to improved organizational performance.

It was established that gender diversity increases organizational performance, youth employees achieve their tasks on time than adult employees despite their experience also age diversity provides better resource for the organizational performance. The study concluded that age diversity act as performance enablers.

Educational level and experience enable the organization to achieve high performance since it was formed that experience is mostly observed during recruitment process. Thus the researcher concluded that educational level and experience propels performance.

Finally, the study established that persons with disabilities perform well on their tasks despite a view of respondents that they work with difficulties. However, the rules and laws that protect their rights especially during recruitment are rarely observed. It was concluded that disability is not inability.

### **11.0 RECOMMENDATION**

The findings revealed that gender balance increases organizational performance and improves decision making and strategies. The study recommended that gender balance should be embraced due to its benefits as revealed and be maintained and sustained.



Age diversity increases organizational performance as the study's finding and age difference provide better resources for organizational performance. However, the study recommended that workforce diversity embraces all age differences and at no any time that youth and adult should be imbalanced. It was established that educational level and experience improves organizational performance and more educated and experienced employees are preferred for employment. Despite all this the researcher recommended that more experienced and educated individual should be observed during recruitment.

The study's findings revealed that persons with disabilities perform better on their tasks as well as rated like others. Hence the study recommended that employees with disabilities should observed during recruitment in regard to their rules and laws.

## **12.0 SUGGESTION FOR FURTHER RESEARCH**

The study focused on the effects of gender balance as a workforce diversity practice on organizational performance, the study suggests for further studies to be conducted on the Significance of workforce diversity policies on an organization performance.

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