

**WORKFORCE DIVERSITY AND EMPLOYEE PRODUCTIVITY IN SELECTED
MANUFACTURING COMPANY IN KAMPALA, UGANDA**

BY

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1163-05026-05731

**A THESIS REPORT PRESENTED TO THE COLLEGE OF ECONOMICS AND
MANAGEMENT IN PARTIAL FULFILLMENT OF THE REQUIREMENTS
FOR THE AWARD OF DEGREE OF MASTERS OF ARTS
IN HUMAN RESOURCE MANAGEMENT OF
KAMPALA INTERNATIONAL
UNIVERSITY**

OCTOBER, 2018

DECLARATION

I Abdalla Ahmed Mohamed declare that this thesis report is my own original work and has not been submitted by anybody else for the award of a degree to any other institution

Sign:

Date:

APPROVAL

This is to certify that the thesis report under the topic “Workforce diversity and employee productivity in selected manufacturing companies in Kampala, Uganda” has been under my supervision and is now ready for submission to the college of economics and management and research for award of Masters of Arts in human resource management of Kampala International University.

Sign:.....Date:.....

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DEDICATION

I dedicate this work to my parents and family members for their moral support and the encouragement that they gave me during the study.

ACKNOWLEDGEMENTS

First and foremost I thank Allah for the gift of life and strength that has helped me to complete this report and the entire course at large.

I wish to extend my sincere appreciation to Dr. Augustine Wandiba who has guided me during my report writing.

I thank the entire management of Kampala International University for the support and also enabling me to complete my research successfully. May Allah bless you all.

Fourth acknowledgement goes to my research assistants who devoted their time and energy towards the accomplishment of this research report.

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ABSTRACT

The study assessed the effect of workforce diversity on employee productivity in manufacturing companies in Kampala Uganda. The problem of the study was that the manufacturing companies in Kampala are characterized by low levels of employees' productivity, this is indicated by employees who always come in late or not at all, when present, their communication is poor and interpersonal relationships ineffective. The study was guided by three specific objectives, that included (i) to examine the effect of ethnic diversity on employee productivity in manufacturing companies in Kampala Uganda, (ii) to establish the effect of gender diversity on employee productivity in manufacturing companies in Kampala Uganda, and (iii) to assess the effect of religious diversity on employee productivity in manufacturing companies in Kampala Uganda. This research employed cross-sectional, survey and descriptive research design to describe the variables and the questionnaire and interview guide were used as the research instruments, it used a population of 695 and a sample size of 254 respondents. Descriptive statistics were used in this study included frequencies, means and regression analysis on variables. The findings revealed the following: (i) ethnic diversity significantly affects employee productivity in manufacturing companies in Kampala Uganda ($r\text{-square}=0.274$, $\text{Sig}=000$), (ii) the findings revealed that there is a significant effect gender diversity has on employee productivity of Kampala Uganda ($r\text{-square}=0.372$, $\text{Sig}=000$), (iii) findings of this study proved a positive significant effect religious diversity has on employee productivity in manufacturing companies in Kampala Uganda ($r\text{-square}=0.230$, $\text{Sig}=000$). Still the conclusions were that; applying of ethnic diversity as workforce diversity system can lead to the improvement in employee productivity since it increases on the quality and efficiency at the workplace, employee productivity can be improved once gender diversity is effectively worked on because it helps to increase the customer responsiveness by reducing the supply and demand gap thus giving satisfaction to the end customer by availing the desired product when needed, religious diversity should base on customer orders, compliance with work requirements forecasts and manufacturing policy in order to stimulate customer demand which leads to the improvement in the employee productivity. The researcher recommended that the: the manufacturing companies should develop a good system to monitor, record and track all the manufactured products so that there is effectiveness in ethnic diversity and ensure to cover loopholes in the system to enhance employee productivity, manufacturing company owners and managers should develop gender diversity system for example alternatives ways of employing skilled personel which makes gender diversity easy and flexible so as to boost employee productivity. The study contributed to new knowledge in the following ways; the following are the measurements of employee productivity in manufacturing companies in Kampala Uganda; commitment, meeting targets, and compliance with work requirements. Gender diversity is an important multi-disciplinary system in modern business management, it enhances organizational employee productivity and through a revolutionary philosophy to managing the business with sustained competitiveness. Workforce diversity has become increasingly important to businesses which manufacture goods to the end customers. The focus on, and relationships with, different stakeholder groups are of great importance to all businesses, regardless of size or whether they manufacture products and services.

CHAPTER ONE INTRODUCTION

1.1 Introduction

The study established the effect of workforce diversity in terms of religion, ethnicity and gender on the productivity of employees in manufacturing companies in Kampala Uganda. This chapter presents and describes the background of the study, problem of the research, purpose and objectives of this study, research question, and scope of the study, significance of the study and the operational definition of key terms.

1.2 Background to the study

The background to the study is presented on four perspectives namely historical, theoretical, conceptual and contextual perspective.

1.2.1 Historical Perspective

Manufacturing is the production of merchandise for use or sale using labour and machines, tools, chemical and biological processing, or formulation. The term may refer to a range of human activity, from handicraft to high tech, but is most commonly applied to industrial production, in which raw materials are transformed into finished goods on a large scale. Such finished goods may be sold to other manufacturers for the production of other, more complex products, such as aircraft, household appliances, furniture, sports equipment or automobiles, or sold to wholesalers, who in turn sell them to retailers, who then sell them to end users and consumers. (Baily et al. 2015)

In its earliest form, manufacturing was usually carried out by a single skilled artisan with assistants. Training was by apprenticeship. In much of the pre-industrial world, the guild system protected the privileges and trade secrets of urban artisans. Before the Industrial Revolution, most manufacturing occurred in rural areas, where household-based manufacturing served as a supplemental subsistence strategy to agriculture (and continues to do so in places). Entrepreneurs organized a number of manufacturing households into a single enterprise through the putting-out system.

The first diversity initiative of workforce cited by some scholars was however made feasible in 1948 with the signing of the Executive Order to desegregate the armed service (Richard, 2014). On the face of this Executive Order 9981, it required equality of treatment and opportunity in the armed services, BUT, did not expressly forbid segregation. As a result of this Executive Order 9981, by 1953, 95% of African American Army soldiers were serving in

integrated units (Richard 2014). This also brought about socio and political changes that later led to the passage of civil rights legislation prohibiting discrimination of workers on the basis of race, colour, religion, sex, national origin, and later, age (Richard, 2014).

The modern workforce is far more varied in its composition than it has been previously, due to demographic factors, such as immigration and economic factors like globalization (Christian, Porter & Moffitt, 2016). They added that with the various changes in the new millennium, minority workforce in the developed economies like the United States has rose from 16.5% in 2000 to an estimated 17.4% in 2005 and expected to rise to about 25 in 2050. In keeping with this increasing level of diversity inherent in the workforce, diversity management has been increasingly a matter of academic and practical interest, and the rate at which diversity management programs have been adopted has been steadily growing. However, this relationship has not been carefree, and a number of organizations and companies have reported problems with or outright failure of their diversity management approaches (Christian, Porter and Moffitt, 2016).

Today, both public and private organizations strive for diversity because any organization that effectively manages diversity is more effective and efficient at producing goods or services suitable for a diverse market or publics. And, a diverse organization is more effective at delivering services efficiently, because clients from diverse groups are attracted to the services of a particular organization that is attuned to their culture, language and values. Global thinking is another strong force for the development of the philosophy of the workplace workforce diversity. As noted from the shift from manufacturing to service industry sector, that financial markets and regulatory arrangements around the world continue to become harmonized, standardized and globalized, then the industry become more connected with global decisions and regulations. A study by Deloitte (2014) noted that with an expanding middle class in Asia, particularly in China, new markets are being created for financial products (Welfare, 2016).

Globalization is not a new concept for a thousand of years people have been selling and buying from different countries but it is regarded as a key factor for growth of workforce diversity. This is because, due to globalization, markets in every country have become fierce battlegrounds where both domestics and foreign competitors fight for the market share. It is worth noting that open borders have allowed new ideas and technology to flow freely around the globe thereby accelerating productivity growth and allowing flexible and adaptable

companies to become more competitive than ever before. Brewster, Sparrow, Harris (2015) noted that in this era of global competition, focus on customers become the slogan of the business since customers have power to insist on what they need and also their preferences be satisfied and therefore companies need to become closer to their customers. This is when they need to establish alliances or mergers so as to be close with their customers as the way of understanding their needs better, hence the issue of managing diversity becomes crucial. It was also noted that as the country business become more global, then the nation's most important competitive asset becomes the skilled and cumulative learning workforce.

Welfare (2014) stresses that employee or workforce that is knowledgeable and skilled at handling corporate culture in a merger or alliance business in the globalized market keeps a company competitive and attracts foreign investment and thereby company withstands the global competition. For example the CEO of Switzerland-based Novo Nordisk quoted in Cascio (2015) requiring his managers that each year they must be in a position to sell at least three best practices to managers in other part of the world through their corporate intranet, first they must use technology to move information around the company; second, they must learn from colleagues around the global and share information with them and lastly, they must measure these soft skills and hard skills as returns from the business and as well hold people accountable for them but he realized that above all strategies what matters is culture.

More than ever, businesses, both public and private organizations are finding it necessary to adopt a global mindset in order to remain viable and relevant in today's global marketplace and as the result a diverse workforce has become a centre of every business. This is because, the 21st century workforce has become global, highly connected, technology-savvy, creating a greater global management challenge of the highly skilled workforce. That's why a report by Deloitte (2014) discovered that in the 21st century, critical new skills are scarce and their uneven distribution around the world force companies to develop innovative new ways to find people, develop capabilities, and share expertise. It is worth noting that, successful business in the 21st century (Sayers, 2013).

Bedi (2014) contend that organizations are now moving far to anticipate and capitalizing on the swiftly rising proportion of minority, immigrants, female and older people. Most importantly, some organizations are attracting and capitalizing on the talent of the disabled. That's why organizations that recognizes and utilizes the talent and ability of the disabled to

contribute to the organizational goal and objective have the competitive advantage over its competitors. International Labour Organization of 2015 provides that implementing the comprehensive United Nation Convention on the right of persons with disabilities and other minority workers, calls for organizations to revisit their HR practices so that they attract, retain and as well hire and utilizes them as a means of capitalizing on their talent and skills.

In Africa subject of workforce diversity has not been a major problem before as much as it is today. The concept of diversity management gained attention with globalization and the need for more organizations to spread globally to reach customers across the world. There is an increasing need to understand more about workforce diversity, which is deeper than what we see at the surface level (Sayers, 2013).

This can give managers an understanding as to what can go wrong in a diverse team. The saw development of a new trend in the form of workforce diversity mainly because of the liberalization and globalization of markets. At the same time the liberalization of economies and structural adjustment policies brought about by the Brentwood institutions opened the doors to free market economies especially in Africa. These free market economies brought in the free movement of labour as a commodity which has resulted in the diverse workforce across the continent. The privatization of most of the state-owned enterprises in sub-Saharan Africa also created an open door for migration of labour from all over the world (Jain and Verma, 2017).

The organizations in Uganda have devoted resources to diversity initiatives because they believe it is a business imperative and good for the bottom line has also stated that a global economy would require organizations have to attract and retain a diverse workforce so that they can effectively deal with an increasingly diverse customer base leading to increased market share. Firms are seeing the need to hire a workforce that reflects today's diverse society and a major competitive factor for organizations is to attracting and retaining the best available human resource talent in the context of current workforce demographic trends. If firms use their diverse human resource in the right way, then it will be very profitable for them because human diversity increases the flow of new, creative and innovative idea. Childs (2015) argues that any business that intends to be successful must have a borderless view of the workforce by ensuring that workforce diversity is part of its day to day business conduct. Today's workforce is getting more and more heterogeneous due to the effects of globalization

(Sayers, 2013). When workforce diversity is not managed properly, there will be a potential for higher voluntary employee turnover, difficulty in communication and destructive interpersonal conflicts. The reverse leads to a more engaged workforce and subsequently improved organizational performance (Sims, 2017).

1.2.2 Theoretical perspective

This study was guided by Douglas McGregor's theory X and theory Y; and Goal setting theory by Edwin Locke (1968).

Douglas McGregor in his book, "The Human Side of Enterprise" published in 1960 examined theories on behavior of individuals at work, and he formulated two models which he calls Theory X and Theory Y.

For theory X, he assumes that an average human being has an inherent dislike of work and will avoid it if he can. Because of their dislike for work, most people must be controlled and threatened before they work hard enough. He assumes that an average human prefers to be directed, dislikes responsibility, is unambiguous, and desires security above everything. These assumptions lie behind most organizational principles today, and give rise both to tough management with punishments and tight controls, and soft management which aims at harmony at work. For theory Y, McGregor assumed that the expenditure of physical and mental effort in work is as natural as play or rest. Control and punishment are not the only ways to make people work, man will direct himself if he is committed to the aims of the organization. If a job is satisfying, then the result will be commitment to the organization. Recognizing creativity, promotion, ensuring good working environment, good employee-manager-staff relations, building staff trust and responsibility as well staff career development. These enhance and motivate individual employee productivity (Dimink, 2012).

The above theories postulate that to achieve effective employee productivity in manufacturing companies in Kampala Uganda, there is need for management to accommodate an effective workforce diversity system that can guide, motivate and enhance effective productivity of employees in selected manufacturing companies in Kampala Uganda.

Goal setting theory by Edwin Locke (1968)

The study was also guided by the goal setting theory of Edwin Locke (1968) which proposes that performance is measured by establishing specific, measurable, achievable, realistic and

time-targeted goals. According to Edwin work diversity should not be viewed as an end in itself, but rather as an important process within a broader performance management system that links organizational objectives, professional development and rewards, relationship, efficiency, high moral to perform, and personal development. People will do better when they get feedback on how well they are progressing toward their goals and identification of discrepancies between what they have done and what they want to do; that is, feedback acts to guide behavior. Theory of goal-setting determines how the employee accepts a hard task, he or she will exert a high level of effort until it is achieved, lowered, or abandoned (Dahlin, 2015).

The theory relates to the study in a way that operating performance systems provide a clear communication of worker goals, the theoretical understanding of the employee performance digs deeper than record auditing (Redman & Wilkinson, 2016). In a simplistic rendition, each employees work should support the activities on his or her boss performance objectives. This is so through knowing what is expected, hence assisting an employee work bearing in mind the expected outcome of his or her devotion to work. Performance evaluations serve as a vital component, one that is of interest to both the organization and the employee. From the organizational perspective, sound performance can ensure that the correct work is being done and assists in meeting departmental goals (Opstal, 2016).

1.2.3 Conceptual Perspective

Workforce diversity is a term that refers to a situation where employers appreciate and value individual differences within the workplace, where heterogeneous workforce is established as well as allowed to perform to it potentials in an equitable work environment (Carrell, 2016). Workforce diversity refers to it as a pragmatic business strategy that focuses on maximizing the productivity, creativity, and commitment of the diverse workforce while meeting the needs of diverse consumer groups. However, the challenge of a diverse workforce to most 21st century organizations is on how to create a work setting in which each person can have an opportunity to perform to his or her full potential and therefore compete for promotion and other rewards on merit alone (Cascio, 2014).

Carrell (2016) defines workforce diversity as the ways that people differ which can affect a task or relationship within an organization such as age, gender, race, education, religion, and culture. Diversity as the presence of differences among members of a social unit today, the

workforce is more diverse in terms of gender, race, ethnicity, national origin and comprises people who are different and share different attitudes, needs, desires, values and work behaviors.

Productivity is the state of achieving institutional goals and objectives by transforming inputs (human, financial and material resources) into outputs (services or service delivery tangibles) at the lowest cost, it relates to the conversion of inputs into outputs efficiently and effectively for the benefit of the society, economy and environment (Robbins & Judge, 2013).

The definition of productivity contains key elements which include continuous improvement of performance, measurability of improvement, efficiency and effectiveness. The quality, state, or fact of being able to generate, create, enhance, or bring forth services. It is the effectiveness of productive effort as measured in terms of the rate of output per unit of input (Rumelt, 2013).

For the case of this study, workforce diversity will be conceptualized in relation to ethnic diversity, gender diversity and religious diversity. Whereas employee productivity will be conceptualized in terms of completeness, accuracy, speed at work and goal accomplishment.

1.2.4 Contextual Perspective

In Uganda specifically the manufacturing companies in Kampala are characterized by low levels of employees' productivity, this is indicated by employees who always come in late or not at all. When present, their communication is poor and interpersonal relationships ineffective. Those who are present burnout by picking up the work left undone by those absent. This uncoordinated kind of environment negatively impacts on employee productivity. In Kampala the situation is worse as all employees from manufacturing companies seem unfocused and uncoordinated. This observation is supported by one of the news papers (Ziwa, 2017) which clearly indicated that employees in Kampala have resorted to gossiping while at work instead of their professional work (Gupta, 2017).

1.3 Problem Statement

The organizations across the globe have operated in the mechanism that enable them facilitate their operations mix. Organizations that employ different approaches to the operation of the workforce are intended to generate and raise the employee's productivity.

The Uganda Manufacturing association (UMA, 2014) provides that the manufacturing industry in Kampala is poorly performing, the low level of innovations and inventions are coupled or characterized with the lazy employee work force in Kampala. The manufacturing sector have also registered low operations productivity that has lowered the organizations operations.

The productivity in the organizations has worsened and organizations functioning is poor, if not attended to the state of the workforce environment including the value of the operations are likely to fall or even completely kept out of operation (Morrison, Kelly, Moore & Hutchins, 2013). The low level productivity of employees is a common problem which manufacturing companies in Kampala Uganda are facing (Malinski, 2016). The low levels of productivity is due to many causes, some of them lack adequate assessment and understanding of the workforce dynamics, poor experience of activities, lack of enough salary, lack of required skills among others (World bank report, 2015). Therefore, it is based on these that this study intended to establish the effect on workforce diversity on employee's productivity in selected manufacturing sector in Kampala Uganda. The researcher will investigate the effect of workforce diversity on employee's productivity in selected manufacturing sector in Kampala Uganda.

1.4 Purpose of the study

The purpose of the study was to establish the effect of workforce diversity on productivity of employees in manufacturing companies in Kampala Uganda.

1.5 Specific Objectives of the Study

- i. To determine the effect of ethnic diversity on employee productivity in manufacturing companies in Kampala Uganda.
- ii. To examine the effect of gender diversity on employee productivity in manufacturing companies in Kampala Uganda.
- iii. To establish the effect of religious diversity on employee productivity in manufacturing companies in Kampala Uganda.

1.6 Research Questions

- i. What is the effect of ethnic diversity on employee productivity in manufacturing companies in Kampala Uganda?
- ii. What is the effect of gender diversity on employee Productivity in manufacturing companies in Kampala Uganda?

- iii. What is the effect of religious diversity on employee productivity in manufacturing companies in Kampala Uganda?

1.7 Research Hypotheses

Ho₁ There is a significant effect of ethnic diversity on employee productivity in manufacturing companies in Kampala Uganda.

Ho₂ There is a significant effect of gender diversity on employee productivity in manufacturing companies in Kampala Uganda.

Ho₃ There is a significant effect of religious diversity on employee productivity in manufacturing companies in Kampala Uganda.

1.8 Scope of the study

1.8.1 Geographical Scope

The study was conducted in Kampala in the selected manufacturing companies of Mukwano, Roofing's Uganda Limited and Harris International Limited. The choice of these manufacturing companies is due to the fact that these companies hold reasonable employees for the study.

1.8.2 Content Scope

The study was set to assess the influence of workforce diversity on organization productivity the focus was on assessing the effect of religious, gender and ethnic diversity and its influence on employee productivity.

1.8.3 Theoretical scope

This study was guided by Douglas McGregor's theory X and theory Y; and Goal setting theory by Edwin Locke (1968).

Douglas McGregor in his book, "The Human Side of Enterprise" published in 1960 examined theories on behavior of individuals at work, and he formulated two models which he calls Theory X and Theory Y.

For theory Y, McGregor assumed that the expenditure of physical and mental effort in work is as natural as play or rest. Control and punishment are not the only ways to make people work, man will direct himself if he is committed to the aims of the organization. If a job is satisfying, then the result will be commitment to the organization. Recognizing creativity, promotion, ensuring good working environment, good employee-manager-staff relations,

building staff trust and responsibility as well staff career development. These enhance and motivate individual employee productivity.

For theory X, he assumes that an average human being has an inherent dislike of work and will avoid it if he can. Because of their dislike for work, most people must be controlled and threatened before they work hard enough. He assumes that an average human prefers to be directed, dislikes responsibility, is unambiguous, and desires security above everything. These assumptions lie behind most organizational principles today, and give rise both to tough management with punishments and tight controls, and soft management which aims at harmony at work (Dimink, 2012).

1.8.4 Time Scope

The study focused on the period between 2016-2018, this being the period in which low levels of employee productivity has been reported most among manufacturing companies in Kampala Uganda. The study was also conducted for the period of one year and half September 2017 to November 2018. The study period is deemed to be sufficient enough to enable in the data collection and presentation of findings to attain the information for both academics and decision making.

1.9 Significance of the study

Findings of the research will add to the knowledge and understanding of the subject of workforce diversity management and its influence on organizational performance. This study should be significant in the sense that it will:

Support and enrich Social Identity Theory and development of a model of workforce diversity in manufacturing companies in Kampala, Uganda. Generate greater awareness among public organizations on the importance of having a proper and practical workforce diversity framework as a vehicle to organizational productivity.

Assist managers and supervisors to operate from an informed position when dealing with workforce diversity in relation to organizational productivity. Assist policymakers, consultants and advisors in the area of workforce diversity and its influence on performance of manufacturing companies.

Through this research, civil society building knowledge programs can benefit from the pool of management knowledge and research to analyze the problems and identify practical

solutions for performance improvement among local government staffs for problem solving and organizational development for improved development.

In respect to the study, the findings can be useful to academicians by providing a basis of conducting further research and contributing to the body of knowledge. The findings of the study may create awareness among the stakeholders and enables them to understand the merits and shortcomings of the inadequacies in the prevailing policies in respect to workforce performance so that they can provide necessary assistance.

1.10 Operational Definitions of Key terms

Workplace diversity; refers to the recognising of a variety of differences between people in an organization including ethnic group, religion, age, personality, cognitive style, tenure, organizational function, education, background and more.

Employee productivity; refers to the amount of goods and services that a worker produces in a given amount of time.

Religious diversity; is a form of diversity that gives people guidance, belief in a higher power, a sense of community, and values.

Gender diversity; refers to the giving a workforce a sense of identity especially provided through the gender. Here the employees identify themselves based on the gender identification or aspects of understanding each other's.

Ethnic diversity; is the form of diversification were the people or employees in an organization are identified or identify themselves or group themselves on the dimensions of race, tribe or tribal sentiments including language.

CHAPTER TWO LITERATURE REVIEW

2.1 Introduction

This chapter provides the existing literature that was reviewed by the researcher about workforce diversity and employee productivity as presented in respective themes below. Diversity requires a type of organizational culture in which each employee can pursue his or her career aspirations without being inhibited by gender, race, nationality, religion, or other factors that are irrelevant to performance. Managing diversity means enabling the diverse workforce to perform its full potential in an equitable work environment where no one group has an advantage or disadvantage.

2.1 Theoretical Review

Goal setting theory by Edwin Locke (1968)

The study was guided by the goal setting theory of Edwin Locke (1968) which proposes that performance is measured by establishing specific, measurable, achievable, realistic and time-targeted goals. Theory of goal-setting determines how the employee accepts a hard task, he or she will exert a high level of effort until it is achieved, lowered, or abandoned. People will do better when they get feedback on how well they are progressing toward their goals and identification of discrepancies between what they have done and what they want to do; that is, feedback acts to guide behavior. To Edwin work diversity should not be viewed as an end in itself, but rather as an important process within a broader performance management system that links organizational objectives, professional development and rewards, relationship, efficiency, high moral to perform, and personal development (Dahlin, 2015).

The theory relates to the study in a way that operating performance systems provide a clear communication of worker goals, the theoretical understanding of the employee performance digs deeper than record auditing (Redman & Wilkinson, 2016). Performance evaluations serve as a vital component, one that is of interest to both the organization and the employee. From the organizational perspective, sound performance can ensure that the correct work is being done and assists in meeting departmental goals. In a simplistic rendition, each employees work should support the activities on his or her boss performance objectives. This is so through knowing what is expected, hence assisting an employee work bearing in mind the expected outcome of his or her devotion to work (Opstal, 2016).

The study was guided by the Douglas McGregor Theory X and Theory Y (1960).

Theory X

Theory X is based on assumptions regarding the typical worker. Theory X shows that an employee has little to no ambition, shies away from work or responsibilities, and is individual goal oriented. Generally, Theory X style managers believe their employees are less intelligent than the managers are, lazier than the managers are, or work solely for a sustainable income. Due to these assumptions, Theory X concludes the typical workforce operates more efficiently under a "hands-on" approach to management. The 'Theory X' manager believes that all actions should be traced and the responsible individual given a direct reward according to the outcomes at work. This rewarding style is more effective when used in a workforce that is not intrinsically rewarded to perform. It is usually exercised in professions where promotion is infrequent, unlikely or even impossible and where workers perform repetitive tasks (Dimink, 2012).

According to McGregor, there are two opposing approaches to implementing Theory X: the "hard" approach and the "soft" approach. The hard approach considers keen supervision, intimidation, and punishment. This approach can potentially yield a hostile, minimally cooperative work force that could harbor resentment towards management. The soft approach is the literal opposite, characterized by leniency and less strictly regulated rules in hopes for high workplace morale and therefore cooperative employees. Implementing a system that is too soft could result in an entitled, low-output workforce. McGregor believes both ends of the spectrum are too extreme for efficient real world application. Instead, McGregor feels that somewhere between the two approaches would be the most effective implementation of Theory X (Gary, 2011). Theory X generally proves to be most effective in terms of consistency of work. Although managers and supervisors are in almost complete control of the work, this produces a more systematic and uniform product or work flow. Theory X can also benefit a work place that is more suited towards an assembly line or manual labor type of occupation. Utilizing theory X in these types of work conditions allow the employee to specialize in a particular area allowing the company to mass produce more quantity and higher quality work, which in turns brings more profit (Dimink, 2012).

Theory Y

Theory Y managers act on the belief that people in the work force are internally rewarded, enjoy their labor in the company, and work to better themselves without a direct "reward" in return. Theory Y employees are considered to be one of the most valuable assets to the company, and truly drive the internal workings of the organisation. Also, Theory Y shows that these particular employees thrive on challenges that they may face, and relish on bettering their personal productivity. Workers additionally tend to take full responsibility for their work and do not require the need of constant supervision in order to create a quality and higher standard product (Cameron & Pierce, 1994).

Because of the drastic change compared to the "Theory X" way of directing, "Theory Y" managers gravitate towards relating to the worker on a more personal level, as opposed to a more conductive and teaching based relationship. As a result, Theory Y followers may have a better relationship with their higher ups, as well as potentially having a healthier atmosphere in the work place. Managers in this theory tend to use a democratic type of leadership because workers will be working in a way that does not need supervision the most. Therefore "Theory X and Y" adds more of a democratic and free feel in the work force allowing the employee to design, construct, and publish their works in a timely manner in co-ordinance to their work load and projects. While "Theory Y" may seem optimal, it does have some drawbacks, yet there is a more personal and individualistic feeling that this does leave room for error in terms of consistency and uniformity (Patrick, 2007). The prevailing workforce diversity system greatly affects the employee productivity in manufacturing companies in Kampala Uganda.

2.3 Conceptual Framework

The conceptual framework showing the relationship between workforce diversity and employee productivity;

Independent Variable

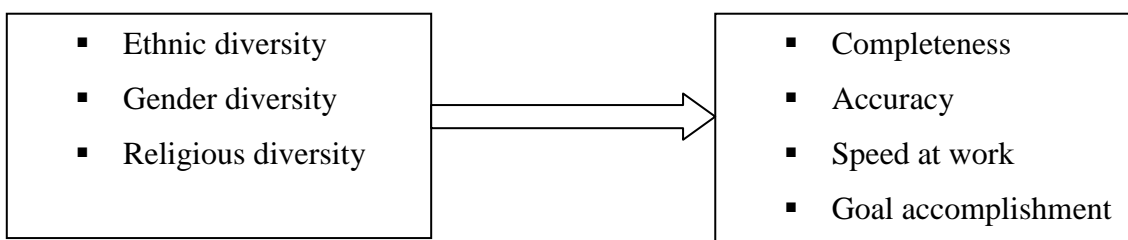
Work force Diversity

- Ethnic diversity
- Gender diversity
- Religious diversity

Dependent Variable

Employee Productivity

- Completeness
- Accuracy
- Speed at work
- Goal accomplishment



Adapted from Green (2013) and Modified by the researcher

Figure 2. 3: Conceptual Framework

From the conceptual framework above, the independent variable is work force diversity which includes the diversity dimensions of ethnic, gender and religious. On the other hand, the dependent variable is employee productivity which is based on completeness, accuracy, speed at work and goal accomplishment. Therefore, based the above conceptual framework, this study presumes that proper management of workplace diversity on the basis of internal, external and organization dimensional aspects is paramount in harmonizing any such differences and similarities among workers and in turn can enhance employee productivity.

2.4 Related Literature review

This sub-section provided the review of literature, the review here is done based on the study objectives;

2.4.1 Effect of ethnic diversity on employee productivity

According to Calori and Sarnin (2014), strong ethnic groups could be linked with high growth performance. They also found that the intensity of the company's culture is positively correlated with its relative growth. The researchers also affirm that organizational culture seems to have more influence on growth than on profitability.

Calori and Sarnin (2014) conducted a longitudinal study (over three years) of the relationship between corporate culture and economic performance amongst five French companies. The results indicated that a clear ethnic profile was associated with the company's growth. Values like personal fulfillment, listening to others, team spirit, responsibility, trust, quality, and consistency, seemed to be positively related with the firm's relative growth performance.

Madiha, Niazi, & Abbasi (2013) both measure the effect of board composition on firm performance by exploiting that publicly listed firms in Norway were forced to have at least 40 percent female directors by 2008. In 2006, when this law was implemented, only 9 percent of directors were women. Firms thus had to replace on average 30 percent of their board members. In a different framework, Madiha compare before-after diversity reference between early compliers and late compliers. Madiha compare listed and unlisted companies and companies in Norway and in other Scandinavian countries in a double and triple differences

framework. Both papers conclude that the forced replacement of board members resulted in a significantly negative impact on firm value and profit.

According to a report by Makokolo (2015), an ethnic group is a tribalistic grouping. It has a sense of common historic origins and frequently develops a sense of common destiny. Pitts (2013) contend that, as organizations become more diverse along ethnic lines, it makes sense to pay more attention to how different groups interact with one another at work. Opstal (2016) stated that ethnic diversity can have both advantages and disadvantages for the organization.

According to Zgourides, Johnson and Watson (2017), differences in cultural characteristics bring an advantage of having ethnically different views for team problem solving which can result in increased team performance when the team learns to utilize these differences to their benefit. Opstal (2016) stated that the advantages of ethnic diversity as creativity and innovation. (Van Knippenberg, De Dreu & Homan (2014) observed that ethnicity can provide a large pool of resources to the organization such as knowledge and abilities.

Van Esbroek and van Engen (2015) stated that management of diversity is important to help an organization benefit from the advantages and minimize the disadvantages of ethnic diversity that can have negative effect on employee and organizational performance. According to Timmermans, Ostergaard and Kristinsson (2015), ethnicity can be positive toward performance, since it broadens the viewpoints in the firm.

According to Zgourides, Johnson, & Watson, (2017), the differences in cultural characteristics were predictive of team scores, which can be interpreted as the advantage of having ethnically different views for team problem solving resulted in increased team performance after the teams learned how to utilize these differences to their benefit.

Timmermans, Ostergaard, and Kristinsson (2015) found that innovation is an interactive process that often involves communication and interaction among employees in a firm and draws on their different qualities from all levels of the organization. Diversity in ascribed characteristics, such as ethnic background, nationality, gender, and age can have negative affective consequences for the firm. Members of the minority group can experience less job satisfaction, lack of commitment, problems with identity, perceived discrimination, etc.

(Timmermans et al., 2015; Milliken and Martins, 1996; Harrison and Klein, 2015). However, when minority group grows, some of the problems disappear. According to Timmermans et al., (2015) study, ethnicity can be used as a proxy for cultural background and diversity in ethnicity can be expected to be positive for innovative performance, since it broadens the viewpoints and perspectives in the firm (Richard, 2014). Moreover, based on Timmermans et al. (2015) study some levels of diversity in ethnicity might be positive associated with innovation, high degree of diversity in ethnicity might be negative since it can create conflict and cliques due to social categorization (Dahlin, 2015).

Sprainer, Dreachslin, & Hunt (2010) study stated that unifies racially and ethnically diverse groups and, thereby, enables teamwork. Although communication as an integrating mechanism appears to be central to well-functioning racially and ethnically diverse teams, the process of communication in racially and ethnically diverse teams has not been the focus of group or team research. Based on Sprainer et al. (2010) study, effective communication, widely recognized as key to high performing teams occur when sender and receiver share a common interpretation of the communication exchange; example, when the intended message and the received message are compatible. Effective communication is perhaps best viewed as an integrating mechanism.

Based on Opstal (2016) stated that organizational performance does not only concern (strategic) outcomes such as competitive advantage (e.g. Bowen and Ostroff, 2014), but also the way these outcomes are achieved; the desired way of working in the organization (e.g. the efficient use of all resources, van Knippenberg, et al., (2014). In other words, ethnic diversity can have both advantages for employee performance toward organization.

Workforce diversity refers to the co-existence of employees from various socio-cultural backgrounds within the company. Diversity includes cultural factors such as race, gender, age, colour, physical ability, ethnicity, etc. The broader definition of diversity may include age, national origin, religion, disability, sexual orientation, values, ethnic culture, education, language, lifestyle, beliefs, physical appearance and economic status (Wentling and Palma-Rivas, 2016). Diversity requires a type of organizational culture in which each employee can pursue his or her career aspirations without being inhibited by gender, race, nationality, religion, or other factors that are irrelevant to performance. Managing diversity means

enabling the diverse workforce to perform its full potential in an equitable work environment where no one group has an advantage or disadvantage.

Managing diversity can create a competitive advantage. Potential benefits of this diversity include better decision making, higher creativity and innovation, greater success in marketing to foreign and domestic ethnic minority communities, and a better distribution of economic opportunity (Cox, (2016). According to one study by Watson, Kumar, Michaelsen L (2013)), culturally diverse groups relative to homogeneous groups are more effective both in the interaction process and job performance; these benefits occur after a diverse group has been together for a period of time.

Organizations with a diverse workforce can provide superior services because they can better understand customers' needs (Wentling and Palma-Rivas, 2016). Hiring women, minorities, disabled, etc. will help organizations to tap these niche markets and diversified market segments. As all the segments of society have a stake in the development and prosperity of society as a whole, creating and managing a diverse workforce should be seen as a social and moral imperative.

2.4.2 Effect of gender diversity on employee productivity

According to Connell (2017), gender refers to a description of masculinity or femininity. Empirical research supports the argument that gender diversity is positively linked to an organization's performance. Connell used the resource-based view of the firm to argue that gender diversity at the management and organizational levels can provide a firm with a competitive advantage. According to Leonard et al. (2017, gender-based inequities in organizations, are reinforced and justified by stereotypes and biases that describe positive characteristics and therefore a higher status to the males. They thus observed that, organizations prefer to hire male employees compared with women because they are perceived to have better performance and abilities to manage their jobs.

In comparison, Jayne and Dipboye (2014) argued that gender diversity does not necessarily bring positive outcome such as increases motivation, improving talents, build commitment, and decline conflict. The results from the studies conclude that benefits from diversity are contingent on situation such as the organization strategy, culture, environment as well as people and the organization. Other than that, giving more adequate training to build

commitment among employees is necessary in the surface level. Consequently, high cost of time and money are spent.

According to Abbas, Qasar& Hameed, Abdul (2013) argued that women does not have an upper hand when it comes to hiring compared with men. There is also women discrimination in superintendent salary or getting promotion. Female superintendent who replace male superintendent gets a lower salary level. Other than that, it shows that gender discrimination effects employees performance as well as organization's productivity.

As organizations become more diverse along ethnic lines, it makes sense to pay more attention to how different groups interact with one another at work (Pitts and Jarry, 2015). According to Pitts and Jarry (2015) states that as the private sector workforce becomes more ethnically diverse and make attempts to "manage" that diversity, the importance of understanding how diversity affects workplace interactions and work-related outcomes increases.

It is important that organizations know how to manage their diverse workforce in such a way that they can maximize the advantages of this diversity and minimize its disadvantages (Opstal, 2016). Based on the researcher's study, it states that ethnic diversity can have both advantages and disadvantages for organizations. Examples of disadvantages are communication problems, conflict (Jackson and Joshi, 2013) discrimination, a lack of social cohesion in organizational work groups, and problems with reaching consensus.

According to Opstal (2016) states that advantages are for example more creativity, innovation, a larger pool of resources that is available in the organization (e.g. knowledge, abilities, and social networks) (Van Knippenberg, De Dreu, C & Homan (2014), and therefore better problem solving (Jackson et al., 2013). Management of diversity is important to help an organization benefit from these advantages and minimize the disadvantages that can have a negative effect on organizational performance.

Gupta, (2013) argues that overall workforce diversity enhances better decision making, higher creativity, innovation, and greater competitive advantage. Armstrong, (2016) states that managing diversity is about ensuring that all people maximize their potential and their contribution to the organization. Wentling and Palmarivas (2014) defines workforce diversity

as including cultural factors such as race, gender, age, color, physical ability, ethnicity etc. The broader definition of diversity may include age, national origin, religion, disability, sexual orientation, values, ethnic culture, education, language, lifestyle, beliefs, physical appearance, and economic status (Wentling & Palmarivas, 2014). The term diversity is used to illustrate how individuals differ by gender, ethnicity, age, physical abilities, lifestyle, and religion. Workplace diversity incorporates the meaning of diversity within a workplace setting (Elsaid, 2013).

Jones et al, (2014) explains that the diversity of organizational members can be a source of competitive advantage helping an organization provide customers with better goods and services. Redman and Wilkinson (2016) also affirmed that effective diversity management contributes to best use of human resource; flexible workforce to aid restructuring; workforce representative of the local community; improved corporate image with potential employees and customers; attracting ethical investors; managers can integrate equality into corporate objectives and new business ideas from a diverse workforce.

Nishii, Gotte & Raver, (2017) found that the demographic diversity of senior management teams is positively associated with demographic diversity of work forces at large and those firms that adopted diversity initiatives outperformed those that did not. Diversity recognizes the fact that the human race is characterized by difference in gender, ethnic origin, age, religion, lifestyle, and physical abilities. (Simons & Rowland, 2014) argue that diversity and diverse interpretation of viewpoints into organizations are pertinent in a world of shifting demographic patterns and work practices.

Alesina and La Ferrara (2015) argue that the highest level of diversity awareness is the discipline of diversity management that deliberates and focuses on creating organizational changes that enable all employees to perform up to their maximum potential irrespective of level of seniority, unit or department, work field and location among others. Effectiveness management of these organizational dimensions of diversity by way of valuing diversity can turn organizational diversity into an asset to be used for improving service quality, efficiency and effectiveness.

Okoro and Washington (2013) explains that public organizations are designed and established in a diverse manner in terms of units, departments, location, and levels of

seniority, work content and field of specialty mainly to offer the desired public service and goods effectively, efficiently and with acceptable quality. This therefore implies that diversity is a plan to achieve certain performance levels in public organizations.

Achieving improved service quality, efficiency and effectiveness through the management of worker's differences and similarities on the basis of seniority, work location, unit or department, work experience, tenure and type of employment has become an important managerial issue in public organizations both in developed and developing countries. It is therefore obvious that management discipline needs effective leadership in order for it to be successfully implemented.

2.4.3 Effect of Religious diversity on employee productivity

Bezrukova (2014) argued that as the focus on diversity and inclusion in the workplace grows, so does the visibility of faith in the workplace. When the organization's values align with those of its employees, there is positive impact on employee and customer loyalty, productivity and customer satisfaction. Religion and spirituality have in the past been seen as a private matter with little or no place in most organizations.

Brown (2017) argued that as organizations embrace an expanding global economy and increase their sourcing of global job candidates, religious diversity in the workplace is rising. In addition, a growing number of employees are taking their religion and spirituality to work. Religion and spirituality, for many employees, are no longer a part of their lives that they leave at home. Spirituality for these employees is a way of life their religion and spirituality define who they are.

Religion is not limited to traditional, organized religions, but also includes religious beliefs that are practiced by a small group of people and are not part of a formal church or sect." Religious observances or practices include, for example, attending worship services, praying, wearing religious garb or symbols, displaying religious objects, adhering to certain dietary rules, proselytizing or other forms of religious expression, or refraining from certain activities (Sayers, 2013). Religious and spirituality diversity should not be just about human resource policies and practices. An organization's ability to recognize, embrace and function in a religious and spiritually diverse world is critical to its sustainability strategy. Employee

morale and employee retention are most affected by having a workplace that provides religious accommodation for its employees (Rumelt, 2013).

The leadership of an organization influences its culture. According to the SHRM 2017 State of Workplace Diversity Management Survey Report, creating a work environment or culture that allows everyone to contribute all that they can to the organization was reported by diversity practitioners as one of the “extremely important outcomes of effective diversity management. This highlights the relevance of an inclusive workforce for organizations. When employees feel that they can truly be a part of an organization and respected for who they are, they are more likely to feel aligned with the organization (Opstal, 2016).

The increased availability of flexible scheduling options such as compressed workweeks and telecommuting might make it possible for some employees to practice their religious beliefs without the need to request a specific accommodation. Religion plays a large function in many peoples’ lives. Religion gives people guidance, belief in a higher power, a sense of community, and values. "Accommodating employee’s religious beliefs, whether they are strict and full of rituals or atheistic, is a basic precept of the respectful workplace." Employees who are respected are likely to be more productive, foster a healthy workplace, and be more flexible (Richard, 2014).

For organizations to attract a broader talent pool of employees, it needs to embrace an organizational culture of workforce diversity. This will lead to an enhanced corporate reputation and strengthened cultural values. According to Childs (2015), workforce diversity is a global workplace and marketplace phenomenon. Therefore any business that intends to be successful must have a borderless view and an underlying commitment to ensuring that workforce diversity is part of its day-to-day business conduct. Workforce diversity includes, but are not limited to: age, ethnicity, ancestry, gender, physical abilities/qualities, race, educational background, geographic location, income, marital status, military experience, religious beliefs, parental status, and work experience (Saiyadin, 2013).

Being religious is not always an easy feat, because some people pass judgment, and make generalizations. The writer had a co-worker who was Jewish and practicing; her name was Shirley. Shirley wore the Star of David, which is a religious symbol, everyday to work. Shirley's religion meant a great deal to her and she was proud of her customs. A client of the

company protested to the owner that Shirley was "parading her religion to influence others." The client did not know Shirley as a person nor did she know her professionally. The client was judging Shirley by a piece of jewellery. The owner explained that she supported Shirley, and respected her choice to wear the medal. Passing judgment is outrageously ridiculous because of a piece of jewellery and the religion it represents. Respect is the foundation of a healthy workplace (Rumelt, 2013).

2.5 Related studies

Griggs (2013) in his study on work diversity, he classifies diversity into primary and secondary dimensions. Primary dimensions of diversity (which are hard to change) are those human differences that are inborn and/or that exert an important impact on our socialization and have an ongoing impact throughout our lives. The six primary dimensions include age, ethnicity, gender, physical abilities/qualities or race. Primary diversity shapes our basic self-image and has great influence on how we view the world. The secondary dimensions of diversity are those that can be changed and include, but are not limited to, educational background, geographic location, income, marital status, military experience, religious beliefs, and work experience.

Wentling and Palma-Rivas (2016) found out that diversity requires a type of organizational culture in which each employee can pursue his or her career aspirations without being inhibited by gender, race, nationality, religion, or other factors that are irrelevant to performance. Organizations that develop experience in and reputations for managing diversity will likely attract the best personnel. Diversity refers to the co-existence of employees from various socio-cultural backgrounds within the company. Diversity includes cultural factors such as race, gender, age, colour, physical ability, ethnicity, etc. The broader definition of diversity may include age, national origin, religion, disability, sexual orientation, values, ethnic culture, education, language, lifestyle, beliefs, physical appearance and economic status (Cassell, 2016).

Kochan, Bezrukova & Ely (2013) during their study they noted that the widespread adoption of such training programme expanded the concept of diversity and people begin to realize and recognize demographic differences such as gender are affecting the working relationship between workers and toward their performance. It was found out that measures that diversity had a significant effect on group processes, but the nature of the effect depended on whether

the diversity was in gender. Specifically, gender diversity increased constructive group processes. Last but not least, diversity- focused HR practices enhanced the positive effects of gender.

Harrison, Klein, (2014) found out that managers need to be aware that there might be gender differences regarding the relative importance assigned to distributions and communication. This may imply different communication strategies for dealing with male and female subordinates as management tries to create an optimal environment of fairness. As a result, failure of communication among different gender may lead to unfavorable performance in an organization. Besides, according to Brown, 2017, significant amount of workforce diversity remains ineffective if gender issues are not first recognized and managed. The research and study also state that the most constitutional challenge is overcoming the thought that woman are not equal to man.

Based on the research from Joshi and Jackson (2013), a positive relationship was found between team gender diversity and intra-team cooperation, but only within regions that were relatively diverse in terms of gender. Furthermore, team gender diversity was positively related to team performance, but again this was true only within regions characterized by relatively high gender diversity. Overall, regions with greater gender diversity at managerial as well as non managerial levels were more cooperative.

Diversity in workplace promotes understanding and appreciation of socio-cultural differences leading to unity. Diversity management is key to growth in today's fiercely competitive global marketplace. Organizations that seek global market relevancy must embrace diversity in how they think, act and innovate. Diversity can no longer just be about making the numbers, but rather how an organization treats its people authentically down to the roots of its business model. In today's new workplace, diversity management is a time sensitive business imperative (NCIC, 2013).

Norton and Fox (2016) argue that employee diversity and organizational change are inextricably linked, and that these two elements have rarely been integrated sufficiently to meet the demands of today's fast-paced economy.

Workforce diversity is beneficial to both associates and employers. Although associates are interdependent in the workplace, respecting individual differences can increase productivity. Diversity in the workplace can reduce lawsuits and increase marketing opportunities, recruitment, creativity, and business image (Esty, Griffin, and Schorr-Hirsh, 2013). In an era when flexibility and creativity are keys to competitiveness, diversity is critical for an organization's success. Also, the consequences (loss of time and money) should not be overlooked.

2.6 Research Gaps

Workforce's diversity is regarded as an important tool for creativity, innovation and a basis for various performance improvements in organizations. Going forward, the literature on workforce diversity has been reviewed in the preceding sections has mostly emphasized on workforce diversity in a generalized perspective yet, the present study seeks to study workforce diversity in public organizational setting. Gaps in the literature were also seen in the effect of diversity management. The effect of workforce diversity on such aspects of ethnicity, culture, education background, units or department was most emphasized and little concern was given to religion and gender. Even in such cases where these aspects of diversity dimensions were considered, it was not in the manufacturing organization context.

The literature did not also consider workforce diversity in terms of manufacturing organizational contexts. This study considers that workforce diversity can lead to more committed, better satisfied, better performing employees, potentially improved quality of goods and services offered of an overall organizations. The review of literature has showed that many authors (Alesina and La Ferrara (2015) and researchers (Jones et al, (2014), Gupta, (2013) Esty, Griffin, and Schorr-Hirsh, 2013) have focused on workforce diversity but little attention was given to its effect on productivity in manufacturing companies. The present study therefore seeks to address this gap by examining the relationship between workforce diversity and organization productivity in Kampala generally, this study, seeks to examine the relationship between workforce diversity and organization productivity in Kampala.

CHAPTER THREE METHODOLOGY

3.1 Introduction

This chapter presented the methods that were used during the research study and the basic contents in this chapter included; research design, target population, sample, size, techniques and sample selection, data collection methods and research instruments, data collection procedure, data processing and analysis, validity and reliability methods of data analysis and anticipated limitations the researcher may face during the study process and their delimitations.

3.2 Research Design

Mugenda and Mugenda (2003) define a research design as a plan for collecting and utilizing data so that the desired information can be obtained with sufficient precision or so that hypothesis or research questions can be tested properly. For this study, a descriptive survey design was employed. The choice of the descriptive survey design is informed by the nature of the study. The descriptive survey design is touted as the most ideal for studies relating to attitudes, behavior, and characteristics. Both qualitative and quantitative research approaches will be used Mugenda and Mugenda (2003). The approaches enabled to collect and analyze both quantitative and qualitative data chosen so as to test the relationship between independent variable (Workforce Diversity) and the dependent variable (Organization productivity).

3.3 Research Population

The study primarily focused on three (3) manufacturing companies in Kampala-Uganda consisting of a total of 695 staffs and administrators (Human resource departments of manufacturing companies, 2018). This population was consulted because it possessed an adequate understanding of the concept of workforce diversity and organization productivity and also they were aware of the weaknesses or malfunctions to satisfy their customers. The study population included staffs and administrators from Mukwano manufacturing firms, Roofing's Uganda limited and Harris International Limited. These organizations were chosen because of having a diverse form of the work force which had registered some productivity issues in Uganda.

3.4 Sample Size

The Slovine's formula was used to determine minimum sample size

$$n = \frac{N}{1+N(e)^2}$$

Whereby, N= Total Population
n=sample size
a= marginal error (0.05)

$$\frac{n = 695}{1+695(0.05)^2}$$

$$\frac{n = 695}{2.7375}$$

$$n= 253.8$$

A sample of 254 respondents was selected to participate in the study.

Table 3. 1: Population and sampling in the study

Manufactures companies	Target Population	Sample	Sampling
Mukwano manufacturing firms			
Staff	265	96	Purposive sampling
Administrators	15	06	Stratified sampling
	280	102	
Roofing's Uganda limited			
Staff	218	80	Purposive sampling
Administrators	012	04	Stratified sampling
	230	84	
Harris International Limited			
Staff	175	64	Purposive sampling
Administrators	010	04	Stratified sampling
	185	68	
Total	695	254	

3.5 Sampling technique

According to Mugenda and Mugenda (2003) sampling is a process of selecting a number of individuals for a study in such a way that the individuals selected represent the large group from which it was selected. The purpose of sampling was to secure a representative group which enabled the researcher gain the necessary data that the study seeks to find. Therefore the study used stratified sampling method in determining or selecting the staff of the manufacturing companies, through this exercise the researcher ensured that each stratum was appropriately represented in a sample. The administrators were selected using purposive

sampling method in order to attain the data from the respondents or administrators with high understanding and knowledge on workforce diversity and employee productivity.

3.6 Sources of data

Data was got through both primary and secondary sources.

3.6.1 Primary data

Primary data was that data collected afresh and for the first time (Mugenda, 2003). Primary data was collected by use of questionnaires and interviews as common research tools to collect data. This aimed at collecting primary data from the selected respondents.

3.7 Data Collection Instruments

These study used two instruments for the collection of data;- these included questionnaire and interview Guide.

3.7.1 Questionnaire

This was used to collect primary data from the respondents and these were self-administered questionnaires. Therefore administering of questionnaire was a method while questionnaires were instruments to be employed. The method of survey using questionnaire was deemed appropriate since part of the questionnaire provided respondents a choice of picking their answers from a given set of alternatives while the other part of the questionnaire allowed them to qualify their responses (Amin, 2013). Questionnaires were advantageous since they could reach to thousands of people all at once. Self-administered questionnaires were advantageous because they were answered anonymously; this meant that sensitive and personal questions were more likely to be answered.

3.8 Validity and reliability

3.8.1 Validity

Validity refers to how accurately the instruments capture data that gives meaningful inferences (Mugenda and Mugenda, 2003). Instrument validity was ascertained in the following ways; discussing the questionnaire with the colleagues, there after adjustments were done before submission to the supervisor who assessed the face validity. The instruments were then pre-tested, after which the content validity was measured. This helped to assess the appropriateness of sentence construction, comprehensiveness of instruments and

language clarity. Comments were received on the acceptability of the instrument in terms of; length and the privacy of respondents. These comments were helpful in designing the final instrument that was used to generate data. To measure the validity of variables and the relationship between workforce diversity and organizations productivity in Uganda, validity test was carried out using Content Validity Index (CVI) prior to the administration of the research instruments.

According to Amin (2005) validity of instrument is determined by the formula:

$$CVI = \frac{RQ}{TQ}$$

Legends: CVI = Content Validity Index

RQ = Relevant Questions

TQ = Total number of Questions

The attainment of the figure of 0.7 indicated that the instrument is valid.

Table 3. 2: Determination of the validity of the instrument

	Relevant items	Not relevant	Total
Rater 1	27	6	33
Rater 2	28	5	33
Rater 3	30	3	33
Total	85	14	99

$$CVI = \frac{85}{99} = 0.85$$

The above table demonstrate that the CVI was 0.85 and this was greater than the minimum value of valid instrument which is 0.7 implying that the instrument is valid

3.8.2 Reliability

Gall (1996), defines reliability as the degree of consistency of the measuring instrument. This agrees with Mugenda and Mugenda (2003) who stated that reliability is a measure of the degree to which a research instrument yields consistent results or data after repeated trials. The social sciences research accepts variables scoring a coefficient above 0.70. Reliability was ensured through test-retest procedure of both the questionnaire and the interview guide. The supervisors also reviewed the questionnaire and the interview guide to ensure that they are capable of capturing the required data. The questionnaires were pilot tested on 20 respondents and the result subjected to Cronbach alpha method, which is a test of internal

consistency according to Amin (2005). The Cronbach's Alpha reliability Coefficient (α) was calculated by running a statistical test using Statistical Package for Social Sciences (SPSS) computer program.

The coefficient ranges between $\alpha = 0.00$ for no reliability, $\alpha = 1.00$ for perfect reliability. The closer alpha gets to 1.0 the better. According to Amin (2005), all the measurements in the instrument that show adequate levels of internal consistency of Cronbach's alpha of 0.7 and above are acceptable as reliable.

This entails that the study would be carried out in a manner which ensured internal consistency and efficient reliable.

Table 3. 3: Cronbach's Alpha

Construct Variable	Cronbach's Alpha	Number of items
Ethnic diversity	0.78	4
Gender diversity	0.85	4
Religious diversity	0.92	4
Employee productivity	0.72	4
Mean	0.81	

The mean of the reliability is established at 0.81 therefore the internal consistency (Reliability) of the instrument was confirmed.

3.9 Data analysis

Quantitative data analysis involved the use of both descriptive and inferential statistics in the Statistical Package for Social Scientists (SPSS). Descriptive statistics entailed determination of measures of central tendency such as mean and measures of dispersion such as standard deviation and percentages. Data analysis on the first to the third objective was taken into consideration the analysis of the constructs on the variables.

Mean Range	Response	Interpretation
3.26 - 4.00	Strongly Agree	Very Good
2.51- 3.25	Agree	Good
1.75 -2.50	Disagree	Poor
1.00-1.74	Strongly Disagree	Very poor

The bio-data was analyzed using frequency and percentages, whereas the level of workforce diversity and employee diversity was analysed using means and standard deviation, while objectives were analyzed using regression analysis. The effect was assessed using simple linear regression analysis to prove the nature of effect between independent and dependent variable in selected manufacturing companies in Kampala, Uganda at 0.05 level of significance.

$$Y=a+b_1x_1+b_2x_2+b_3x_3$$

Whereby;

Y=Dependent variable

X=Independent variables

b=Beta

a=Level of significance at (0.05)

Qualitative data analysis was based on quantification of qualitative data analysis method, and, was based on how the findings related to the research questions. After data collection, information of same category was assembled together and their similarity with the quantitative data created, after which was reported in writing. Qualitative data was interpreted by composing explanations or descriptions from the information. The qualitative data was illustrated and substantiated by quotation or descriptions.

3.10 Ethical Consideration

The researcher respected anonymity of the respondents by ensuring confidentiality of the respondents and the data provided. This was done through assurance that the information they provided was purely for academic purposes and that their identity was not to be disclosed to anyone. This was highlighted in the introductory part of the questionnaire. All the sources of literature were acknowledged through citations and referencing. Lastly, objectivity was considered during report writing to avoid personal bias.

CHAPTER FOUR
DATA PRESENTATION, ANALYSIS AND INTERPRETATION

4.1 Introduction

This chapter shows the demographic characteristics of the respondents, workforce diversity, employee productivity, effect of ethnic diversity on employee productivity in manufacturing companies in Kampala Uganda, the effect of gender diversity on employee productivity in manufacturing companies in Kampala Uganda, the effect of religious diversity on employee productivity in manufacturing companies in Kampala Uganda.

4.2 Response Rate

Response rate (also known as completion rate or return rate in survey research) refers to the number of people who answered the questionnaires divided by the number of people in the sample. It is usually expressed in the form of a percentage. A low response rate can give rise to sampling bias if the non- response is unequal among the participants regarding exposure and /or outcome. In this study, the researcher managed to distribute 275 respondents but managed to access 254 members as shown in the table below;

Table 4. 1: Response rates to the study

Manufactures companies	Sample	Response	Response rate
Mukwano manufacturing firms			
Staff	100	96	96%
Administrators	8	06	75%
Roofing's Uganda limited			
Staff	85	80	94%
Administrators	07	04	57%
Harris International Limited			
Staff	68	64	94%
Administrators	07	04	57%
Total	275	254	92%

4.3 Demographic characteristics of the respondents

Table 4. 2: Respondents' profile

Category	Frequency	Percent
Gender		
Male	149	59
Female	105	41
Total	254	100
Age		
20-29 years	55	22
30-39	82	32
40-49 years	67	26
50 years and above	50	20
Total	254	100
Education qualification		
Certificate	60	24
Diploma	71	28
Bachelors	82	32
Masters	41	16
Total	254	100
Working experience		
Less than /Below 1year	61	24
1-4 Years	73	29
5-9 years	69	27
10 years and above	51	20
Total	254	100

Source: Primary Data (2018)

Table 4.2 results indicated that upon gender, male respondents dominated this sample with (59%) and female (41%). As far as age is concerned most respondents in this sample were between 30-39 years (32%), these were followed by those between 40-49years (26%), 22% were between 20-29 and only 20% were between 50 years and above, hence implying that most respondents were in their middle adult age.

With respect to education qualification, majority of respondents were Bachelors degree holders (32%), 28% had diploma, 24% had certificate and very few had Masters Degree (16%), and this implied that majority of respondents in this sample had gone far with education, whereby they could read and interpret the questions. With respect to working experience; results in table 4.3 indicated that majority of respondents had a working

experience of 1-4years (29%), these were followed by those who had worked for 5-9years (27%), 24% had worked for less than /below 1year, and 20% had worked for 10 years and above, this is because of their age limit which always force them to look for other organizations that can accept their age. Implying that majority of workers were experienced enough and could provide the required information by the researcher.

4.4 Workforce diversity

The independent variable in this study (workforce diversity) was broken into three constructs and these were; ethnic diversity (measured with seven questions or items), gender diversity (measured with seven items) and religious diversity (with seven questions or items). All these questions were based on a four-point Likert scale, in which respondents were required to show the extent to which they agree or disagree with each question or item. The SPSS software was used to analyze their responses using means and ranks as indicated in table 4.4;

Table 4. 3: Workforce diversity

Items on workforce diversity	Mean	Interpretation	Rank
Ethnic diversity			
At work, I developed low self-esteem due to my ethnicity.	3.43	Very good	1
Different languages that are used to communicate do not create problem among employees	3.31	Very good	2
I am positive about ethnicity diversity in this work place.	3.25	Good	3
There is coordination for performance among the people of ethnic diversity	3.08	Good	4
The organization concerns about the employee's customs, cultures and values.	2.82	Good	5
The team leader includes all members at different ethnicity in problem solving and decision making.	2.71	Good	6
The ethnicity differences in education background do not encourage conflict	2.47	Poor	7
Average mean	3.06	Good	
Gender diversity			
A career development that includes women is encouraged within our organization.	3.35	Very good	1
Fair treatment is given to all employees, whether they are male or female	3.30	Very good	2
Opportunities for growth and advancement exist for women in our organization.	3.26	Very good	3
The employees have not been discriminated by their employers while hiring and recruitment process on the gender basis.	2.97	Good	4
The organization does a good job of attracting and hiring women.	2.75	Good	5
There is effective provision of alternative approaches to the employees irrespective of gender	2.67	Good	6
Women are involved in the organization's decision making as much as men.	2.33	Poor	7
Average mean	2.95	Good	
Religious diversity			
I am comfortable working with some one of not my religion	3.29	Very good	1
Other religions do not affect the way I work in the organizations	3.15	Good	2
The employees relationships are not based on religion	2.95	Good	3
The management handle us similar way irrespective of religion	2.83	Good	4
The recruitment is done based on competency and not religion	2.72	Good	5
The work force is operating based on their religious guides and affiliations	2.55	Good	6
The work schedules are not affected by the different religious affiliations	2.45	Poor	7
Average mean	2.85	Good	
Overall mean	2.82	Good	

Primary Data (2018)

Results in table 4.3 indicated that workforce diversity was rated good and this was indicated by the overall mean of 2.82, implying that the manufacturing companies in Kampala Uganda fairly conduct effective workforce diversity. Results further indicated that the extent of workforce diversity differs on different items and in different perspectives; for example, regarding ethnic diversity, the respondents rated this construct as satisfactory (average mean=3.06), implying that ethnic diversity as a component of workforce diversity helps the manufacturing companies to operate with clients on the designed and agreed framework. Responses still indicated that different languages that are used to communicate do not create problem among employees (mean=3.31), they are positive about ethnicity diversity in this work place (mean=3.25), there is coordination for performance among the people of ethnic diversity(mean=3.08), the organization concerns about the employee's customs, cultures and values (mean=2.82), team leader includes all members at different ethnicity in problem solving and decision making(mean=2.71), however the ethnicity differences in education background encourage conflict (mean=2.47).

With respect to gender diversity; results in table 4.4 indicated that out of the seven items used to measure the level of gender diversity; only three items were rated very good and three items were rated good. However, the average mean of 2.95, falls under good on the interpretation scale, implying that gender diversity enables the employees in manufacturing companies in Kampala Uganda to be productive regardless of their gender. Still results indicated that a career development that includes women is encouraged within our organization (mean=3.35), fair treatment is given to all employees, whether they are male or female (mean=3.30), opportunities for growth and advancement exist for women in our organization (mean=3.26), the employees have not been discriminated by their employers while hiring and recruitment process on the gender basis (mean=2.97), the organization does a good job of attracting and hiring women (mean=2.75), there is effective provision of alternative approaches to the employees irrespective of gender (mean=2.67), however female employees are not frequently involved in the organization's decision making as much as men (mean=2.33), hence implying that to a small extent there is gender inequality in the manufacturing companies in Kampala Uganda although it doesn't affect the productivity of employees so much.

Concerning religious diversity; this construct was rated good and this was indicated by the average mean of 2.85. Still the results indicated that many employees are comfortable

working with some one of not their religion (mean=3.29), other religions do not affect the way employees work in the organizations (mean=3.15), the employees relationships are not based on religion (mean=2.95), the management handle us similar way irrespective of religion (mean=2.83), the recruitment is done based on competency and not religion (mean=2.72), the work force is operating based on their religious guides and affiliations (mean=2.55), however the work schedules are sometimes affected by the different religious affiliations (mean=2.45). Implying that religious diversity in manufacturing companies in Kampala Uganda provide high degree of convenience to clients.

4.5 Employee productivity

The dependent variable in this study was employee productivity, this variable was broken into three parts and these are; commitment (with 4 questions in the questionnaire), meeting targets (with four items) and compliance with work requirements (with four questions in the questionnaire). The responses were analyzed using SPSS and summarized using means and rank as indicated in table 4.5 below;

Table 4. 4: Employee productivity

Items on employee productivity	Mean	Interpretation	Rank
Commitment			
The employees are committed to the attainment of quality in their work	3.30	Very good	1
The employees have high level of marketing skills and concentration	3.00	Good	2
The employees highly execute the assigned work tasks in the organization	2.74	Good	3
There is serious commitment by the employee on assigned tasks	2.44	Poor	4
Average mean	2.87	Good	
Meeting targets			
The employee assigned work tasks are accomplished in time	3.28	Very good	1
The employees meet the profitability target earnings of the business	3.15	Good	2
We work on the designed and appropriate work time table	2.86	Good	3
The employees meet the work deadlines that are given to them on day to day basis	2.15	Poor	4
Average mean	2.76	Good	
Compliance with work requirements			
The employees are always available for the work when needed	3.26	Good	1
The employees are always present and rarely absent for the work	3.17	Good	2
The employees are compliant with the legal work requirements	2.64	Good	3
The employees submit their performance reports on a required schedule	2.35	Poor	4
Average	2.85	Good	
Overall mean	2.78	Good	

Primary Data (2018)

Results in table 4.4 indicated that employee productivity was rated good and this was indicated by the overall mean of 2.78. Commitment as the first construct on the dependent variable was measured using three items and this was rated good (mean=2.87), this implied that the employees in manufacturing companies in Kampala Uganda are always committed to effectively perform their duties as expected by their bosses. The employees are committed to the attainment of quality in their work (mean=3.30), the employees have high level of marketing skills and concentration (mean=3.00), employees highly execute the assigned work tasks in the organization (mean=2.74), however there is no serious commitment by some

employees on assigned tasks (mean=2.44). Implying that the employees are committed to the attainment of quality in their work.

With respect to meeting targets, results indicated that this was also rated good and this was indicated by the average mean of 2.76, hence implying that the employees in manufacturing companies always try to meet the organization’s targets. The employee assigned work tasks are accomplished in time (mean=3.28), the employees meet the profitability target earnings of the business (mean=3.15), they work on the designed and appropriate work time table (mean=2.86), but however these employees sometimes fail to meet the work deadlines that are given to them on day to day basis (mean=2.15). Implying that the workers in manufacturing companies have always tried to meet the manufacturing targets.

Concerning compliance with work requirements; this construct was rated good and this was indicated by the average mean of 2.85, hence implying that the level of compliance with work requirements has always increased among the employees in manufacturing companies in Kampala Uganda. The employees are always available for the work when needed (mean=3.26), the employees are always present and rarely absent for the work (mean=3.17), the employees are compliant with the legal work requirements (mean=2.64), however these employees sometimes fail to submit their performance reports on a required schedule (mean=2.35). Implying that the employees in the manufacturing companies always perform the way required by their clients in Kampala Uganda.

4.6 Effect of ethnic diversity on employee productivity of manufacturing companies in Kampala Uganda

Table 4. 5: Result of effect of ethnic diversity on employee productivity of manufacturing companies in Kampala Uganda

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.524 ^a	.274	.272	.41854

ANOVA ^b						
Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	23.992	1	23.992	136.963	.000 ^a
	Residual	63.413	362	.175		
	Total	87.405	363			

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.815	.075		24.228	.000
	Ethnic diversity	.329	.028	.524	11.703	.000

Regression analysis results in the Model Summary table revealed that ethnic diversity accounted for 27.4% on employee productivity and this was indicated by r-squared of 0.274 implying that ethnic diversity contribute to employee productivity in manufacturing companies in Kampala Uganda.

The ANOVA table indicated that ethnic diversity significantly affects employee productivity and this was indicated by the F-value=136.963 and Sig-value=.000, since the sig. value (0.000) was less than 0.05 and which is the maximum level of significance required to declare a significant effect. This implies that ethnic diversity highly contribute to employee productivity in manufacturing companies in Kampala Uganda.

The coefficients table indicated that considering the standard error, ethnic diversity significantly influences employee productivity in manufacturing companies in Kampala Uganda ($\beta=0.329$, Sig=0.000).

Testing of Hypothesis

Ethnic diversity has a significant effect on employee productivity and this was indicated by the Sig-value=.000, since the sig. value (0.000) was less than 0.05 and which is the maximum level of significance required to declare a significant effect.

4.7 Effect of gender diversity on employee productivity

Table 4. 6: Result of effect of gender diversity on employee productivity Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.193 ^a	.372	.350	.47942

ANOVA ^b						
Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	3.207	1	3.207	13.955	.000 ^a
	Residual	82.514	359	.230		
	Total	85.722	360			

Coefficients

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	2.239	.113		19.761	.000
	gender diversity	.164	.044	.193	3.736	.000

Regression analysis results in the Model Summary table indicated that gender diversity accounted for 37.2% on employee productivity and this was indicated by r-squared of 0.372 implying that gender diversity significantly contributes 37.2% on employee productivity in manufacturing companies in Kampala Uganda.

The ANOVA table indicated that gender diversity significantly affects employee productivity of manufacturing companies and this was indicated by the F-value=13.955 and Sig-value=.000, since the sig. value (0.000) was less than 0.05 and which is the maximum level of significance required to declare a significant effect. This implies that gender diversity highly affects employee productivity of manufacturing companies in Kampala Uganda.

The coefficients table indicated that considering the standard error, gender diversity significantly affects employee productivity of manufacturing companies in Kampala Uganda ($\beta=0.193$, Sig=0.000).

Testing of Hypothesis

Gender diversity has a significant effect on employee productivity of manufacturing companies and this was indicated by the Sig-value=.000, since the sig. value (0.000) was less than 0.05 and which is the maximum level of significance required to declare a significant effect.

4.8 Effect of religious diversity on employee productivity in manufacturing companies in Kampala Uganda

Table 4. 7: Result of effect of religious diversity on employee productivity in manufacturing companies in Kampala Uganda
Coefficients

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.687	.096		17.652	.000
	Religious diversity	.362	.035	.479	10.406	.000

Regression analysis results in the model Summary table indicated that religious diversity significantly affects employee productivity in manufacturing companies in Kampala Uganda at a rate of 23% and this was indicated by r-squared of 0.230, hence implying that religious diversity significantly influences employee productivity in manufacturing companies in Kampala Uganda.

The ANOVA table indicated a positive significant effect of religious diversity has on employee productivity and this was indicated by the positive F-value=108.275 and Sig-value=.000, since the sig. value (0.000) was less than 0.05 and which is the maximum level of significance required to declare a significant effect. This implies that religious diversity highly affects employee productivity in manufacturing companies in Kampala Uganda. Still this implied that high levels of religious diversity improve the level of employee productivity and ineffective religious diversity measures reduce it.

The coefficients table indicated that considering the standard error, religious diversity significantly affects employee productivity of Kampala Uganda ($\beta=0.362$, Sig=0.000).

Testing of Hypothesis

Religious diversity has a significant effect on employee productivity and this was indicated by the Sig-value=.000, since the sig. value (0.000) was less than 0.05 and which is the maximum level of significance required to declare a significant effect.

4.9 Multiple Regression

Table 4. 8: Regression Analysis between the Dependent and Independent Variables

Variables regressed	Adjusted r²	F-value	Sig.	Interpretation	Decision on H₀
Employee productivity VS Workforce diversity	.544	8.231	.000	Significant effect	Rejected
Coefficients	Beta	t-value	Sig		
(Constant)	1.996	10.066	.000	Significant effect	Rejected
Ethnic diversity	.382	3.492	.001	Significant effect	Rejected
Gender diversity	.317	1.314	.000	Significant effect	Rejected
Religious diversity	.436	.561	.002	Significant effect	Rejected

Source: primary data, 2018

Regression analysis results in table 4.8 revealed that the workforce diversity accounted for 54.4% on employee productivity and this was indicated by adjusted r squared of 0.544 leading to a conclusion that workforce diversity significantly affects employee productivity in manufacturing companies in Kampala Uganda. The coefficients table indicated that of all the aspects of workforce diversity, religious diversity accounted for the biggest influence on employee productivity ($\beta=0.436$, Sig=0.002).

CHAPTER FIVE

DISCUSSIONS, CONCLUSIONS AND RECOMMENDATIONS

5.1 Introduction

This chapter focuses on the findings, conclusions, recommendations based on the conclusions of this study and suggested areas that need further research following the study objectives and study hypothesis.

5.2 Summary of major findings

The findings indicated that ethnic diversity significantly affects employee productivity in manufacturing companies in Kampala Uganda, gender diversity has a significant effect on employee productivity in manufacturing companies in Kampala Uganda, and finally religious diversity has a significant effect on employee productivity in manufacturing companies in Kampala Uganda.

5.3 Discussion of findings

This study aimed at examining the effect of workforce diversity on employee productivity in Kampala Uganda, three specific objectives guided this study and these were; (i) to examine the effect of ethnic diversity on employee productivity in manufacturing companies in Kampala Uganda, (ii) to establish the effect of gender diversity on employee productivity in manufacturing companies in Kampala Uganda, and (iii) to assess the effect of religious diversity on employee productivity in manufacturing companies in Kampala Uganda.

5.3.1 Discussion on effect of ethnic diversity on employee productivity

The findings indicated that ethnic diversity significantly affects employee productivity in manufacturing companies in Kampala Uganda, therefore this implies that ethnic diversity significantly affects employee productivity. This finding is in line with Calori and Sarnin (2014) who noted that strong ethnic groups could be linked with high growth performance. They also found that the intensity of the company's culture is positively correlated with its relative growth. The researchers also affirm that organizational culture seems to have more influence on growth than on profitability. Calori and Sarnin (2014) conducted a longitudinal study (over three years) of the relationship between corporate culture and economic performance amongst five French companies. The results indicated that a clear ethnic profile was associated with the company's growth. Values like personal fulfillment, listening to

others, team spirit, responsibility, trust, quality, and consistency, seemed to be positively related with the firm's relative growth performance.

Pitts (2013) argued that as organizations become more diverse along ethnic lines, it makes sense to pay more attention to how different groups interact with one another at work. Opstal (2016) stated that ethnic diversity can have both advantages and disadvantages for the organization. Makokolo (2015) indicated that an ethnic group is a tribolistic grouping. It has a sense of common historic origins and frequently develops a sense of common destiny. Opstal (2016) stated that the advantages of ethnic diversity as creativity and innovation. (Van Knippenberg, De Dreu & Homan (2014) observed that ethnicity can provide a large pool of resources to the organization such as knowledge and abilities.

Sprainer, Dreachslin, & Hunt (2010) study stated that unifies racially and ethnically diverse groups and, thereby, enables teamwork. Although communication as an integrating mechanism appears to be central to well-functioning racially and ethnically diverse teams, the process of communication in racially and ethnically diverse teams has not been the focus of group or team research. Based on Sprainer et al. (2010) study, effective communication, widely recognized as key to high performing teams occur when sender and receiver share a common interpretation of the communication exchange; example, when the intended message and the received message are compatible. Effective communication is perhaps best viewed as an integrating mechanism. Van Esbroek and van Engen (2015) stated that management of diversity is important to help an organization benefit from the advantages and minimize the disadvantages of ethnic diversity that can have negative effect on employee and organizational performance. According to Timmermans, Ostergaard and Kristinsson (2015), ethnicity can be positive toward performance, since it broadens the viewpoints in the firm. According to Johnson (2017) the differences in cultural characteristics were predictive of team scores, which can be interpreted as the advantage of having ethnically different views for team problem solving resulted in increased team performance after the teams learned how to utilize these differences to their benefit.

5.3.2 Discussion on effect of gender diversity on employee productivity

The findings indicated that gender diversity has a significant effect on employee productivity in manufacturing companies in Kampala Uganda, this was so because gender diversity had a significant impact on employee productivity, hence confirming that the more effective gender

diversity is, the more it improves employee productivity in manufacturing companies in Kampala Uganda. The finding also agrees with McMillan-Capehart (2017) who used the resource-based view of the firm to argue that gender diversity at the management and organizational levels can provide a firm with a competitive advantage. According to Leonard et al. (2017), gender-based inequities in organizations, are reinforced and justified by stereotypes and biases that describe positive characteristics and therefore a higher status to the males. They thus observed that, organizations prefer to hire male employees compared with women because they are perceived to have better performance and abilities to manage their jobs.

As a result, failure of communication among different gender may lead to unfavorable performance in an organization. Besides, according to Brown, 2017, significant amount of workforce diversity remains ineffective if gender issues are not first recognized and managed. The research and study also state that the most constitutional challenge is overcoming the thought that woman are not equal to man. According to Kochan, Bezrukova& Ely (2013), the widespread adoption of such training programme expanded the concept of diversity and people begin to realize and recognize demographic differences such as gender are affecting the working relationship between workers and toward their performance. It is important that organizations know how to manage their diverse workforce in such a way that they can maximize the advantages of this diversity and minimize its disadvantages (Opstal, 2016). Based on the researcher's study, it states that ethnic diversity can have both advantages and disadvantages for organizations. Examples of disadvantages are communication problems, conflict (Jackson and Joshi, 2013) discrimination, a lack of social cohesion in organizational work groups, and problems with reaching consensus.

Qasar& Hameed (2013) argued that women do not have an upper hand when it comes to hiring compared with men. There is also women discrimination in superintendent salary or getting promotion. Female superintendent who replace male superintendent gets a lower salary level. Other than that, it shows that gender discrimination effects employees performance as well as organization's productivity. Jayne and Dipboye (2014) argued that gender diversity does not necessarily bring positive outcome such as increases motivation, improving talents, build commitment, and decline conflict. The results from the studies conclude that benefits from diversity are contingent on situation such as the organization strategy, culture, environment as well as people and the organization. Other than that, giving

more adequate training to build commitment among employees is necessary in the surface level. Consequently, high cost of time and money are spent.

5.3.3 Discussion on effect of religious diversity on employee productivity

The finding still indicated that religious diversity has a significant effect on employee productivity in manufacturing companies in Kampala Uganda, this led to an implication that high levels of religious diversity improves employee productivity of manufacturing companies in Kampala Uganda. This finding is in line with Brown (2017) who noted that as organizations embrace an expanding global economy and increase their sourcing of global job candidates, religious diversity in the workplace is rising. In addition, a growing number of employees are taking their religion and spirituality to work. Religion and spirituality, for many employees, are no longer a part of their lives that they leave at home. Spirituality for these employees is a way of life their religion and spirituality define who they are. Religion is not limited to traditional, organized religions, but also includes religious beliefs that are practiced by a small group of people and are not part of a formal church or sect.” Religious observances or practices include, for example, attending worship services, praying, wearing religious garb or symbols, displaying religious objects, adhering to certain dietary rules, proselytizing or other forms of religious expression, or refraining from certain activities.

Bezrukova (2014) argued that when the organization’s values align with those of its employees, there is positive impact on employee and customer loyalty, productivity and customer satisfaction. Religion and spirituality have in the past been seen as a private matter with little or no place in most organizations. Creating a work environment or culture that allows everyone to contribute all that they can to the organization was reported by diversity practitioners as one of the “extremely important outcomes of effective diversity management. This highlights the relevance of an inclusive workforce for organizations. When employees feel that they can truly be a part of an organization and respected for who they are, they are more likely to feel aligned with the organization. Religious and spirituality diversity should not be just about human resource policies and practices. An organization’s ability to recognize, embrace and function in a religious and spiritually diverse world is critical to its sustainability strategy. Employee morale and employee retention are most affected by having a workplace that provides religious accommodation for its employees.

5.4 Conclusions

According to the findings ethnic diversity has a positive significant effect on employee productivity in manufacturing companies in Kampala Uganda. Hence concluding that applying of ethnic diversity as workforce diversity system can lead to the improvement in employee productivity since it increases on the quality and efficiency at the workplace.

According to the findings gender diversity has a significant effect on employee productivity in manufacturing companies in Kampala Uganda, hence concluding that employee productivity can be improved once gender diversity is effectively worked on because it helps to increase the customer responsiveness by reducing the supply and demand gap thus giving satisfaction to the end customer by availing the desired product when needed.

According to the findings religious diversity has a positive significant effect on employee productivity in manufacturing companies in Kampala Uganda, hence concluding that religious diversity should base on customer orders, compliance with work requirements forecasts and manufacturing policy in order to stimulate customer demand which leads to the improvement in the employee productivity.

5.5 Recommendation

Manufacturing company owners should develop a good system to monitor, record and track all the manufactured products so that there is effectiveness in ethnic diversity and ensure to cover loopholes in the system to enhance employee productivity.

Manufacturing company owners and managers should develop gender diversity system for example alternatives ways of employing skilled personnel which makes gender diversity easy and flexible so as to boost employee productivity.

Manufacturing company owners should develop the effective religious diversity system and make sure they always have a manufacturing plan that enables them have minimum manufactured products at all times, this will help them control products and hence increase on the employee productivity in manufacturing companies in Kampala Uganda.

5.6 Contribution to knowledge

One of the most prominent findings from this study is the fact that it has provided evidence to support the fact that workforce diversity can improve the state of employee productivity in

manufacturing companies in Kampala Uganda. Another important revelation that can be attributed to this study is that it is now clear that workforce diversity is of low nature, little is done through workforce diversity to improve employee productivity in manufacturing companies in Kampala Uganda. This is contrary to common belief that uncoordinated kind of environment negatively impacts on employee productivity since employees seem to be unfocused and uncoordinated.

5.7 Limitations of the study

In view of the following threats to validity, the researcher allowed 0.05 level of significance. Measures are also indicated in order to minimize if not to eradicate the threats to the validity of the findings of the study.

1. Extraneous variables which were beyond the researcher's control such as respondent's honesty , personal biases and uncontrolled setting of the study .
2. Testing the use of research assistants brought about inconsistency in the administration of the questionnaires in terms of time of administration, understanding of the items in the questionnaires and explanations given to the respondents. To minimize the threat, the research assistants were oriented and briefed on the procedures to be done in data collection.
3. Attrition/Mortality: Not all questionnaires were returned completely answered now even retrieved back due to circumstances on the part of the respondents such as travels, sickness, hospitalization and refusal/withdrawal to participate. In anticipation to this, the researcher reserved more respondents by exceeding the minimum sample size. The respondents were also reminded not to leave any item in the questionnaires unanswered and were closely followed up as to the date of retrieval.

5.8 Areas for further research

Prospective researchers and even students are encouraged to research on the following areas;

- 1) Gender diversity and quality of production in manufacturing companies in Kampala Uganda.
- 2) Religious diversity and employee productivity in manufacturing companies in Kampala Uganda.

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APPENDICES
APPENDIX I: QUESTIONNAIRE THE RESPONDENTS

Dear respondent,

I am a student of Kampala International University, investigating workforce diversity and employee productivity in selected manufacturing companies in Uganda. Therefore, I wish to request you kindly to spare some time and answer the questions below as honestly as possible by ticking or filling in the spaces provided. The information given will be purely for educational purposes and will be treated confidentially.

Kindly tick what is more appropriate to you

Section A: Demographics of respondents (Pick the appropriate response)

1. Gender
 - 1) Male
 - 2) Female
2. Highest level of qualification
 - 1) Certificate
 - 2) Diploma
 - 3) Degree
 - 4) others
3. Age
 - a) 20 - 29
 - b) 30 – 39
 - c) 40 – 49
 - d) 50+
4. How long have you worked in this organization
 - 1) Less than 1 year
 - 2) 1-4 years
 - 3) 5-9 years
 - 4) 10 years and above

The use of Likert scale were 1= Strongly disagree, 2= Disagree, 3= Not sure 4= Agree,5= Strongly Agree.

Direction: please tick the column corresponding rating that best describes your response using the guide below

Score	Mode of response	Description
4	Strongly agree	You agree with no doubt
3	Agree	You agree with some doubt
2	Disagree	You disagree with some doubt
1	Strongly disagree	You disagree with no doubt

SECTION B: Work Force diversity in organizations

Ethnic Diversity		Rankings			
	Response	1	2	3	4
ED ₁	The organization concerns about the employee's customs, cultures and values.				
ED ₂	Different languages that are used to communicate do not create problem among employees				
ED ₃	The ethnicity differences in education background do not encourage conflict				
ED ₄	The team leader includes all members at different ethnicity in problem solving and decision making.				
ED ₅	I am positive about ethnicity diversity in this work place.				
ED ₆	At work, I developed low self-esteem due to my ethnicity.				
ED ₇	There is coordination for performance among the people of ethnic diversity				
Gender Diversity					
GD ₁	The employees have not been discriminated by their employers while hiring and recruitment process on the gender basis.				
GD ₂	The organization does a good job of attracting and hiring women.				
GD ₃	Fair treatment is given to all employees, whether they are male or female				
GD ₄	Opportunities for growth and advancement exist for women in our organization.				
GD ₅	A career development that includes women is encouraged within our organization.				

GD ₆	Women are involved in the organization's decision making as much as men.				
GD ₇	There is effective provision of alternative approaches to the employees irrespective of gender				
	Religious diversity				
RD ₁	The recruitment is done based on competency and not religion				
RD ₂	I am comfortable working with some one of not my religion				
RD ₃	Other religions do not affect the way I work in the organizations				
RD ₄	The management handle us similar way irrespective of religion				
RD ₅	The employees relationships are not based on religion				
RD ₆	The work schedules are not affected by the different religious affiliations				
RD ₇	The work force is operating based on their religious guides and affiliations				

Section C: Employee Productivity of the manufacturing sector in Kampala

NO	Employee Productivity	Rankings			
		1	2	3	4
	Commitment				
PF1	There is serious commitment by the employee on assigned tasks				
PF2	The employees highly execute the assigned work tasks in the organization				
PF3	The employees are committed to the attainment of quality in their work				
PF4	The employees have high level of marketing skills and concentration				
	Meeting Targets				

PF5	The employee assigned work tasks are accomplished in time				
PF6	The employees meet the work deadlines that are given to them on day to day basis				
PF7	The employees meet the profitability target earnings of the business				
PF8	We work on the designed and appropriate work time table				
	Compliance with work requirements				
PF9	The employees are compliant with the legal work requirements				
PF10	The employees are always available for the work when needed				
PF11	The employees submit their performance reports on a required schedule				
PF12	The employees are always present and rarely absent for the work				