

**INFLUENCE OF WORKFORCE DIVERSITY ON PERFORMANCE OF EMPLOYEES  
IN ORGANIZATIONS: A CASE OF BRARUDI BREWERIES LTD IN BURUNDI****NADIA NGABIRE**School of Business and Economics  
Mt. Kenya University College, Kenya**Abstract**

The principal aim of this study was to demonstrate how various diverse orientations of employees in an organization affect their productivity. The research was steered by the following objectives; to examine the effect of ethnicity diversity on employees' performance of Brarudi Company limited in Burundi; to find out the effect of age diversity on organizational performance of Brarudi Company limited in Burundi and; to establish the effect of gender diversity on employee's performance of Brarudi Company limited in Burundi. The study employed the Social Identity and categorization theory and Resource based theory of Diversity management which assisted the researcher in finding out whether there is a correlation or link between the independent and the dependent variable. The study adopted a descriptive research design. The target population was 507 employees of Brarudi limited in Burundi and from this number 152 respondents were obtained through simple random sampling technique. Quantitative and qualitative data was collected using questionnaires which was then analyzed using descriptive and inferential statistics through SPSS version 24.0. Content validity was conducted to determine whether the questionnaires measure what it aimed to measure. To get content validity questions were organized around the specific objectives of the study. Reliability of the instrument was done to measure stability and consistency of the questionnaire. The validity of the questionnaire was done to check whether it is measuring what it purports to measure. Data was analyzed and presented in the form of frequency tables and charts. Findings from the study indicate that there is a high level of ethnic diversity in Brarudi. From the findings 79% believe that ethnic diversity enhances the performances of employees while 16% were of the contrary opinion. 78% of the respondents interviewed concurred that gender diversity enhances employee diversity while 16% of the staff intimated that gender diversity did not have any positive impact on the performance of the employees. The findings indicated that there is a huge relationship between workforce diversity and the performance of employees at Brarudi. Age, ethnicity and gender diversity enhances performance of employees. Ethnic diversity pools skills and knowledge together thus mutual learning and also ethnic orientation promotes a sense of belongingness among employees.

**CHAPTER ONE: INTRODUCTION****1.1: Background Information**

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

According to Wachira (2016), American companies are known to address diversity directly with many corporations hiring diversity managers and monitoring being done at the state level. Revenues for companies that were most diverse were relatively high compared to companies that were least diverse (McKinsey and Company 2013). Kerby and Burns, (2012) intimated that employees in different organizations in USA have increasingly and steadily moved towards becoming more divergent and diversified. This situation has been amplified more by an increasing number of women

joining workforce, people with different sex orientation and lastly people of different races. This diversity, they observed has brought immense benefits that have enhanced the performance of different organizations.

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

Investments in policies that address diversity usually constitute decisions by organizations to generate or produce business prospects or regulatory capital (Maingi, 2015).

Burundi is ethnically heterogeneous and this is even being made more pronounced by experts who come from different parts of the world and this usually brings challenges which are associated with managing employees of diverse backgrounds. Diversity in Burundi is mostly expressed through ethnicity, race, cultural differences, age, and social-status, levels of education, gender and religion. Since January 2017, foreign non-governmental organisation (ONGEs) active in Burundi are required to respect ethnic quotas (60 per cent Hutu, 40 per cent Tutsi) when employing local staff (StefVandeginste 2019). According to Arusha Peace and Reconciliation Agreement (APRA), ethnic quotas were introduced to allocate positions – either on a 50/50 per cent or a 60 per cent Hutu /40 per cent Tutsi basis– in the two chambers of the legislature, in government, the security sector and in state owned companies. This is intended to allow for greater representation of people from various ethnic backgrounds in matters of exercising public power and decision-making.

Brarudi is the largest brewer and soft beverage company in the republic of Burundi has been operating in Burundi since 1955. Brarudi believes that diverse views make great brews. As an international brewer, Brarudi has created a culture where diversity is embraced and all people can progress and thrive. Diversity according to Brarudi makes people strong and unique as a brand. Embracing inclusion and diversity is the right thing for Brarudi to do. They want to continue driving that inclusive environment where everyone can feel they belong and where people can feel comfortable to share their business ideas.

### **1.2: Problem Statement**

Business leaders in many organizations have been caught unawares and do not therefore know how to deal with the challenges that are brought about by the diversity of employees. Human resource managers who are in most cases supposed to deal with the welfare of the employees do not have sufficient skills necessary to deal with the workforce diversity. Studies that have been done intimates that when left unmanaged or chaotic, workforce diversity is more likely to damage morale, increase turnover and cause substantial and consequential communication obstacles and conflict in the organization Roberson et al. (2007).

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

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

#### **1.3.1: General Objectives**

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

**1.3.2: Specific Objectives**

To establish the effect of ethnicity diversity on the employees' output in Brarudi brewery limited in Burundi.

To establish the effect of age diversity on the employees' output in Brarudi brewery limited in Burundi.

To establish the effect of gender diversity on the employee's output in Brarudi brewery limited in Burundi.

**CHAPTER TWO: REVIEW OF RELATED LITERATURE**

The Theoretical foundation for the present study was underpinned under Social Identity and categorization theory and Resource based theory of Diversity management.

**2.1: Social Identity and categorization theory:**

Social identity theory is a physiological theory initially advanced Henri Tajfel in 1978 and improved by Henri Tajfel and John Turner in 1979. This founded or established on minimal group paradigm that people will always be favors members of his/her group and have bias or animosity to members of other group that he does not belong to (Tajfel& Turner, 1979). Minimal group literature concurs that when people are put together in a group, they stop referring themselves as individuals and start associating themselves to a group that they have been recruited to. They therefore attach themselves more to a group that they have been recruited to. This theory is rooted or established the following cognizable and intelligible elements that include social categorization, social identification and social comparisons.

Social categorization is a situation where people identify more with a given or particular social association or groups instead of perceiving themselves as distinct individuals who have different preferences. They therefore identify with the characteristics and functions of a group and forget their individual self. In social identification process an individual identifies himself or herself as a partner in a group. This leads to a situation whereby members of distinct groups juxtapose their groups with other groups in terms of social standing and prestige. This theory therefore implies that people categorize or put individuals that they have met into different groups. They therefore establish in-groups which mean people belonging to people who identify with the same group. In the same vein they categorize other people as out-groups which mean people who belong to other groups.

**2.2: Resource based theory of Diversity management.**

This theory underscores the importance of having a combination of both youthful employees and experienced and mature employees in any given organization or business enterprise. The theory affirms that for an organization to compete effectively or have an edge in the market among its peers, it must have in its possession of resources and assets that are usually scarce, rare, valuable, difficult to reproduce or duplicate by business competitors and also neither simply purchased or traded on buyer's market (Barney 2001; Richard 2000; Li, Chu, Lam, & Liao 2011).

Enterprises that have made conscious efforts to implement diversity strategies ultimately gain several advantages compared to those that fail to execute or enforce policies that are aimed at promoting diversity at workplaces (Barney 2001). Diversity in human personnel sector has for a long time been a rare strategy for many organizations and Priem (2001) concluded that this is a sector where there is enormous potential for organization to create and gain an edge or a head start in the market.

### 2.3: Conceptual Framework

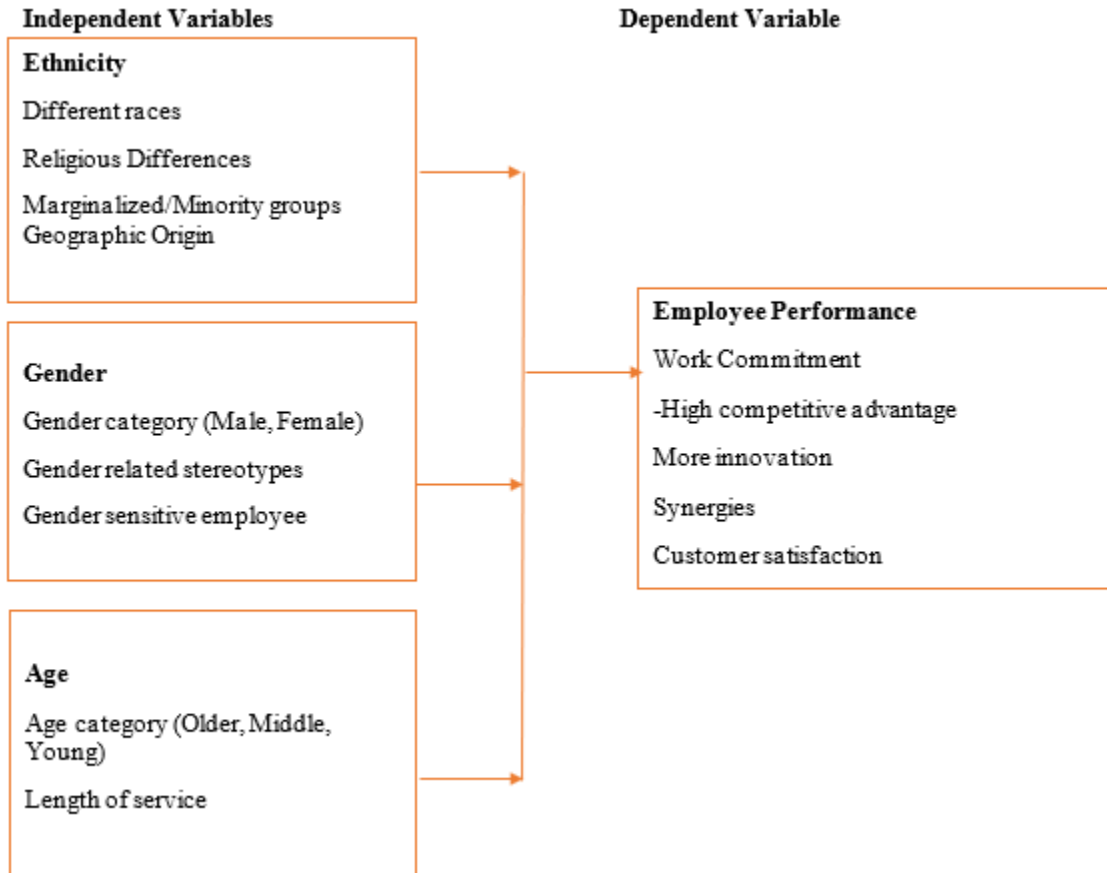


Figure 2.1: Conceptual Framework

**CHAPTER THREE: RESEARCH METHODOLOGY****3.1: Research Design**

The study adopted a descriptive research design to describe employee performance in relation to workforce diversity management in Brarudi Brewery Company limited. This provided a general outline or summation providing indicators that are imperative as to what variables were worth testing quantitatively.

**3.2: Target Population**

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

**Table 3.1: Stratification of Brarudi workforce**

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

*Source: Author 2021*

**3.3: Sample population**

The study applied strata to select a sample from 507 employees from Brarudi. The sample that was selected for this study was derived using the Slovin formulae.

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

*Source: Author 2021*

**CHAPTER FOUR: DATA ANALYSIS, FINDINGS AND DISCUSSION****4.1: Response Rate**

The study realized a response rate of 90%. Therefore, out of the targeted 152 respondents, 134 respondents gave adequate information required for analysis.

**4.2: Gender Representation**

The respondents were both male and female. Out of all the staff interviewed, 75 were male which is 55% of the total population that responded to our questionnaires while 62 were female, which represented 45% of the respondents that returned the questionnaires.

**4.3: Academic Qualifications of the Respondents****Table 4.1: Academic qualification of respondents**

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

*Source: Author 2023*

**4.4: Years of experience at Brarudi****Table 4.1: Years of experience at Brarudi**

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

*Source: Author 2023***4.5: Age representation of employees****Table 4.2: Age representation of employees**

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

*Source: Author 2023***4.6: Reliability Results**

The researcher carried out reliability tests on the investigating tool so as to determine its capacity or capability of generating consonant, consistent and reliable measurements.

**Table 4.4: Summary of Cronbach's alpha Reliability Coefficient**

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

*Source: Researcher (2023)*

Gender diversity recorded the highest alpha of 0.946, followed by Employee performance with an alpha 0.933, then ethnic diversity with an alpha of 0.931 and ultimately age diversity with an alpha of 0.812. From these figures, it can be concluded that there is a strong reliability and consistency among the research instruments that were used in the study.

**4.7: Ethnic diversity and performance of Brarudi employees.****Table 4.5: Effect of ethnic diversity on employee performance**

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

*Source: Author 2023*

Table 4.5 above indicates that 79% of the respondents interviewed concurred that ethnic diversity usually cultivates a positive effect on the employee productivity while 16% of the staff intimated that ethnic diversity did not have any positive impact on the performance of the employees of Brarudi. However, 5% of the respondents who were interviewed were not aware whether ethnic diversity has a negative or positive effect on employees output or productivity.

**Table 4.6: Level of ethnic diversity**

Statements	5	4	3	2	1	$\sum fi$	$\sum fiwi$	$\frac{\sum fiw}{\sum fi}$
Our company has hired employees of different regions	79	41	6	5	3	134	592	4.41
Our company has hired employees with diverse cultural backgrounds	76	48	4	4	2	134	594	4.43
Our company has hired employees from different ethnic groups.	76	48	7	2	1	134	598	4.46
Our company has hired employees with different lifestyles	74	47	6	6	1	134	579	4.32
Our company has employed staff from different religious beliefs.	80	42	7	3	2	134	597	4.46
Ethnicity diversity pools skills and knowledge together thus mutual learning	82	43	4	4	1	134	603	4.5
Diverse ethnic orientation promotes a sense of belongingness among employees	78	43	5	6	2	134	591	4.41
Diverse ethnic orientation promotes the level of confidence among employees	66	51	7	8	2	134	573	4.28
Diverse ethnic orientation promotes the level of efficiency and effectiveness among employees	68	49	8	6	3	134	575	4.29
Diverse ethnic orientation promotes the level of self-esteem among employees	70	49	7	5	3	134	580	4.32
Diversification of race results to complementarily and mutual learning	72	46	8	7	1	134	583	4.35
Diverse ethnicity leads to creativity and innovation among employees	77	44	6	6	1	134	592	4.42
High productivity may be as a result of ethnicity diversification	72	45	8	8	1	134	581	4.34
Ethnicity diversity expands the market share	70	46	8	9	1	134	577	4.31

*Source: Author 2023***4.8: Age diversity and performance of Brarudi employees.****Table 4.7: Effect of age diversity on employee Performance**

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

*Source: Author 2023*

Table 4.7 above indicates that 74% of the respondents interviewed concurred that age diversity enhances employee diversity while 22% of the staff intimated that ethnic diversity did not have any positive impact on the performance of the employees of Brarudi. However, 4% of the respondents who were interviewed were not aware whether age diversity has a negative or positive effect on employees output or productivity.

**Table 4.8: Level of Age Diversity**

Statement	5	4	3	2	1	$\sum fi$	$\sum fiwi$	$\frac{\sum fiw i}{\sum fi}$
Our company is composed of elderly and youthful employees	66	54	10	3	1	134	637	4.75
Different age groups provide different values for the organization	78	42	8	4	2	134	592	4.42
Elderly employees relate well with youthful employees in our organization	80	40	7	3	4	134	591	4.41
Diversified age bring in exchange of ideas	82	38	9	3	2	134	597	4.46
Diverse age groups promotes diverse experiences	79	34	8	7	6	134	575	4.29
Different ages provide learning and growth environment	78	42	6	4	3	134	587	4.38
Diverse age groups contribute to varieties of ideas and team work	70	50	7	5	2	134	583	4.35

*Source: Author 2023***4.9: Gender diversity and performance of Brarudi employees.****Table 4.9: Effect of Gender diversity on Employee Performance**

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

*Source: Author 2023*

Table 4.9 above indicates that 78% of the respondents interviewed concurred that gender diversity enhances employee diversity while 16% of the staff intimated that gender diversity did not have any positive impact on the performance of the employees of Brarudi. However, 6% of the respondents who were interviewed were not aware whether gender diversity has a negative or positive effect on employees output or productivity.



**Table 4.10: Level of Gender Diversity**

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

*Source: Author 2023***4.10: Organization performance****Table 4.11: Organization Performance**

Statements	5	4	3	2	1	$\sum f_i$	$\sum f_i w_i$	$\frac{\sum f_i w_i}{\sum f_i}$
The quality of products and services delivered to customers has increased	72	44	11	4	3	134	580	4.32
Efficiency and effectiveness among employees has improved	71	47	8	5	3	134	580	4.32
Customer complaints have reduced	69	46	12	3	4	134	575	4.29
The organizational competitive advantage got enhanced	60	51	19	2	2	134	567	4.23
High quality of decision making is realized through cultural diversity	72	37	23	1	1	134	580	4.32
Team work building and sharing of experiences occurs through cultural diversity	68	49	12	4	1	134	581	4.34
The productivity of the organization got enhanced through cultural diversification	70	28	27	6	3	134	558	4.16
<b>Aggregates</b>						<b>134</b>	<b>4021</b>	<b>4.28</b>

*Source: Author 2023***4.11: Correlation Results for employees in organizations in Burundi.****4.11.1 Test of Multicollinearity of Independent Variables**

Table 4.12: Correlation Matrix of Independent variables

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Variables	Test	Age Diversity	Ethnic Diversity	Gender Diversity
	Pearson Correlation	1	0.560**	0.360**
Age Diversity	Sig. (2-tailed)		.000	.000
	N	134	134	134
	Pearson Correlation	0.560**	1	.286*
Ethnic Diversity	Sig. (2-tailed)	.000		.000
	N	134	134	134
	Pearson Correlation	.360**	.196*	1
Gender Diversity	Sig. (2-tailed)	.000	.000	
	N	134	134	134

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

\* . Correlation is significant at the 0.05 level (2-tailed).

Explanatory variables were found to have a correlation with each other as indicated in table 4.12 above. Age diversity was emphatically and statistically inferable to Ethnic diversity ( $r = 0.560, p < 0.01$ ) and Gender diversity ( $r = 0.360, p < 0.01$ ). Ethnic diversity was found to be emphatically and statistically inferable to gender diversity ( $r = 0.286, p < 0.01$ ). Lastly Gender diversity was found to be strongly and statistically evident to ethnic diversity ( $r = 0.196, p < 0.01$ ).

From the table 4.12, the correlation among explanatory variables is lower than  $r < 0.6$  and therefore the challenge of multicollinearity was curtailed. Norusis, (2009) noted that when there is existing multicollinearity among explanatory variables difficulties in analysing and distinguishing the effects one variable over the other. Accepted rule of thumb is that correlations among explanatory variables should be lower than 0.70 to do away with the difficulties when analysing the regression (Lind et al., 2011).

**Table 4.13: Correlation of workforce diversity and employee Performance.**

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

Gender Diversity	Sig. (2-tailed)	.000	.000		.000
	N	134	134	134	134
	Pearson Correlation	.445**	.432*	.232*	1
Employee Performance	Sig. (2-tailed)	.000	.000	.000	
	N	134	134	134	134

A correlation was carried out to determine the nexus between the diversity practices and employee performance of organizations in Burundi as indicated in table 4.13. The findings of the analysis show that there is a notable connection between diversity practices and employee performance of organizations in Burundi in terms of Age diversity practice  $X_1$  ( $r=0.395$ ,  $p < 0.01$ ); Ethnic diversity practice  $X_2$  and employee performance in organizations in Burundi ( $r=0.316$ ,  $p < 0.01$ ), Gender diversity  $X_3$  and employee performance ( $r=0.204$ ,  $p < 0.01$ ).

#### 4.12: Regression Results for Organizations in Burundi

**Table 4.14: Regression Analysis**

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

*Source: Field Survey 2023*

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

## CHAPTER FIVE: SUMMARY OF FINDINGS CONCLUSIONS AND RECOMMENDATIONS

### 5.1: Summary of Findings

#### 5.1.1: Ethnic diversity and performance of employees in Brarudi

Findings from the study indicate that there is high level of ethnic diversity in Brarudi. From the findings 79% believes that ethnic diversity enhances the performances of employees while 16% were of the contrary opinion. The findings also intimated that the organization employs staff with different cultural background which has a positive impact on the performance of employees. From the findings diverse ethnic orientation promotes a sense of belongingness among employees, promotes confidence levels among employees, provide complimentary and mutual learning and lastly provide to creativity and innovation among the employees.

#### 5.1.2: Age diversity and performance of employees in Brarudi

From the study, 74% agreed that age diversity is a key component when it comes to the levels of performance in an organization while 22% believed that age diversity does not enhance organization's performance. From the findings

a mean score of 4.75 concurred that the company is composed of both elderly and youthful employees. The study also found out that different age groups provide different values for the organization with a mean score of 4.42. Different age groups relate well with youthful employee in Brarudi and this one leads to exchange of ideas and ultimately provide both learning and growth environment.

### **5.1.3: Gender diversity and performance of employees in Brarudi**

The third objective was to examine whether diversity in gender influences the performance of the employees in an organization. 78% of the respondents interviewed concurred that gender diversity enhances employee diversity while 16% of the staff intimated that gender diversity did not have any positive impact on the performance of the employees. Most of the respondents agreed with the variables and the variables with the highest mean were on whether different opinions of different gender lead to high quality decisions (4.42) while the lowest mean was on whether Brarudi has ensured that we have gender balance (4.19). Selveraj (2015), intimated diversity in gender was found to be one of the factors that enhance positively influences employee productivity.

### **5.2: Conclusion**

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

### **5.3: Recommendations**

#### **5.3.1: Managerial recommendations**

Organizations in Burundi should make sure that diversity practices among employees are designed and implemented so as to enhance employee's performance and also the performance of the organization as a whole.

#### **5.3.2: Policy recommendations**

Organizations should put in place policies that would strengthen and increase diversity in the workplace. HR managers need to come up with policies and recommendations that allow their members of staff to develop and recruitment policies that enables organizations to employ staff from diverse background e.g. ethnic, age and gender backgrounds.

#### **5.3.3: Theoretical implications**

The findings from this study brought to light positive and productive theoretical inferences and imputations. Prior studies had not addressed effects of diversity practices on employee performances in organizations in Burundi

### **5.4: Areas for Further Research**

Future study may concentrate on a comparative survey of the effects or influence workforce diversity on performance of employees in organizations that will incorporate age diversity, ethnic diversity and gender diversity to a different sector of the economy in Burundi or another emerging country in east African Community.

Additionally, further study should involve longitudinal study in order to ratify as well as authenticate conclusions from the cross-sectional study and explore the performance of employees in an organization before and after implementation of diversity practices at disparate periods, furnishing insights into the refinement of the admissible items in light of the fact that this research study was a cross-sectional one.

Another study may be carried out and this time the researcher may incorporate more respondents for example suppliers and customers in order to affirm or repudiate the findings of this research. This study relied on the information that was provided by the employees working in Brarudi in Burundi.

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