Workforce Diversity And Performance Of Water Service Providers In Embu County, Kenya

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Abstract:

Employee performance may greatly be affected by workforce diversity in either positive or negative manner and this is due to how the diversification among the employees is managed. The water services provision sector has been faced with numerous challenges which have in many circumstances led to underperformance with the causes of the underperformance being linked to various factors among them being related to human resources in the companies. The purpose of this study was to investigate the effect of workforce diversity on performance of Water Service Providers in Embu County, Kenya. The theories that were used to underpin the study were; resource-based view theory, human capital theory, glass ceiling theory, social identity theory and expectancy theory. The study used descriptive survey design and targeted 457 employees. Stratified proportionate sampling was used to arrive at a sample size of 182 respondents. Structured questionnaires were used to collect primary data. The questionnaire was subjected to both validity and reliability tests prior to being used in the actual study. Both descriptive statistical tools and inferential analysis tools were used to analyze data. The study concluded that age diversity performed a crucial role in human resource despite its effect being non-significant since the current business environment may require a workforce with different age groups. Employers can rip big from the employees and improve their organization performance through starting the recruitment process by considering first the employees who have the required education and training related to their job specifications. It was also concluded that when both male and female work together to accomplish their tasks, the performance increases as compared to when one gender is involved in accomplishing a given task and with varying cultural values, religious backgrounds and different ethnic groups, there is much to learn from other members in the group which also improved organization performance. The study recommends that it is important for human resource department to ensure that their workforce comprises of both the young and old employees as the current business environment may require a workforce with different age groups, it is the responsibility of human resource department to ensure that they have employees with relevant skills and education based on their job specifications, employers must ensure they reach a balance between the female and male employees in their respective companies and employers have to consider people with varying ethnic background since it adds advantage to an organization as the team is found to be able to solve problems and lead to increased team performance.

Key Words: *Workforce Diversity, Performance, Water and Service Providers*

I. Introduction

Organization performance standards are normally set by the shareholders or those in charge of management or various stakeholders within the organization and this is mainly done through the human capital management department. However, other management or functional units of the organization can also set other performance measures (Zhuwao, 2017). At times a functional manager can set targets that the employees have to meet at a specific department so as to boost the organization's performance. When an organization has high performing employees, it achieves most of its set goals and long-term effect is increased performance and competitive advantage over the rivaling organizations. The employees are therefore a very important predictor of the overall performance of the organization (Maqpfara, 2020). Based on Kyallo and Gachunga (2015), organization performance can be measured based on efficiency, achievements, results, productivity and work quality. This study will use expected results, work effectiveness and meeting targets to measure organization performance.

One of the major factors that contributes to organization performance has been rated to be employee performance, and in any case there is a decline in organization performance, one of the main areas to take into the consideration, in the organization, are employees, and how they perform at their respective duties (Shrestha & Parajuli, 2021) Employee performance may significantly be improved when workforce diversity is well managed, since the organization may be able to avail capabilities, ideas, abilities and skills of the employees as

they play a huge role in ensuring that the organization is able to achieve its desired outcomes from the employees (Sohail *et al.*, 2019).

Statement of the Problem

The water provision sector has for long time continued to experience reduced performance evidenced by high levels of water rationing, low levels of water coverage, low water levels in most of the covered areas and in some cases very limited access to water. All these underpin the reason for reduced performance among the water service providers in the country. The reduced performance of water service providers has led to 60% of population in the county not being able to consistently access clean water from the supplies for their homesteads which undermines provision of clean and safe water to populations as outlined in SDG 6 (Jefford, 2020). Among the major causes of declining performance has been related to employee performance in this sector. According Shrestha and Parajuli (2021) the performance of an organization greatly depends on individual employee performance.

Human resource is a very important asset to every organization or firm, and hence it is important to ensure that the organizations prioritize diverse workforce since businesses find it now very vital to have a diverse workforce. It has however been very challenging to many organizations in managing the diverse workforce due to increased potential disruptions that come with diverse workforce. Organizations acknowledge that when workforce is diversified, it is possible to provide a very crucial and much needed resources in the organization and increase the organizations performance and its competitive advantage (Mustapha, Ojeleye & Afolabi, 2024).

Scholars have weighed in on debate of workforce diversity and performance. The study by Makudza, Muchongwe and Dangaiso (2020) establishes that age diversity has no significance influence on employee performance hence contradicting with the study by Mustapha, Ojeleye and Afolabi (2024) which establishes that workforce diversity including age diversity has strong positive correlation with employee performance. Although the study by Ihemeje *et al.* (2023), Zhuwao *et al.* (2019) and Anam and Attih (2021) concludes that ethnic diversity promotes employee performance, Shakeel and Fazal (2019) argue that there is no correlation between ethnic diversity and employee performance. From these studies, it is clear that the topic on workforce diversity is still a debated case with different authors contradicting on their findings in relation to workforce diversity and organization performance hence creating research gaps that the current study sought to address.

Objectives of the Study
1. To examine the effect of age diversity on performance of Water Service Providers in Embu County, Kenya
2. To evaluate the effect of education diversity on performance of Water Service Providers in Embu County, Kenya
3. To investigate the effect of gender diversity on performance of Water Service Providers in Embu County, Kenya
4. To evaluate the effect of ethnic diversity on performance of Water Service Providers in Embu County, Kenya

Theoretical Review
Resource Based View Theory

Resource based view theory (RBV) was initially proposed by Penrose (1959) and refined by Barney (1991) and has found many applications in business sector and also management area. According to the RBV theory, the organization or a firm has to find the most appropriate ways of bringing resources together so that the organization may benefit (Barney, 2007). Among major resources the organization can rely on are the human resources which have to be put in right use to increase their productivity with the main goal being to achieve the organizations set targets.

The organization has to consider all the traits that may be available in their workforce and how best they can be put into practice for the benefit of the firm. Although it may not be easy to avoid external threats or even the opportunities that may arise, human resources remain the main variables that may constitute the needed performance and this may hugely depend on their individual employee performance (Parnell,2013). With increased workforce diversity the firm can choose from how to utilize the available workforce so as to increase performance and at the same time improve organization's performance.

Human Capital Theory

Human capital theory (HTC) was first advanced by Mincer (1958), Schultz (1961), Becker (1962) and later improved by Rosen (1976). The proponents of HTC believe that employees can acquire new skills (human capital) that may be very useful in improving productivity at their workstations. It's important for staff to make use of updated approaches, of looking at competencies, market research and financial accessibility in order for them to be very successful and productive at their places of work. Increased productivity among the employees may see the organizations achieve their goals and at the same time may increase the employee earnings (Rosen, 1976; Becker, 1962).

Based on HCT, education, training, knowledge and skills may be very key to consider in sourcing for the human resources as they may likely improve the firm performance due to increased employee performance. At the same time, age diversity has to be considered when sourcing for human resources in any firm. Any organization that considers age diversity by considering both younger and older employees when sourcing for its workforce may greatly profit from their human capital. It is noted that the younger people are easily adaptable physically and at the same time are much eager and willing to learn new things. On the other hand, the older employees are much experienced and very profitable to the firm (Grund and Westergrd ,2005).

Glass Ceiling Theory

Glass ceiling theory was first proposed by Loden (1978) and is considered to be one of the theories that are very popular concerning gender diversity and its effect on employee performance. Glass ceiling has further been defined as an artificial barrier based on the organizational or attitudinal bias that is capable of preventing individuals who are qualified from upward advancements in their organizations into higher positions in management (Grout, Park & Sonderegger, 2011).

Glass ceiling has been a very strong obstacle that has prevented women from reaching their desired job positions and performance in the organizations in which they work (Ekot, 2017). The theory suggests that female employees are not given chances to explore their potentials which is a very great hindrance for them to reach their desired work performance (Mulilima,2019). It is however noted that currently some female employees have overcome the glass ceiling, accepted senior positions which they have also excelled (Geller & Veen, 2019). This theory therefore addresses gender diversity in workplaces as women may excel in both lower jobs and senior positions if they are given equal treatment as to men by their employers.

Social Identity Theory

Was proposed by Trajfel and Turner (1979). The theory is defined as the approaches through which employee's self-concepts are aligned based on their social group composition. The proponents of social identity theory believe that different aligned sub group status differences are key in determining a certain intergroup behavior. The theory assert that people are likely to construct and express their social identities and in the long run, these identities are very key in influencing their behavior within the aligned group. The theory further suggests that employees' job performance is majorly defined based on the groups inside principles. The performance of employees is therefore consequently influenced by employee traits or attributes such as age, gender and education.

Social identity theory suggests that it is common attribute for the employees to classify themselves in regards to groups in which they fit, which may be based on age patterns, gender or education and many others. These groups are aid to further have a high possibility of influencing how they may perform at their work places. Trajfel and Turner (1979) argue that these groups become a cornerstone of self-confidence or low self –confidence and agony thereby affecting their individual work performance in the long run. Social identity theory directly links the organization performance to various employee traits or attributes such as age, gender and education. The theory therefore supports three independent variables namely; age, gender and education.

Expectancy Theory

Expectancy theory was first proposed by Vroom (1964) as one in the category of process theories due to the reason that motivation has been considered as an element of multiplication of three determinants (Klitzner &Anderson, 1977). Expectancy theory brings together several elements of equity, needs and reinforcement theories as argued by Gordon *et al*. (1990). Kreitner and Kinicki (1998) argue that expectancy theory has a strong view that employees are motivated to behave in certain manner that may give a wanted combination and goals that are expected.

The theory suggests that people may act towards a certain tendency of achieving the needed results based on the strength of the expectation that the outcome will be followed by a certain act depending on how the attractive the outcome is perceived by the organization. This theory advices managers to consider the connection between performance and employee efforts and assign to employees work tasks which are quite involving to avoid minimal performance, frustration and dullness (Iyanda, Majid & Oluwaseyi,2017). Managers have also to understand that employees are different in regards to self-esteem in ensuring certain tasks assigned to them are accomplished and employee confidence in undertaking a particular task may lead to achieving the expected outcome at work.

Empirical Review

The study by Oshin, Ayankale and Gazal (2023) on effect of age diversity on employee performance in United States of America (USA) was framed on a null hypothesis that there is no significant relationship between age diversity and employee satisfaction. Through hypothesis testing the study came to a finding that age diversity

shared relationship with employee performance hence rejecting the null hypothesis. This study was however done in USA and targeted employees of Toyota of Bowie and used Google form in collecting primary data. The current study will be conducted in Embu County and will targets water services providers in the county.

Shrestha and Parajuli (2021) study carried out on impact of education diversity on organization performance in Nepal had an objective of establishing the effect of education diversity on employee performance. It was established that there was no significant impact of education diversity on employee performance. The findings from this study are however contradicting with the findings from Khan and Javaid (2023) who found that there existed positive relationship between education diversity and employee performance. The current study seeks to address the noted contradictions.

The study on gender diversity and employee performance in Nigeria' by Jekelle (2021) examined the effect of gender diversity on firm performance. Jekelle (2021) relied on quantitative research design and targeted government employees in Abuja. The study accepted the research hypothesis since it established that gender diversity positively and significantly affected employee performance which directly affected firm performance.

Malik (2022) sought to establish the influence of ethnicity diversity on organization performance. Through multicultural diversity, the SMEs were able to expand their operations and the diversity resulted from the religion, family and education. The study however failed to relate the ethnic diversity to employee performance and there was no any conclusion on how ethnic diversity affected performance and was also conducted in the SME sector and targeted employees in the sector. The current study focuses on performance of water service providers in Embu County, Kenya.
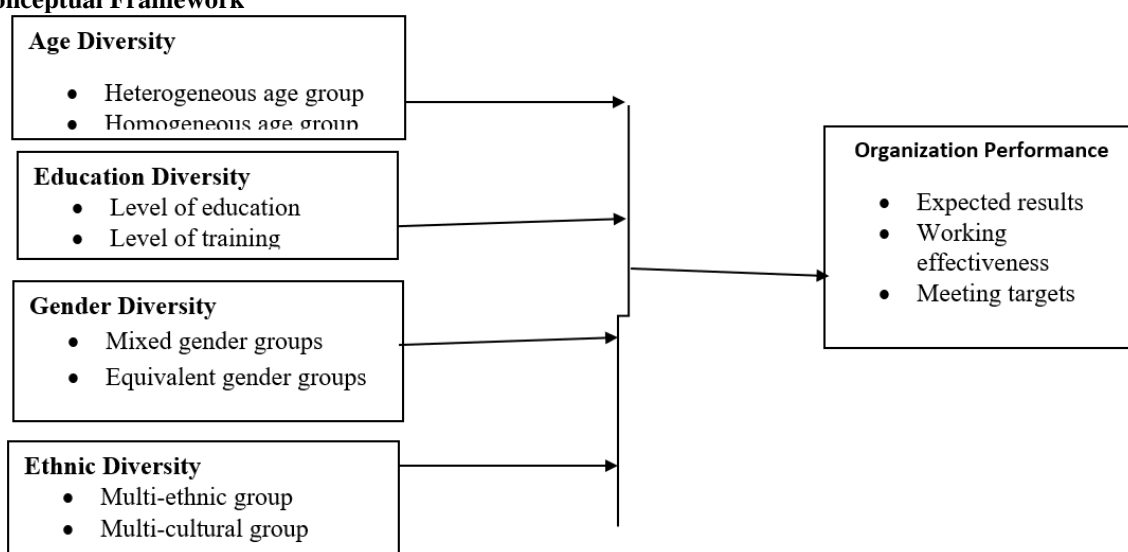
Conceptual Framework

Figure 2.1: Conceptual Framework

Organization performance was measured in regard to expected results, working effectiveness and meeting targets. Age diversity was measured based on heterogeneous age group and homogeneous age group, education diversity was measured by basing on level of education and training among the employees in the organization, gender diversity will be based on mixed gender groups and equivalent gender groups while ethnic diversity was measured based on multi-ethnic group and multi-cultural group

Research Design

The study used descriptive survey design. Kothari (2014) points out that descriptive survey design is capable of presenting how events presently are. Through descriptive survey design approach, qualitative and quantitative data is collected and through analysis, it defines a given circumstance.

Target Population

The study targeted the employees of public water service providers in Embu County. From the report on performance of Kenya water service providers 2022/2023, there are four public water service providers in Embu County with total population of 457 employees. The 457 employees therefore formed the target population of this study. The target population is further shown in Table 3.1

Table 3.1: Target Population

Company	Target Population
Embu Water and Sewerage Company Ltd	156
Embe Water and Sanitation Company	121
Ngandori Water and Sanitation Company	77
Ngagaka Water and Sanitation	103
Total	**457**

Source: Kenya Water Services Providers Report 2022/2023, 2021/2022

Sampling Design and Sample Size

The project grouped the companies in strata. A proportionate sample was thereafter be selected from each stratum to form a sample size. This approach of sampling is called stratified proportionate sampling. By using this approach there is no biasness in sampling and each stratum is equally represented in the sample size (Christensen *et al.*, 2014). At least 30 percent of the target population is meaningful when determining the sample size because the sample means are normally distributed hence making the results of the test reliable (Mugenda & Mugenda, 2019). The study therefore sampled 40 percent from each stratum to form the sample size of 182 as shown in Table 3.2

Table 3.2: Sample Size

Company	Target Population	Proportion	Sample Size
Embu Water and Sewerage Company Ltd	156	0.34	62
Embe Water and Sanitation Company	121	0.26	48
Ngandori Water and Sanitation Company	77	0.17	31
Ngagaka Water and Sanitation	103	0.23	41
Total	**457**	**1.00**	**182**

Source: Researcher (2025)

Data Collection Instruments

The researcher used questionnaires when collecting primary data. The questionnaires were framed in both open ended and close ended format and availed to the employees of the respective companies for appropriate responses (Kothari, 2014; Christensen *et al.*, 2014). The questionnaires were sent to the respective companies which were thereafter availed to the company employees for filling. The filled questionnaires were then be collected later so that they can be analyzed.

Data Collection Procedure

Research permit and letter of introduction were first obtained from the graduate school which then facilitated the researcher to source research permit from the National Commission for Science Technology and Innovation (NACOSTI). The researcher thereafter send the research instruments to the respective companies depending on sample size. The questionnaires were collected later when duly filled to facilitate the data analysis process.

Data Analysis and Presentation

The study analyzed quantitative data by use of descriptive statistical tools like percentages, frequencies, standard deviations and means and inferential statistical tools such as correlation coefficients and regression coefficients. Qualitative data obtained mainly enriched the quantitative data and was interpreted in prose form. Inferential analysis enabled the researcher predict the relationship between the independent variables and the depended variable. A multiple linear regression model shown below was meaningful in the study to enable the researcher investigate the effect of workforce diversity on performance. Where necessary, charts and tables were used to present the data.

$Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + \varepsilon,$

In the equation; Y = Performance of water and service providers in Embu County, X_1 = Age diversity, X_2 = Education diversity, X_3 = Gender diversity, X_4 = Ethnic diversity, β_0 = y intercept (constant), $\beta_1, \beta_2, \beta_3, \beta_4,$ = variables regression coefficients, ε = error term

II.   Research Findings And Discussion

Response Rate

From the 182 questionnaires that were dispatched to various companies, 123 questionnaires were returned when they were properly filled by the respondents and considered to be ready to be used in analysis. The 123 questionnaires represented 67.58 % of the total questionnaires implying that the study achieved a response rate of 67.58%. Based on the recommendations from statistical researchers like Kothari (2014) and Mugenda and Mugenda (2019), 67.58 is acceptable response rate meaning that the study achieved a minimum threshold of response rate as required for the data to be used in conducting meaningful analysis.

Descriptive Analysis

The results summarized in Table 4.1 shows how workforce diversity influence performance

Statement	N	Mean	Std. Deviation
It is easier to achieve targets when working with employees of different age groups	123	4.07	.866
Employees with higher levels in education are much productive at work	123	4.25	.436
It is easier to work together and accomplish tasks when working with mixed gender	123	4.23	.543
We are able to meet our work goals multicultural workforce	123	3.99	.271
Valid N (listwise)	**123**		

Source: Research Data (2025)

Based on the findings from Table 4.1, it is revealed that most of the respondents agreed that it was easier to achieve targets when working with employees of different age groups as shown by mean and standard deviation (M= 4.07; SD= 0.866). The respondents further agreed that their workforce comprised of a heterogeneous age groups. According to Shrestha and Parajuli (2021), a heterogeneous age group has been found to be more innovative, productive and diverse as compared to a homogeneous age group. It was agreed that employees who had higher levels in education were much productive at work as shown by mean and standard deviation (M= 4.25; SD= 0.436). Education diversity may have an impact on employee performance and efficiency as it is thought that a person may be more efficient depending on their level of education and qualifications (Sohail *et al*., 2019). The respondents further agreed that it was much easier to work together and accomplish tasks when working with mixed gender (M= 4.23; SD= 0.543) and that they were able to meet their goals at work due to having a multicultural workforce (M= 3.99; SD= 2.71).Similar findings are noted by Jekelle (2021) who established that gender diversity directly affects employee performance.

Performance of Water and Service Providers

The outcome of the responses on organization performance is as shown in Table 4.2.

Statement	N	Mean	Std. Deviation
It has been easier for the management to reach its set targets from the employees	123	4.09	.287
Many tasks set to be done in the organization are always accomplished in time	123	3.98	.372
At times the firm surpasses the set targets	123	2.41	.974
Most of the organizations tasks are well accomplished and there are normally high ratings and remarkable standards on the tasks accomplished.	123	4.62	.659
The organization has achieved its mission and vision	123	3.34	.324
The work output has in most cases been in line with organization's expected results	123	4.09	.384
Valid N (listwise)	**123**		

Source: Research Data (2025)

The findings in Table 4.1 show that the majority of the respondents agreed that it was easier for the management to reach its set targets from the employees in their firms with mean and standard deviation (M= 4.09; SD= 0.287) and that many tasks that are set to be done in the organization are always accomplished in time (M= 3.98; SD= 0.372). Majority of the respondents disagreed that their firms at times were able to surpass the set targets (M= 2.41; SD= 0.974). However, the respondents strongly agreed that most of their organizations tasks were well accomplished and there were normally high ratings and remarkable standards on the tasks accomplished (M= 4.62; SD= 0.659). The respondents were however not sure whether the organizations mission and vision had been achieved (M= 3.34; SD= 0.324), however, most of the respondents agreed that work output had in most cases been in line with organization's expected results (M= 4.09; SD= 0.384).

Correlation Analysis

Table 4.3: Correlations

Correlations		Organization Performance	Age Diversity	Education Diversity	Gender Diversity	Ethnic Diversity
Organization Performance	Pearson Correlation	1	.431**	.521**	.617**	.629**
	Sig. (2-tailed)		.000	.000	.000	.000
	N	123	123	123	123	123
Age Diversity	Pearson Correlation	.431**	1	.398	.489	.366
	Sig. (2-tailed)	.000		.000	.000	.000
	N	123	123	123	123	123
Education Diversity	Pearson Correlation	.521**	.398	1	.583	.336
	Sig. (2-tailed)	.000	.000		.000	.000
	N	123	123	123	123	123
Gender Diversity	Pearson Correlation	.617**	.489	.583	1	.414
	Sig. (2-tailed)	.000	.000	.000		.000
	N	123	123	123	123	123
Ethnic Diversity	Pearson Correlation	.629**	.366	.336	.414	1

	Sig. (2-tailed)	.000	.000	.000	.000	
	N	123	123	123	123	123
**. Correlation is significant at the 0.01 level (2-tailed).						

Source: Research Data (2025)

From the correlation matrix provided in Table 4.3, it is evident that age diversity has a moderate positive correlation with organization performance (r = 0.431). According to this finding, it implies that a heterogeneous age group may be much productive at water service providers in Embu County, Kenya. The organization may likely improve its performance by having all set of age groups among their employees and serving in same departments to accomplish a given task.

Education diversity has a moderate positive correlation with organization performance (r = 0.521). This gives an indication that employees who may have diversified skills and academic qualifications may be more likely improve the performance of water service providers in Embu County, Kenya. Different skills and trainings enable the employees to be innovative and experienced when working to accomplish a given task. Gender diversity has a strong positive correlation with organization performance (r= 0.617). This is a clear indication that workforce comprising of both men and women may be more productive and lead to increased performance of water service providers in Embu County, Kenya, than a workforce that may comprise too much of one gender. Table 4.3 finally shows that ethnic diversity has a strong positive correlation with organization performance (r= 0.629). This indicates that the organization may reap more from the employees who have different cultural backgrounds, different religious backgrounds and from different ethnic groups.

Table 4.4 Model Summary

Model Summary								
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics			
					R Square Change	F Change	df1	df2	Sig. F Change
1	.757[a]	.573	.558	.273	.573	39.513	4	118	.000
a. Predictors: (Constant), Ethnic Diversity, Education Diversity, Age Diversity, Gender Diversity								

Source: Research Data (2025)

The study predicted the coefficient of determination as shown in Table 4.4 to be 0.757. This gives an indication that workforce diversity and organization performance are positively correlated. This is further supported by the p value being less than 0.05, an indication that there is significant relationship between workforce diversity and organization performance.

It is further shown in Table 4.4 that R^2=0.573, which implies that 57.3% of change in organization performance has been explained by the variables in this study which are age diversity, education diversity, gender diversity and ethnic diversity. Since the variables in this study account for only 57.3 % change in organization performance, there are other factors that account for 42.7% change of organization performance that are not among the ones in this study.

Table 4.5 Regression Coefficients

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.386	.320		1.206	.230
	Age Diversity	.053	.069	.054	.760	.449
	Education Diversity	.152	.065	.175	2.323	.002
	Gender Diversity	.296	.076	.315	3.898	.000
	Ethnic Diversity	.401	.065	.420	6.184	.000
a. Dependent Variable: Organization Performance						

Source: Research Data (2025)

Observations made from Table 4.12, is that education diversity, gender diversity and ethnic diversity are good predictors of organization performance since their p values are less than 0.05. The summary of the model is further presented as follows:

$Y= 0.386 +0.053 X_1 +0.152X_2 + 0.296X_3 +0.401X_4$

Where: Y = Performance of water and service providers in Embu County, X2= Education diversity, X3= Gender diversity, X4= Ethnic diversity. The estimated linear regression model constant is 0.386, an indication that even by rating all the variables in this study at zero, performance of water and service providers in Embu County would still be at 0.386.

By putting all the predictors of performance at zero, age diversity will increase performance of water and service providers in Embu County by 0.053, however this relationship is found not to be significant evidenced by p value being 0.449>0.05. This implies that although there exists a positive relationship between age diversity and organization performance, the relationship is insignificant. This finding however does not agree with the finding from the study conducted by by Oshin, Ayankale and Gazal (2023), but however, it is in line with the study done by Makudza, Muchongwe and Dangaiso (2020) established that age diversity did not significantly affect performance.

When all other predictors are held at zero, increasing education diversity by 1 unit will strengthen performance of water and service providers in Embu County by 0.152 units. The study further established that employees who were well trained, with required skills and education had increased chances of meeting their work targets in time and even at times surpassing their set targets. The study therefore established that education diversity had a positive and significant effect on performance of water and service providers in Embu County since the p value was 0.02<0.05. These findings are supported with the findings from the studies done by Khan and Javaid (2023), Mande and Awiti (2019), and Karwal and Tandon (2022) who also found out that education diversity had a positive impact on employee and organization performance. However, this finding contradicts with the study done by Shrestha and Parajuli (2021) which found out that there was no significant impact of education diversity on employee performance.

By holding all the other predictors at zero, gender diversity will improve performance of water and service providers in Embu County by 0.296 units. The study further found out that employee performance increased when employees comprised of mixed gender, thereby improving organization performance. There is hence a positive significant relationship between gender diversity since the p value is 0.00<0.05. The study outcome is also supported by Jekelle (2021) who also found out that gender diversity positively and significantly affected employee performance which directly affected firm performance.

When all the other predictors are held at constant, improving ethnic diversity by one unit will strengthen performance of water and service providers in Embu County by 0.401 units. The study further found out that ethnic diversity has a positive significant effect on performance evidenced by the p value = 0.00<0.05. It was further found out that it is important to have a multicultural workforce and at the same time it adds advantage to an organization as it plays a key role in team being able to solve problems and lead to increased team performance. The outcome from this study concurs with the outcome from the study conducted by Jayawardana and Priyashantha (2020), who establishes positive relationship between ethnic diversity and performance. Hauwa, Ojeleye and Afolabi (2024) also found out that ethnic diversity had a good impact on performance.

III.   Conclusions And Recommendations

Conclusions
Age diversity performed a crucial role in human resource despite its effect being non-significant since the current business environment may require a workforce with different age groups. Employers can rip big from the employees and improve their organization performance through starting the recruitment process by considering first the employees who have the required education and training related to their job specifications. It was also concluded that when both male and female work together to accomplish their tasks, the performance increases as compared to when one gender is involved in accomplishing a given task and with varying cultural values, religious backgrounds and different ethnic groups, there is much to learn from other members in the group which also improved organization performance.

Recommendations
The study recommends that it is important for human resource department to ensure that their workforce comprises of both the young and old employees as the current business environment may require a workforce with different age groups, it is the responsibility of human resource department to ensure that they have employees with relevant skills and education based on their job specifications, employers must ensure they reach a balance between the female and male employees in their respective companies and employers have to consider people with varying ethnic background since it adds advantage to an organization as the team is found to be able to solve problems and lead to increased team performance

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