THE IMPACT OF WORKFORCE DIVERSITY ON ORGANIZATIONAL PERFORMANCE (THE CASE OF ELSEWEDY CABLES ETHIOPIA PLC)

BY: BEZAYE ABERA

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College of Business and Economics

School of Commerce

APPROVALS

The undersigned certify that they have read the Thesis submitted by **Bezaye Abera**, entitled **"The Impact of Workforce Diversity on Organization Performance (The Case of Elsewedy Cables Ethiopia PLC)"** and hereby recommend to Addis Ababa University to accept it in partial fulfillment of the requirements for the award of the Masters in Business Leadership degree.

Approved by Board of Examiners

Name of Internal Examiner ___________________________Signature _________Date________

Name of External Examiner ___________________________Signature ________Date________

Name of Advisor ____________________________________Signature ________Date________

Letter of Certification

This is to confirm that **Bezaye Abera** completed her thesis work under my direction and supervision on the topic **"The Impact of Workforce Diversity on Organization Performance (The Case of Elsewedy Cables Ethiopia PLC)."** As a result, I can guarantee you that her work is relevant and of sufficient quality to be considered for the Master of Arts in Business Leadership award.

Name of Advisor…………………………..………… Signature………………...Date……………

DECLARATIONS

I, **Bezaye Abera**, declare that this thesis is prepared in partial satisfaction of the requirements for the Master of Arts in Human Resource Management degree "A Study on **"The Impact of Workforce Diversity on Organization Performance (The Case of Elsewedy Cables Ethiopia PLC)."** This thesis is my work and has not been submitted for a degree at any university. All sources of information utilized in the thesis have been properly credited. With the help of my advisor's advice and direction, I was able to complete it on my own.

Name: Bezaye Abera

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TABLE OF CONTENTS

LIST OF TABLES

LIST OF FIGURES

LIST OF ABBREVIATIONS

ANOVA	Analysis of Variance
ECE PLC	Elsewedy Cables Ethiopia Private Limited Company
BSC	Balanced Scorecard
MNC	Multinational Corporation
SBU	Specific Business Units
SPSS	Statistical Package for Social Sciences

ABSTRACT

The overarching aim of the study was to examine the effects of workforce diversity on the organizational performance of Elsewedy Cables Ethiopia PLC. The investigation of how age, gender, and ethnic diversity impact the performance of Elsewedy Cables Ethiopia PLC was one of the study's three main objectives. As a result, a descriptive research design was used since it enabled the researcher to describe the effects of organizational performance and the three types of diversity that were examined for the study. The researcher chose forty workers from different levels of the company who she thought would be able to provide the data needed for the study. According to the survey, "Educational Diversity" came out on top by a large margin, followed by "Age Diversity" and "Gender Diversity." Also included as the second and third least significant factors, respectively, were "Nationality Diversity" and "Ethnic Diversity." The study found that there were moderately strong correlations between the dependent and independent variables. Diversity in terms of age, gender, and ethnicity revealed moderately positive correlations and strongly favorable correlations, respectively. According to the study's regression analysis, the adjusted R square value of the model indicated that age, gender, and ethnic differences could account for 44.6% of the model's variation. Because of the possible effect age diversity may have on the company's creativity and innovation, the study urges managers to regard it as a source of competitive advantage. It also indicates that managers must value gender diversity and include it into their corporate strategy if they want their businesses to prosper in today's gendered society. It also implies that companies should value ethnic diversity as a resource for achieving objectives and enhancing employee job satisfaction. To fully comprehend why, in theory, variation boosts performance, more study is necessary.

Key Words: *Diversity, Workforce Diversity, Age Diversity, Gender Diversity, Ethnicity Diversity, Educational Diversity, Organizational Performance*

CHAPTER ONE

1.0 INTRODUCTION

No matter a person's race, gender, age, class, ethnicity, or ability, they accept, understand, and value individual differences as a necessary component of diversity. There are other considerations as well, such as sexual orientation and spirituality. While each person is unique, Grobler (2002:46) says that they all share a range of environmental and biological characteristics, which broadens this viewpoint.

Diversity exists on two levels. The first dimension, which includes factors like age, gender, sexual orientation, and others, indicates the biggest differences between individuals. These fundamental variations can be instantly observed and employed as filters through which people understand the world, and they have the greatest impact on first impressions. Secondary dimensions are characteristics that aren't readily obvious during the first meeting and may even change over time, such as religion, education, geographic region, wealth, and so forth. Only after numerous contacts between people are we able to identify these traits. As stated by Ashton (2010). More interaction between people from various cultures and origins has occurred recently than ever before as a result of globalization. People are becoming more tolerant in the marketplace as a result of competition coming from almost every region of the continent. Diversity can be both a problem and a solution for a business; it has advantages as well as disadvantages and maybe both destructive and beneficial. Consequently, the challenge becomes capturing the essence of variety and expertly managing it for the good of both individuals and the business.

Most businesses include diversity in their workplace or organization to increase innovation and change-response. Growing and enhancing workplace diversity has emerged as a significant management challenge in recent years due to the popularity of how the workplace is changing. Managers like to research the managerial abilities necessary in a highly multicultural workplace and get ready to communicate the value of cultural diversity and the dignity of all employees to people inside their businesses because managing diversity remains a challenge for organizations. Even though diversity has no borders and transcends organizational boundaries, some firm leaders and managers see it as a significant barrier.

1.1 Background of the Problem

According to Christian, Porter & Moffit, the modern workforce is now more diversified in terms of composition due to technological advancements, globalization, and international immigration. As a result, workplace or organizational diversity has gained popularity in modern enterprises and gained significant attention from organizations, analysts, and academics. Deloitte (2014) also points out that it is especially crucial for businesses that want to aggressively position themselves for growth and gain a competitive advantage.

In today's businesses, diversity is seen in the workforce's cultural, religious, linguistic, gendered, racial, educational, and personality orientations. This could be a significant global concern. The public sector in Europe is embracing diversity as a standard operating procedure. According to Christiansen, Lin, Perreira, Topalova & Turk (2016), the European Commission (EC) has suggested that member states secure a 30% and 40% female presence in publicly traded enterprises by 2015 and 2016, respectively, as a result of Norway implementing a law in 2003 mandating a 40% female representation in publicly traded firms.

In Europe, as in the rest of the world, this variety will be felt in terms of the age of the workforce. According to reports, the European labor force is made up of persons aged 18 to 65, with a fair balance of 50 percent of those over 50 and the rest under 50. (Bureau of Labor Statistics, 2001). Gender diversity has also increased in other Western European countries such as France, Italy, Spain, the United Kingdom, Sweden, and the Netherlands, as well as Luxembourg (Christiansen, et al., 2016). While this initiative is aimed at expanding only one type of diversity, gender diversity, it is symptomatic of a global embracing of diversity as well as a feature of modern organizations.

Especially in the United States, Canada, and Mexico are becoming more diverse in terms of race, ethnicity, gender, age, religion, educational attainment, and nationality in North America. According to Parkin and Mendelsohn, ethnic diversity is essential to both Canadian and American society (2003). This demonstrates that the workforce in these nations is diverse in terms of race and nationality in addition to age and gender. According to Kamonjoh (2015), during the past ten years, boardroom diversity in American businesses has increased significantly.

The diversity of the workforce and acceptance of similar practices have changed as well in Africa. Mwikali and Kyalo (2015) claim that Nigeria has seen a considerable change in the variety of its labor force. They draw attention to the fact that Nigerian businesses use a workforce that is diverse in terms of nationality, race, and age as well as gender and age. According to Kochan et al. (2003), a large portion of the workforce in Egypt is multilingual, speaking both Arabic and additional languages like German, French, and English.

Racial and ethnic diversity changes have been noticed as a result of the most dramatic development in US enterprises (Kamonjoh, 2015). Asian Americans, African Americans, and Hispanics currently make up the majority of such boards, and they also serve as directors and administrators of some of America's leading companies. Likewise, as Kamonjoh (2015) notes, there has been a change in the age diversity of the boardroom in American corporations. Boardroom diversity reportedly changed between 2008 and 2014 and now ranges in age from 30 to 70. There has been a paradigm shift away from male dominance of labor markets and toward at least one that has recognized gender diversity in Asian nations, particularly Korea and Japan. According to the authors, a National Statistical Office survey from 2003 found that, at 48.9%, women's economic participation in Korea's working class was nearly equal to that of men (Mwikali and Kyalo, 2015). According to the Ministry of Labor and Welfare, women make up 48.3% of the workforce in Japan. In a study on boardroom diversity in Malaysian businesses conducted by Abdullah (2013), it was found that the board members were diverse in terms of gender, age, and ethnicity.

1.2 Statement of the Problem

Elsewedy Electric is a producer of electrical parts in Egypt. Since its founding 80 years ago, Elsewedy Electric has grown into a major provider of infrastructure, technology, and energy solutions with projected 2020 revenues of 46.4 billion Egyptian pounds. Wire and cable, electrical product lines, engineering and construction, smart infrastructure, and infrastructure investments are the five main business divisions of the corporation. The Cairo Stock Exchange has listed it there since 2006. Throughout Africa, the Middle East, and Eastern Europe, green energy and smart metering initiatives were established as part of the company's dedication to sustainability. Its aim includes making sure that the communities it serves grow and prosper.

The company thinks that its success is a result of strong finances and a dedication to hiring. Elsewedy Electric is a producer of electrical parts in Egypt. Since its founding 80 years ago, Elsewedy Electric has grown into a major provider of infrastructure, technology, and energy solutions with projected 2020 revenues of 46.4 billion Egyptian pounds. Wire and cable, electrical product lines, engineering and construction, smart infrastructure, and infrastructure investments are the five main business divisions of the corporation. The Cairo Stock Exchange has listed it there since 2006. Throughout Africa, the Middle East, and Eastern Europe, green energy and smart metering initiatives were established as part of the company's dedication to sustainability. One of its goals is to ensure the communities it serves to develop and prosper. In addition to being a significant contributor to the economies of Egypt, Africa, and the Middle East as well as the development of businesses and communities, the company believes that its success is the consequence of sound financial management and a commitment to hiring excellent employees.

With affiliates in nations all over Africa, including Algeria, Kenya, Uganda, Ethiopia, Morocco, Burkina Faso, Angola, Nigeria, Zambia, Ghana, Libya, and Tanzania, the company has developed into a multinational corporation (MNC). Due to the significant demand from the energy industries in Ethiopia and its neighbors, Elsewedy built a $50 million cable production facility in Dukem. The business manufactures a wide range of cables for the regional market, all of which are made of 99.9% pure copper and are offered at reasonable prices. It uses the most advanced isolation technology and can deliver local distribution quickly to sites across Ethiopia. The company's staff has grown more varied as a result of this expansion, including in terms of age, gender, ethnicity, nationality, race, religion, and educational background. It's crucial to determine how much of this variation may be credited for the company's expansion and progress. Interest in the subject has undoubtedly increased as different industries have begun to recognize the potential advantages of worker diversity.

Worker diversity has reportedly become a popular topic in firms, with academics concentrating on its effects on organizational performance, according to Deloitte (2014). According to Agolla (2007), managing worker diversity is a crucial strategy for businesses to become more efficient.

Diversity is a crucial tool for creating competitive advantage and the best organizational performance, according to Moore (2011), partner and head of Crowe Clar Whitehall in London.

Even though there is a wealth of literature on the subject of diversity and organizational performance, little research has been done on how demographic diversity influences organizational performance. Furthermore, the few studies that have looked at the impact of demographic diversity on organizational success haven't looked at the non-financial aspects of growth (Darwin, 2014). As a result, it's still difficult to figure out how diversity affects things like creativity and innovation, decision-making, service and product quality, intra-organizational communication and information flow, management and leadership, corporate culture and reputation, team performance, employee productivity, and job satisfaction, as well as a competitive advantage.

1.3 Research Question

The research questions of this study:

1. How Age Diversity affects the performance of Elsewedy Cables Ethiopia PLC?
2. How Gender Diversity affects the performance of Elsewedy Cables Ethiopia PLC?
3. How Ethnic Diversity affects the performance of Elsewedy Cables Ethiopia PLC?

1.4 General Objective

Investigating how workplace diversity affects the organizational performance of Elsewedy Cables Ethiopia PLC is the general purpose of the study.

1.5 Specific Objectives

1) To examine how Elsewedy Cables Ethiopia PLC's performance is impacted by ethnic diversity,
2) To ascertain how the age diversity of the company's workforce affects performance,
3) To ascertain how the gender diversity of the company’s workforce impacts performance.

1.6 Significance of the Study

Any business interested in learning more about the effects of age, gender, and ethnic diversity on overall performance may find the study's findings useful.

1.6.1 ECE PLC Management

The Elsewedy Cables Ethiopia PLC executives are the study's main beneficiaries (ECE PLC). The study helps management understand the importance of employee diversity in gaining a competitive edge and enhancing organizational performance. The study demonstrates to ECE PLC management how gaining insight from employees' varied points of view can enhance certain performance characteristics, like problem-solving, higher cognitive process, employee happiness, and morale, among others. Additionally, it enables ECE PLC to appreciate the value of age, gender, and ethnic diversity in the workforce. The study increased understanding of the significance of diversity to ECE PLC's strategic goals and offered guidance on how the Group's management may use diversity to attain peak performance and enhance organizational procedures.

1.6.2 ECE PLC Employees

The study is crucial for both the management of ECE PLC and the workforce. This educates workers about the importance of their variety in terms of age, gender, and ethnicity in enhancing business success. Therefore, it aids in encouraging employees to embrace diversity and recognize the importance of the varied perspectives, ideas, experiences, and information that diversity delivers. It might help workers recognize and value their differences to advance the goals of the company.

1.6.3 Other Organizations

The research will also be advantageous to other groups. The study's findings might help other companies gauge or analyze how well their diversity contributes to the achievement of their objectives. The study will therefore be a useful resource for learning how to strategically employ diversity to increase competitiveness in the cutthroat corporate environment of today. By rethinking their diversity strategy and exposing their businesses to a wide range of opinions, experiences, and information, these companies may be able to gain a competitive advantage from the study.

1.6.4 Researchers and Academicians

The study's results contributed to the body of knowledge regarding how diversity affects organizational performance and served as a good guide for further study. The study encourages further research on the topic and makes future research on the topic easier by concentrating on the internal drivers of diversity, notably the demographic components. The study's findings, which show that diversity negatively affects organizational performance, are likely to spur more investigation into the subject, maybe resulting in a better comprehension of the connection.

1.7 Scope of the Study

The main subject of the study was how organizational diversity impacts productivity. It looks into how age, gender, and ethnicity discrepancies impact organizational effectiveness. As a result, rather than non-functional diversity, the study concentrates on functional diversity, which affects organizational performance. Additionally, the research included both primary and secondary sources.

The main part involved collecting primary data by employing semi-structured questionnaires to elicit responses to the study challenge. Elsewedy Cables Ethiopia PLC employees will be surveyed to gather data. Data sources with a strong educational focus were included in the second dimension. Studying peer-reviewed journal publications, books, relevant organization press announcements, and electronic sources led to the acquisition of secondary data. The majority of secondary sources will be those created to make sure the material is current or published within the last ten years.

1.8 Organization of the Study

The study's context and the issue that served as inspiration are both highlighted in Chapter 1 of the report. The chapter has further highlighted the study's main goal and laid out the goals it is trying to accomplish. The significance of the study has already been discussed in Chapter One, along with the populations that will profit from it and how. Along with defining some of the major terms and concepts that will be used in the investigation, the chapter also offered the study's boundaries and scope. Overall, Chapter One has outlined the goals of the study and offered the framework for doing so. The overview of prior literature is presented in Chapter 2. The examined literature discusses prior research, theories, and concepts relating to how age, gender, and ethnic diversity relate to key organizational performance components. The literature review aims to determine whether there is agreement among researchers about the three characteristics of diversity and organizational performance and what prior studies, concepts, and theories have to say about it. But more crucially, the review also seeks to ascertain whether there is an agreement between the earlier findings and any potential gaps in the body of prior research. The study's research technique is provided or presented in Chapter 3. The chapter identifies and defines the population of the study as well as the research design that will be used in it. The sampling plan for the study and the estimated sample size will also be defined and explained in this chapter. Chapter 3, it is further explained how the study's data will be collected, how the research will be conducted, and how the data will be analyzed.

1.9 Definition of Terms

The following is a collection of definitions for key terms and concepts used in the study.

1.9.1 Age Diversity

The values and attitudes associated with each generation, as well as the generational differences between people or employees (Backes-Gellner & Veen, 2009).

1.9.2 Innovation and Creativity

While creativity refers to the emergence of original ideas that are both useful and suitable, innovation is the deliberate introduction of unique ideas, methodologies, and new processes inside a work team (Rietzchel & Zacher, 2015).

1.9.3 Diversity

The presence of a workforce with members from different socio-cultural and religious backgrounds is referred to as diversity (Raza, Ishtiaqi, Butt & Newaz, 2013).

1.9.4 Ethnic Diversity

In terms of maternal faith, languages, cultures, and races, ethnic diversity refers to the range of a company's workforce (Hoogendoorn & van Praag, 2012).

1.9.5 Gender Diversity

Psychological distinctions and experiences that are socially or culturally connected with being a man or a woman are referred to as gender diversity in the workplace (Ali, Kulik & Metz,2011).

1.9.6 Heterogeneity

The level or amount of fundamental human distinctions in a population, such as a gender, race, ethnicity, social class, and religion, is referred to as heterogeneity (Zaidi, Saif & Zaheer, 2010).

1.8.7 Team

A team is any number of individuals who each work independently but together bear responsibility for the final result or its effects. in 2013 (Raza and associates).

CHAPTER TWO

LITERATURE REVIEW

2.0 LITERATURE REVIEW

2.1 Introduction

The goal is to see if there is agreement among academics about the influence of the three differences on organizational performance. The available literature on diversity and organizational success is reviewed in this chapter. The chapter reviews the available literature to assess prior study findings on how various components of diversity, particularly age, gender, and ethnic diversity, affect various elements or performance indicators.

2.2 Age Diversity Effect on Organizational Performance

2.2.1 Creativity and Innovation

In the face of competition, age diversity has been discovered to be a critical and strategic capability that adds value to the organization (Darwin, 2014). One way that age diversity adds value to a company and boosts its overall performance is by encouraging creativity and innovation. According to Rietzchel & Zacher (2015), creativity relates to the development of fresh ideas that are both valuable and suitable, whereas innovation refers to the deliberate introduction of unique ideas, techniques, and processes into a workgroup.

Despite an increase in empirical studies on age and work, Rietzchel and Zacher (2015) argue that studies concentrating on the link between age and creativity or innovation have not been limited. Nonetheless, some research on the subject has discovered a beneficial relationship between age diversity and creativity and innovativeness in ideas, procedures, and processes in the workplace (Rietzchel & Zacher, 2015; Darwin & Palanisamy, 2015). Other research has linked age diversity to improved creative performance. Diversity, according to Simons and Rowland (2011), creates varied viewpoints, knowledge, and abilities that improve creativity and innovation while reducing compliance with previous and existing standards.

The values that people of different ages hold complement each other, which boosts the innovativeness and creativity of age-diverse workforces compared to a more homogeneous one, However, due to frequent preconceptions around the issue of age, age diversity may not necessarily provide favorable results on organizational performance (Gupta, 2013). Old workers, according to misconceptions, are more prone to health problems, are unable to adapt to contemporary technological demands and organizational changes, and provide poor returns on investment (Tolbize, 2008). Several studies have discovered that greater age diversity has a much lower impact on a company's total productivity.

According to Darwing (2014), stereotypes prevent companies from realizing the full potential of both their old and young personnel. On the other hand, several researchers have found no significant link between age diversity and company performance, as Darwin and Palanisamy (2015) point out. Ng and Felman (2013) found a similar result when they conducted a bivariate analysis on the relationship between age and innovation (creativity), focusing on creativity (idea generation),' selling' of ideas to customers (idea dissemination), and idea implementation, and found no linear or non-linear relationship. However, Darwin (2014) discovered a negative correlation between employee performance and age diversity. Employee performance may be influenced by other factors such as the nature of work, the firm's business strategy, and human resource policies. The dearth of research on the subject could explain the existing literature's discrepancies on the link between age diversity and innovativeness and creativity.

2.2.2 Decision-Making and Problem-Solving

a set of actively executed cognitive tasks that include the assessment of environmental factors in a given context and time is defined as Decision-making according to Cardelle-Elawar, et al., 2003). It is the fulcrum of the firm's operation and thus a vital part of organizational success. Making a decision also entails a conversation between the person solving the problem and the problem that needs to be solved in a certain situation. According to Zaidi et al. (2010), age diversity is an essential asset in modern organizations. He goes on to say that elder employees bring a valuable set of experiences and intuition that aid in decision-making due to their intuition and experience. Young employees, according to Darwin (2014), are equally important in decision-making in modern organizations since they are better versed in the information and technology aspects of the modern corporate environment. As a result, it may be claimed that a generational mix of older and younger employees is an important source of important and novel decisions and issue resolution. According to Glass (2007), today's top executives and managers make use of the firm's age diversity. As a result of this, they are capable of making a variety of potentially beneficial decisions based on the perspectives supplied by such a diverse staff. Furthermore, according to Zaidi et al. (2010), age variability in a workforce boosts the amount of originality in ideas from which a company's top management can define and implement creative solutions in advance of or in response to issues. As a result, age-heterogeneous group collaboration can make quality decisions.

Within a diverse workgroup, reaching a consensus in response to an issue or disagreement is also feasible (Tolbize, 2008). Age diversity, according to Dezo and Ross (2013), does not always contribute to better decision-making or problem-solving. They warn that if such differences and the preconceptions that surround them are not successfully addressed, they can become a significant source of conflict. Simons and Rowland (2011) agree, citing the social attraction paradigm, which holds that a more homogeneous group is better able to solve problems and make decisions. According to Darwin, 2014; Tolbize, 2008, the risk of communication problems among a group of people of varying ages is extremely significant, as differences in beliefs, viewpoints, experiences, and possibly abilities become a flashpoint for intergroup communication.

As a result, these difficulties may undermine the ability of age variety to contribute positively to decision-making and problem-solving, resulting in ongoing disagreement and slow or bad decision-making. "Quality issue resolution is the product of a varied environment within enterprises," Zaidi et al. (2010, p.5) assert.

2.2.3 Quality of Services and Products

Earlier studies have found a link between age variety and aspects of organizational performance such as quality decision-making, creativity, and innovation. As a result, age diversity should have an impact on the quality of services and goods produced by a company. While commenting on firm succession planning, Mutunga and Gachunga (2013) argue that worker age variety supports the upward (reverse mentoring) and downward (mentoring) exchange of information across generational groups' ideas.

The result of these interactions is the modification or maintenance of a company's service or product quality. Indeed, as Darwin and Palanisamy (2015) point out, the diverse perspectives, knowledge, and experiences that people of all ages contribute to product or service creation can lead to significant improvements in the quality of the final product or service. Parrotta, Pozzoli, and Pytlikova (2011) investigated the influence of age diversity in the workplace and discovered that a varied workforce produces higher-quality products and services. They believe that younger people will contribute their knowledge of information technology (IT), while older employees will bring their greater awareness of market dynamics that capture the target market, resulting in high-quality products and services. As a result of age diversity, generational skills, knowledge, and experience are harnessed in the manufacturing process, resulting in the production of good and quality products. Alesina and La Ferrara (2005) agree, claiming that a diverse workforce fosters greater creativity and productivity, which leads to improved goods and services as well as increased business productivity.

2.2.4 Intra-Organizational Communication

The majority of research that has looked into the impact of age diversity on intra-organizational communications has found little evidence that it is beneficial (Gupta, 2013; Simons, et al., 2011; Ali, et al., 2011). Rietzchel and Zacher (2015) discovered that age is a key flashpoint for communication within a company. This body of study, according to Darwin (2014), suggests that age diversity makes communication difficult and infrequent, which can lead to communication breakdown inside the firm. Furthermore, variations in the values and tastes of young and senior personnel may cause communication difficulties. The variations in verbal and nonverbal communication seen in encounters across generational groups, according to Marx, Pons, and Suri (2015), were a hindrance to the exchange of knowledge and communication inside various establishments.

Although some research implies that intra-organizational communication suffers as a result of a firm's age diversity, some scholars disagree. According to Darwin (2014), multiple earlier studies have found empirical evidence that increased worker age diversity improves intra-organizational communication. Reinhard and Warglien (2007) looked at the conditions that allow teammates to build a shared language. People that work together become more cohesive, understand each other and can comprehend each other's communication signs as a result of this. This does not detract from intra-organizational communication; rather, it enhances and improves it.

2.3 Gender Diversity Impact on Organizational Performance

2.3.1 Organizational Management and Leadership Quality

The impact of gender diversity in top-level management and organizational leadership on overall performance is a hot topic of discussion. According to Chin (2013), a study indicated that companies with substantial gender diversity in their top leadership experienced significant anomalous returns. While most top leadership and management in most organizations are dominated by men, including women in such teams not only makes them more diverse but also improves the quality of leadership and top-level management (Van Knippenberg, De Dreu, and Homan2014).

In senior management teams, gender diversity has grown owing to three major factors. According to the Research Institute (2012), they include a rise in government intervention, a shift in discussions on gender as an issue of equality and fairness to one of superior performance, and a shift in debates on gender as an issue of equality and fairness to one of superior performance. Gender diversity, according to Van Knippenberg, et al., (2014), increases the quality of organizational leadership and management by enhancing managerial information processing and decision making, resulting in better strategy formulation and decision-making essential processes. Due to a combination of gender-based perspectives expressed by both men and females in the managerial teams, Nakagwa (2015) discovered that gender diversity, in addition to other types of diversity in the workforce, resulted in more innovative and higher-quality solutions. Gender diversity, in other words, provides a range of perspectives on critical strategic leadership and managerial decisions, boosting the quality and possible effectiveness of such judgments for the firm. According to Dezo and Ross (2012), varied groups (in terms of gender) present different perspectives and bring distinct viewpoints and experiences to leadership and managerial roles, resulting in high-quality decisions. The authors go on to say that simply having a woman present and having consistent information on the subject at hand can lead to a broader and more in-depth discussion of alternatives among the senior management team.

In terms of leadership styles, organizational leadership may also benefit. According to research, there are differences between men and women in their managerial behavioral proclivities (Van Knippenberg, et al., 2014). According to Dezo and Ross (2012), women choose more interactive leadership that emphasizes inclusion, participation, and power-sharing, whereas males prefer a less interactive leadership style that emphasizes goal attainment with limited engagement. As a result, moderate to high gender diversity may have a favorable impact on the leadership style adopted by the business, which may be a hybrid of male and female management behavioral and leadership propensities. Despite these findings, it's worth noting that the impact of gender diversity on business leadership is a hotly debated topic among academics. According to certain studies, such as Tolbize (2008), male-dominated top-level management teams frequently neglect the viewpoints of their female colleagues.

2.3.2 Competitive Advantage

The resource-based perspective asserts, according to Ali, Metz, and Kulik (2007, p. 3), that a corporation can gain sustained competitive advantage (C.A) by using "valuable, rare, inimitable, and non-sustainable (VRIN) resources." Gender diversity is linked to VRIN resources that can assist the company in achieving a C.A. These resources, according to Ali et al. (2007), include creativity and invention, increased problem-solving, and market insight. As a result, a varied workforce has the potential to improve the team's overall market knowledge, as well as creativity and innovation. Darwin and Palanisamy (2015) suggest that a diverse workgroup brings varied experiences, skill sets, and insights to the table, enhancing overall team performance and thereby the organization's performance.

According to research, diversity is a strategic source for gaining a competitive edge. For example, Raza et al. (2013) discovered that diversity in gender, education, culture, and age has a favorable impact on organizational competitive advantage. Some research has revealed that mixed-gender groups perform better than same-gender groups, according to Darwin and Palanisamy (2015). In this sense, it is conceivable that companies with a more diversified gender makeup of their staff have a competitive advantage over companies with a more homogeneous gender workforce.

Ali, et al., (2007) look at gender diversity and decision-making and argue that gender diversity improves a company's C.A by making it easier to make good decisions. An organization's strategic goals can be based on a spectrum of viewpoints, abilities, and expertise that a more gender-diverse workforce brings to the table (Ali, et al., 2013). When it comes to market analysis and creating a workable company plan, such a range of perspectives is essential when it comes to decision-making, and the quality and informed decisions that arise provide the firm with a competitive advantage. There is a positive relationship between gender and competitive advantages such as market share, profitability, and corporate image According to Zaidi et al. (2010).

The VRIN resources that gender diversity delivers to the firm, according to Ali et al., (2007), are distinctive because they cannot be reproduced or accomplished by homogenous groups. According to Nakagawa (2015), some studies have even suggested that gender parity in the workplace, with women accounting for 50% of the workforce, will result in the firm's best performance. However, there is a body of research that suggests that gender diversity hurts organizational performance. According to Ali, et al., (2011); Simons & Rowland, (2011). these findings support the self-categorization theory, which claims that people are prone to categorizing themselves into psychological and social identity groups

2.3.3 Job Satisfaction

According to Zaidi, et al. (2010), Job satisfaction can be defined as the degree to which staffs at a company are happy with their jobs. It also relates to how much people feel like they belong to the company and how much they believe in its core ideals. Workforce diversity, particularly gender diversity, has been proven to be favorably connected with job satisfaction, according to Zaid et al. (2010). They discovered that a more gender-divided workforce was associated with lower job satisfaction, as men and women like to collaborate. Fatima, Iqbal, Akhwand, Suleman, and Ibrahim (2015) discovered that gender has a substantial influence on job satisfaction. Despite the advances, customary preconceptions still make it difficult for women to advance to higher or senior positions of leadership in most businesses.

Several research has identified a link between gender differences and job satisfaction, according to Fatima, et al., (2015). According to Sania, Kalpina, and Javed (2015), diversity in the workplace modifies the nature of working relationships, which can contribute to greater job satisfaction and employee morale.

According to Raza et al. (2013), workplace gender diversity can enhance the exchange of information, skills, and experiences, as well as foster cohesion and attachments among employees of different genders, positively influencing their overall perceptions of the job. Nakagawa (2015) investigated the association between gender diversity and several dimensions of organizational performance in Japanese companies. One of his main results was that a more gender-diverse workforce gave employees, particularly female employees, a sense of inclusion and belonging to the company, which resulted in improved job satisfaction.

However, they warn that if gender diversity isn't effectively handled, it can lead to employee stress and a strained working relationship. The social identity, attraction, and social categorization theories all support this viewpoint, claiming that gender variation can lead to persons being grouped into social cocoons with others who share biological or social similarities (Raza, et al., 2013).

Furthermore, the findings showing gender diversity leads to employee happiness are undermined by gender preconceptions. For example, Nakagawa (2015) discovered that Japanese executives viewed female employees as significantly handicapped and expected women to leave the company sooner to raise children. He claims that this view caused a sense of job insecurity in female workers that was greater than in male workers, resulting in increased job unhappiness among women. Mwikali and Kyalo (2015) argue that diversity may lead to minority employees becoming dissatisfied with their jobs. As a result, if women or men are in the minority, a lack of gender diversity may cause them to be dissatisfied with their jobs.

2.3.4 Organizational Culture

Culture, according to Abu-Jarad, Yusof, and Ninkin (2010), can be defined as "new ideas, distinctive practices, particular abilities, and specific means of operation of individuals or a corporation manifested in both internal and external activities." The terms organizational culture and corporate culture are often used interchangeably. The concept of organizational culture is linked to corporate image, even if they are implicitly different. Business or corporate reputation, according to Adeosun and Ganiyu (2013), is the general view of the firm by the firm's internal and external stakeholders, which is informed by the firm's current activities and probable future behaviors.

A company's reputation could include things like maintaining gender equity in its workforce, producing or offering high-quality products or services, and so on (Caruana & Chircop, 2000). Corporate reputation is of fundamental importance to any corporation, large or small. It influences organizational performance as well as the perception of the firm by external and internal stakeholders, which may shape employee satisfaction with the firm, as well as internally (their motivation and morale for duty execution) or externally (customer loyalty and market share).

While the election of a woman to a powerful and influential position on a firm's committee two decades ago would have given the company an image of board incompetence, today's firms with a gender-balanced boardroom culture are viewed as both highly competent and efficient, as Carter, D'Souza, Simkins, and Simpson (2010) argue. There is a positive association between organizational culture and performance, according to Abu-Jarad, Yusof, and Ninkin (2010). High-performance organizations, according to Achua and Lussier (2013), have distinct and unmistakable characteristics that set them apart from their competitors and performance. They go on to argue that such a profile encapsulates the distinct features and aspects that characterize company culture.

Gender diversity has an impact on a company's culture since it shapes the company's corporate philosophy, beliefs, and business techniques, as well as intra- and extra-organizational interactions (Ebtesham, Muhammad & Muhammad, 2011). Gender diversity in the workplace has been shown to provide diverse perspectives in decision-making, different modes of communication, and different ways of analyzing the corporate environment and the market (Zaidi, et al., 2010; Ali, et al., 2007; Darwin and Palanisamy (2015). Hofstede (1980) presents a detailed account of organizational culture, even though he published it a long time ago. He defines culture as the mental process that separates members of one group from members of another and argues that culture is the foundation of organizational success. A firm's corporate culture can be characterized in terms of gender diversity as the extent to which it accepts both men and women, thereby defining itself as a gender-diverse corporation.

2.4 Ethnic Diversity Effect on Firm Performance

2.4.1 Employee Productivity

Productivity is crucial for the long-term profitability and competitiveness of virtually all enterprises (Muchiti & Gachunga, 2015). The assessment or quantification of how effectively resources are deployed inside a firm and used to fulfill a set of organizational goals is known as productivity (Ofoegbu, Olawepo & Ibojo, 2013). Productivity, in general, refers to the relationship between the resources used in production and the result of such production. To put it another way, it's the input-to-output ratio (Muchiti & Gachunga, 2015). Ofoegbu, et al., 2013 discovered that the higher the ratio, the higher the productivity; the lower the ratio, the lower the productivity. Productivity is a difficult phrase to define and quantify when it comes to people.

According to Muchiti and Gachunga (2015), four characteristics can be used as indicators of employee productivity. Among them include increased efficiency, employee motivation, job satisfaction, and product/service quality. Nnabuife (2009) defines motivation as "both an external and internal driving factor that generates the desire to accomplish a task to its conclusion." Employee motivation is described as an employee's willingness to devote their whole attention to a task to assist the business in achieving a goal that is predetermined.

The effectiveness of a process or action that results in the full and comprehensive attainment of a planned aim is defined by Darwin and Palanisamy (2015). Job satisfaction refers to an employee's happiness with his or her job and how successfully he or she executes the tasks assigned to him or her. Product or service quality refers to a product's or service's ability to meet or exceed consumer expectations. Ethnic diversity, according to Rasul and Rogger (2015), influences productivity by impacting how people feel about their jobs, company efficiency, employee happiness, and the quality of products and services supplied.

According to Hoogendoorn & van Praag, ethnic diversity is one of the most relevant and salient aspects of labor heterogeneity (2012). The variance in (mother) or primary languages, races, faiths, and cultures measured in terms of a person's country of birth, parents, or culture is referred to as ethnic diversity. A range of data sources, norms, aptitude levels, and expertise support it (Morgan & Vardy, 2009). As a result, ethnic diversity has the power to influence how people feel about their jobs, the efficiency of the company, employee satisfaction, and the quality of the products and services it offers. Because of the inherent diversity of information, skills, attitudes, and experiences, this is the case.

According to Darwin (2014), ethnic diversity has a positive impact on organizational performance because it offers a pool of competencies and learning opportunities that the company may tap into for better results. The goal is for ethnic diversity to enable or enable the organization to match employees from varied ethnic or cultural origins to tasks and assignments where they excel (Rasul & Rogger, 2015). Ethnic diversity, according to Gupta (2013), has a similar impact on organizational performance. Ostergaard, Timmermans, and Kristinsson (2011) discovered that increasing ethnic diversity in the firm enhances creativity and innovation through broadening the firm's ideas and viewpoints. According to several studies, a more ethnically varied workforce is more creative and innovative than one that is more ethnically homogeneous (Darwin & Palanisamy, 2015). This is most likely due to the opportunities for learning, views, and complementarities that ethnic diversity brings to the company.

According to Darwin & Palanisamy (2015), ethnic diversity is associated with a wide range of data sets, norms, abilities, and knowledge that aid in not only business decision-making but also problem-solving. Ethnic diversity, according to Ostergaard et al. (2011), is both directly and intrinsically linked to team and organizational innovative performance. According to Gupta (2013), however, more ethnic diversity hurts communication and problem-solving. Despite strong efforts to minimize racial inequities that are inherent in an ethnically diverse workforce, the problem is entrenched, according to Kellough and Naff (2004). Based on the ethnic identity hypothesis, they say that people have a predisposition to form ethnic identities and associate with their ethnic group members.

Self-categorization and social identity theories related to this, claim that people who have ethnic, gender, and age similarities want to form homogeneous groups and perceive those who are different as outcasts (Simons, et al., 2011; Ali, et al., 2011). Gupta, 2013; Simons, et al., 2011; Ali, et al., 2011, claims the establishment of ethnic identities and the creation of a perception of in-groups vs out-groups, can influence employee job satisfaction and morale and result in poor overall organizational performance, is one of the key destabilizing elements in ethnically diverse workforces.

2.4.2 Team Performance

According to Raza et al. (2013), a team is "a group or collection of individuals who are autonomous in their work but share responsibility for the overall output or consequences." To achieve a certain organizational goal, employees form functional groups or are grouped into work categories, which is referred to as collaboration (Delarue, Van Hootegem, Procter & Burridge, 2008). Hoogendoorn & van Praag 2012) states a high-performance team is a group of people with specialized tasks and complementary skills and abilities that are committed to and aligned with a common purpose, consistently display high levels of collaboration and innovation, and consistently produce superior outcomes.

Team performance is divided into three subcategories by Mathieu, Maynard, Rapp, and Gilson (2008): organizational-level performance; (ii) team performance behaviors and results; and (iii) role-based performance. In the first case, there is a one-to-one relationship between organizational outcomes and team qualities at the organizational level. The relationship between team performance and cohesion is investigated in terms of team performance behaviors and outcomes. The level to which team members demonstrate the essential competencies required to do their tasks is captured by role-based results (Mathieu, et al.,2008).

The latter is critical for the present analysis of ethnic diversity's impact on team performance and, eventually, organizational performance. In most businesses throughout the world, there appears to be a paradigm shift from more person or team-based structures to more team-based structures, especially for completing difficult tasks and meeting deadlines (Raza, et al., 2013). Firms have become more ethnically diverse as a result of increased globalization. Multinational corporations, in particular, now employ workers from both local and foreign communities (Hoogendoorn & van Praag, 2012).

A team's strategy is thought to give businesses a competitive advantage over competitors that still rely on individual-based organizations. Ethnic diversity correlates with knowledge sets, talents, and skill sets that affect the formation and performance of teams in modern businesses, according to Gupta (2013), Hoogendoorn, and van Praag (2012). In other words, it has been discovered that ethnic diversity improves organizational performance by forming more productive teams. Delarue et al. (2008) claim that ethnically diverse teams can improve team and organizational performance by encouraging self-leadership, empowerment, employee job commitment, and individual employee incentive to work harder. Because of the learning opportunities and complementarities that people from different ethnic or cultural backgrounds bring to the team, an ethnically diverse workforce improves team performance and eventually organizational performance (Hoogendoorn & van Praag, 2012). According to Gupta (2013), the positive relationship between team performance and ethnic diversity is only valid if team members are more ethnically varied.

Lee and Nathan (2011) discovered a correlation between ethnic diversity in teams and higher levels of creativity and innovation in those teams. Ethnically varied teams, according to Hoogendoorn and van Praag (2012), are associated with higher innovation and creativity due to chances for learning and complementarities. According to Kellough & Naff (2004), due to an additional diverse pool of information and abilities that leads to complementarity and mutual learning, ethnic diversity would benefit team performance.

Gupta (2013), on the other hand, is suspicious of the positive link between ethnic diversity and team performance, claiming that moderate ethnic diversity has no influence on team performance and thus has no impact on overall organizational success. According to Gupta (2013), mild ethnicity has no bearing on business outcomes such as profit, market share, or sales. Some researchers have revealed that team ethnic diversity is a possible and even an unavoidable source of conflict in companies, according to Kellough and Naff (2004), Gupta (2013), and Simons, et al. (2011).

Indeed, the diversity of perspectives, value dimensions, and experiences that people of various ethnic backgrounds bring to a team can lead to a flare-up of emotions and conflicting interpretations of issues (Hoogendoorn & van Praag, 2012). Conclusions on the impact of cultural or ethnic diversity on organizational performance are conflicting. According to Parrotta et al. (2011), an ethnically diverse workforce can offer different perspectives, ideas, and experiences to the workplace, which can either benefit the business or cause friction across workforce groups, compromising team and firm performance.

According to Marx et al., (2015), people have preexisting overt and implicit preferences for who they want to work with, and so growing ethnic diversity may result in workplace division and lack of cohesion. They point out that this is especially true in firms that work in nations where ethnicity is a source of strong emotions. Hjort (2014) investigated the impact of ethnic diversity on the flower industry's output in Kenya. His studies showed that as ethnic diversity develops, so does conflict across ethnically varied performing groups, resulting in a fall in output.

According to a previous study on workplace diversity, diversity can be either beneficial or harmful to worker performance. For example, in organizations, diversity is positively associated with problem-solving abilities and innovation, whereas it is negatively connected with collaboration and cohesiveness (Erasmus, 2007). The population of this study is all middle-level managers employed at the head offices of Kenya's 43 commercial banks. Expertise, education level, ethnic diversity, training, gender diversity, and competency all have a favorable impact on worker performance, according to the study. However, there is a weak and insignificant link between age and performance. According to the findings, management of workforce diversity brings together work experience and new capabilities, such as technology, to boost employee performance.

Carrell (2006) investigated the relationship between workforce diversity and performance in Kenya's banking sector, defining staff diversity as "individual differences in performance that can affect a duty or affiliation within an organization, such as age, religion, language, ethos, gender, and learning." Using pooled data from the bank's 4000 workers. Choose three branches from the Nairobi district's 25 branches for sampling. The findings reveal that every organization that handles workforce diversity has more inventive decision-making, a better working environment, and better-finished products since all employees are interacted with and encouraged to work expressively. Trade unions and the ministry industry should conduct more research in this area to ensure that employees' dignity and organizational effectiveness are not jeopardized.

Another study looked into how businesses manage worker diversity and its importance to their presence, as well as how they deal with problems that may appear to be a problem but can be a solution. It has its challenges, but it also has its rewards. It is hazardous, but it is also productive (Devoe, Deborah 1999).

Daily data from five enterprises in Ghana and Finland, two of which are large and three of which are tiny, over the period 2013 as a sample. The outcome discusses and debates the extent to which an organization's opinion diversity in the workplace, as well as the causes for diversity in regulating diversity in large and small businesses. Managers must be prepared to change a few aspects of their company's processes if the diversity management techniques in place aren't functioning; but, before doing so, the vision for the change must have been communicated effectively.

Hasan, Muhammad, and Imran (2009) did another study to look at the stressing theory of worker diversity and how it links to organizational performance. This study has a sample size of 20 companies from various industries. Following this research, some well-known points emerged addressing the relationship between workforce diversity, needs, motivation, and organizational performance difficulties. The results of this study suggest that workforce diversity and organizational goals are important factors that tie into employees' engagement, resulting in increased commitment. In a diverse workforce, management tools should be utilized to teach everyone about diversity and its difficulties, as well as laws and rules. Because most offices are made up of people with a wide range of values, businesses must learn to adapt to be effective.

Another survey revealed that researchers and professionals believe that leadership diversity is crucial to a company's financial performance (McCuiston, Wooldridge & Pierce, 2004). The importance of corporate leadership and a diversity realization strategy as a competitive advantage (Richard, 2000). Organizations' capabilities, strategic adoptions, and positions in organizational areas can all be evaluated and estimated using business reputes (Rindova et al).

The link between company performance and diversity may emerge as a result of an organization's diversity reputation; it may also emerge as a result of changes at various managerial levels (Dwyer, Richard & Chadwick, 2003). As a sample, longitudinal data for 100 organizations in the United States from 1998 to 2003 were used. The findings revealed an upbeat association between book-to-market equity and diversity reputation, as well as a curved U-shaped relationship between revenues and diversity of leadership. According to studies, the financial benefits of diversity reputation are most likely to come from capital markets rather than product markets.

Milliken and Martins (1996) conducted another study that found that workplace transformation has a different twin effect on organizational efficiency. Furthermore, in the pursuit of organizational goals, business societies are gradually implementing the practice of workgroups as a strategy-structure blend. (West & Anderson, 1996; Mumford & Licuanan, 2004). A total of 120 worker teams were selected from a total of 248 teams in the Lagos area of Nigeria between 2007 and 2009. According to the study's conclusions, a shift in the workforce can help firms operate better. According to the findings, there is a link between worker diversity and organizational effectiveness. According to the findings, company executives are unlikely to see a direct link between worker transformation and organizational efficiency. Things are more likely to be resolved by a company's tactics and how managers and employees respond to and manage change.

Years of research on the effects of diversity in small groups and teams have revealed that it can be influenced both positively and negatively in some cases. (Jackson et al., 1995; Millikin & Martins, 1996; Williams & O'Reilly, 1998; Williams & O'Reilly, 1999). From 1999 to 2003, a study group called "Diversity Research Network" conducted research on worker diversity and organizational performance in four multinational companies. According to the evidence, diversity can lead to increased innovation and development as well as increased conflict and employee turnover (Jehn et al., 1999; cf. Williams & O'Reilly, 1998). The research yielded a mixed result. One is that diversity fosters significant innovation in the banking business, whereas the other is that diversity fosters a higher rate of turnover among banking executives.

The association between workforce diversity and two additional criteria, on the other hand, is frequently related to organizational performance, job satisfaction, and organizational goals. The "degree to which aims let explanatory scope, or scope in how an individual interacts, interprets and perceives the aims" has been defined as organizational goal uncertainty (Chun and Rainey 2005a; Feldman 1989, 5-7).

Job satisfaction has a direct and indirect impact on organizational outputs and critical individuals; it includes staff motivation, productivity commitment, and turnover (Mobley et al. 1979). From 2006 to 2008, the target population was 260 federal government agencies in Los Angeles. Although having a diverse workforce produces positive effects for businesses, it is not necessary to treat organizational changes as generic qualities. Future research on organizational diversity could be fruitful if it looks into how various diversity practices affect the execution and analysis of organizational objectives, as well as how they relate to personal conflict.

The link between worker diversity and organizational performance is complex, and different characteristics have varied effects. Age has a negative association with performance, but culture has a good relationship with productivity, sales, inventions, and market shares. Gender, on the other hand, has either a positive or negative relationship with performance (Richa Gupta 2013). From 2010 to 2013, data from 29 Jammu enterprises were combined. To create a work environment that supports cohesiveness, coordination, and contribution, a focused and effective diversity strategy must address organizational ethos variation.

Understanding the effects of diversity on organizational outcomes such as employee satisfaction, revenue, and performance has become critical (Sungjoo and Rainey, 2010). Age, sexuality, culture, working style, language, and educational background of employees were all crucial aspects of workforce diversity. The Malaysian airline industry, Malaysian Airlines, and Air Asia were the study's target groups. Based on the findings, and inclusive influence of workforce diversity on worker performance in a business (airline industry) is critical in the highest of traditions.

In Nigeria, many corporate groups fail since rallying diverse employees to work as a team has shown to be ineffective in terms of training, experience, strategy, and approach to specific and general aims (Wilfred I. Ukpere 2014). This study was conducted to determine whether workforce diversity has a positive impact on customer-related issues and the effectiveness of education as a tool. A group of 300 students, both undergraduates, and graduates, gathered data. Diversity has a favorable impact on customer-related problems in an organization, according to the findings.

Diversity, according to (Chattopadhyay, et al, 2004), is concerned with collective features rather than individual qualities. The features of groups or organizations are referred to as diversity perception. This demonstrates the extent to which organizations and groups have undergone subjective and objective transformations. From 2008 to 2012, a sample of 85 KEMRI workforces, including 55 scholars and 30 supervisors, was selected. Personality has an important role in predicting job performance and satisfaction. The study recommends that KEMRI include personality testing as a method of selection and recruiting.

Hofstede (1980) has shown that ethnic and national backgrounds are consistently associated with good values and attitudes in over 40 national studies. There are variances in attitude orientations along four dimensions: authoritative distance, patience for ambiguity, masculinity-femininity, and individualism-collectivism. To collect data, 137 graduate and undergraduate students from Midwestern University were chosen. The findings revealed that the quantity of unique ideas generated by the two types of groups is the same; the reason for this is that there may be a difference in the unique ideas generated by both groups.

Workers will enjoy all progressive benefits, such as knowledge and skill transfer, motivation, creativity, and improved decision making, when an organization has a favorable environment to practice workforce diversity, (Amaram, 2007). This will be a facilitator for the organization's growth. 316 middle-level Singaporean bank managers' data was aggregated. According to the findings, workforce diversity has no substantial impact on worker performance. Employees in Singapore, it is found, neither condemn nor admire workforce diversity as a blessing to them as a white elephant, and present a neutral view of workforce diversity.

According to the most recent study (McKay et al., 2008), a more precise explanation abstracts a varied workforce with dedicated work contexts as the level to which a firm implements fair HR practices. From 2011 to 2013, data was collected from 286 employees in the corporate sector of Islamabad, Pakistan. According to the findings, dedicated work environments and a varied staff can be viewed as a collaborative approach to creating company promise and employee attitudinal outcomes. Further research should look into the integrative effects of CSR on other employee attitudes, such as organizational citizenship performance.

Diversity in an organization leads to rivalry among employees, according to (Bassett-Jones, N. 2005). Everyone in business should learn from others and improve their working talents, according to (Bassett-Jones, N. 2005). The sample size for this study was 150, and data was collected from five Pakistani metropolises. Performance and workforce diversity can help a lot when it comes to finding the perfect person for the right position or any organization. Many workers, even within bounds, have little idea what true diversity is, let alone whether or not their company is diverse. Many private-sector companies have well-planned diversity programs, while public-sector companies are still lagging. As a result, public-sector companies are already enhancing their employee diversity practices.

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction

The study's research methodology is presented in this chapter. The study's research design is highlighted in this chapter, which also identifies and characterizes the study's population. The sampling design for the study is defined and explained in this chapter, as well as the sample size for the investigation. This chapter goes into the study's data collection instrument, research protocol, and data analysis methodologies in more detail.

3.2 Research Design

The research design is the overall technique used by the research to integrate many aspects of the research into a coherent and logical whole (Blanche, Durrheim & Painter, 2006). The research was designed in such a way that the problem that the study sought to investigate was effectively addressed. As a result, a research design can be thought of as the study's blueprint, showcasing the data gathering method, data inspection, and data measurement.

According to Thornhill and Saudnders (2000), the research design that a researcher picks for a study should be determined by the problem that the study will address. As a result, the research problem determines the research design that will be utilized to operationalize or explore the problem. The study would produce meaningless results if there was no connection between the research problem under inquiry and the research methodology employed.

A descriptive research design was adopted in this study. A descriptive design is required in investigations that seek to determine 'how' events or phenomena are related, according to Blance et al. (2006). According to Bless, Higson-Smith, and Kagee (2006, p.48), the researcher can study and characterize the link between variables while also testing the "factual hypothesis." As a result, a descriptive research design allowed the researcher to gather information about the situation and characterize the relationship between organizational performance and age, gender, and ethnic diversity, which is the study's main focus.

3.3 Population and Sampling Design

3.3.1 Population

The population is the wider pool of people, events, and stuff from which the researcher selects elements, individuals, and instances for sampling (Blanche, et al., 2006 & Bless, et al., 2006). The population is also taken into account when the research results are extrapolated. However, according to Bartlett, Kotrilk, and Higgins (2001), such a population should be homogeneous in that it must possess and display the information that the researcher is interested in. According to Bartlett, et al. (2001), the research is valid if the findings are closely related to the population's opinions, characteristics, and attributes. Employees of Elsewedy Cables Ethiopia PLC will make up the study's population. Personnel from the cable manufacturing in Dukem, Oromia, as well as employees from the company's headquarters in Addis Ababa, made up the population.

3.3.2 Sampling Design

A large number of people were chosen from the population to produce a meaningful sample for consideration and participation in the study. According to Thornhill and Saunders (2000), a researcher usually obtains and infers information from this group. As a result, the validity of the study's findings is dependent on the sampling design's adequacy (Blanche, et al, 2006). The sampling frame, sampling procedure, and sample size will all be part of the sampling design.

3.3.2.1 Sampling Frame

The sampling frame is a list or registry of individuals, instances, and events from which the researcher takes the sample (Blanche, et al, 2006). The sampling frame, according to Robson (2002), refers to the source of the appropriate or right population from which the survey sample is obtained. ECE PLC Human Resource Department is located in Addis Ababa, and ECE PLC Factory is located at Dukem, where the researcher received the study's sampling frame. According to the study's objectives, the population might be divided into three groups based on job title.

Position in Firm	Number of Employees
1. Top Level Management	5
2. Middle-Level Staff	15
3. Junior Staff	20
Total	40

Table 3.1 Grouping ECE PLC's Workforce.

3.3.2.2 Sampling Technique and Sampling Size

According to Robinson (2002), the process for obtaining samples for inclusion in the study is determined by the study objectives. Blanche, et al., (2006) go on to say that the sampling method is not random but rather directed by the study's scope and parameters, as well as the population and objectives. The current study used a survey sampling method. According to Nachmias, D., and Nachmias, C. (1987), this sample design gives information about specific characteristics of a finite population.

The sample size refers to the number of people that are chosen to take part in the study (Thornhill & Saunders, 2000). The study draws sample from all employees of the selected branche of the organization, the formula below is used to calculate the sample size:

Sample Size = **[z2 * p*q] / e2 / 1 + [[z^2 * p*q] / e^2 * N]**

- *N* = population size
- *z* = z-score
- *e* = margin of error
- *p* = standard of deviation
- *q = 1-p*

Thus,

Sample size = [1.65^2*0.5*0.5]/0.05^2 / 1+[[1.65^2*0.5*0.5] / 0.05^2*48]
= 272.25/6.67

Therefore, the sample size is 40.

3.4 Data Collection Methods

Data collection, according to Blanche et al. (2006) and Bless et al. (2006), is the process or strategy for acquiring or aggregating information from respondents. Data collection refers to the technique by which the researcher collects information, such as questionnaires, interview schedules, face-to-face or telephone interviews, or participation and observation (Thornhill & Saunders, 2000). The researcher employed structured questionnaires with a combination of Likert scale questions to collect data from the respondents for this study. The questionnaire was divided into four sections, each with its own set of questions aimed at eliciting pertinent responses. The questionnaire has a total of 35 questions. The first section of the questionnaire consisted of five questions targeted at acquiring the respondents' biographical data or background information. The second section consisted of ten questions designed to gather data on the organizational performance impact of age diversity.

The last but not least section of the instrument consisted of a series of ten additional questions aimed at eliciting data on the impact of gender diversity on organizational performance. Questions about the impact of ethnic diversity on organizational performance can be found in the fourth and final sections of the questionnaire. Each respondent spent between 20 and 30 minutes completing the questionnaire and effectively answering all of the study's questions. The questions were kept brief and specific to avoid respondent fatigue and to guarantee that all of the questions were understood by the respondents.

3.5 Research Procedures

Research procedures, according to Bless, et al., (2006), are the processes and actions that the researcher engages in when collecting data. In the study, the following actions will be carried out. Following the development of the questionnaire, a formal introduction letter is sent to the appropriate ECE PLC leadership, requesting permission to survey the company's personnel.

The researcher did a pilot research or a pre-test of the questionnaire and the feasibility of the study after getting authorization for the study, and then adopted the questionnaire and the activities accordingly to assure the success of the data collection process. The questionnaires were given to the possible respondent so that they may fill them out. While the response time is expected to be between 20 and 30 minutes, the researcher had the option of leaving the questionnaires with possible responders who had hectic schedules so they may fill them out at their leisure. The researcher, on the other hand, made arrangements with responders who were unable to complete the surveys promptly to come and pick them up at a mutually agreed upon date and time. The researcher waited and collected surveys from individuals who were able to complete them in 20–30 minutes.

3.6 Data Analysis Methods

The most common type of data analysis employed was descriptive, and the analysis was done in such a way that each issue identified in the study was addressed. Completed surveys are the most important contributions. SPSS, comprehensive statistical software and a sophisticated tool for using and interpreting survey data, was utilized for data analysis. All of the surveys are evaluated and data editing is undertaken to ensure that they are of the required quality. Finally, a conclusion and recommendation are developed based on the available data from the analysis part, taking into account the most important aspects related to the study's goals and challenges.

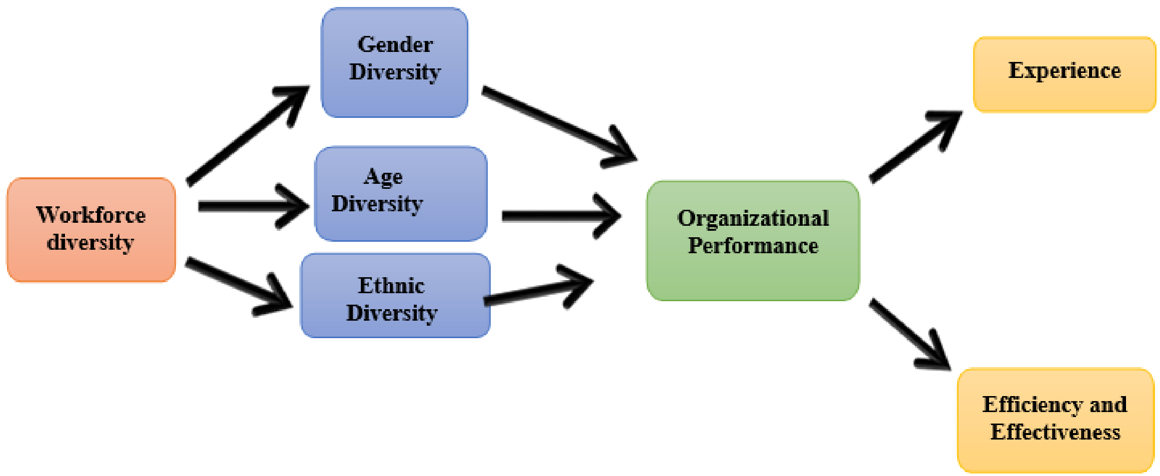
Statistical Technique Used:

This study was carried out using a combination of correlation and regression statistical techniques. The Likert Scale was utilized to obtain the results in this study. The responses on the Likert Scale were as follows: Strongly Agree, Agree, Neutral, Disagree, and Strongly Disagree. The most common type of data analysis employed was descriptive, and the analysis was done in such a way that each issue identified in the study was addressed. Data analysis software utilized is SPSS, comprehensive statistical software and a sophisticated tool that organizes and interprets survey data.

3.7 Theoretical Framework

The below figure shows the study's theoretical framework.

Figure 3.1: Theoretical framework


Gender Diversity
Workforce diversity
Age Diversity
Ethnic Diversity
Organizational Performance
Experience
Efficiency and Effectiveness

CHAPTER FOUR

RESULTS AND FINDINGS

4.1 Introduction

The study results are presented in Chapter 4 for each item on the questionnaire. Descriptive statistics, such as bar graphs, pie charts, and frequency tables, are used. The findings of several inferential statistics performed on the data, such as cross-tabulations, regression, and correlation, are also shown in this chapter. The study had a 77.5% response rate (having obtained 31 responses from a possible 40). Spearman's Rho is used to understand the strength of the relationship between two variables. Because variables of interest are ordinal and have a monotonic relationship (as the value of one variable increases, so does the value of the other variable, or as the value of one variable increases, the other variable value decreases).

4.2 Background Information

This section of the report includes the study's findings regarding the respondents' backgrounds.

4.2.1 Respondents Age Grouping

The below table displays the results when the respondents were gathered according to age. 17 respondents (54.8%) were aged between 20 and 30 years, 11 (35.5%) between 30 and 40 years, 2 (6.5%) between 40 and 50 years, and 1 (3.2%) were over 50 years.

	Frequency (n)	**Percentage (%)**
20-30 Years	17	54.8%
30-40 Years	11	35.5%
40-50 Years	2	6.5%
over 50 Years	1	3.2%
Total	31	54.8%

Table 4.1: Respondent’s Age Grouping

4.2.2 Respondents' Categorization by Sex

Females made up 35.5 percent (n = 11), while males made up 64.5 percent (n = 20) shows the classification of respondents based on gender.

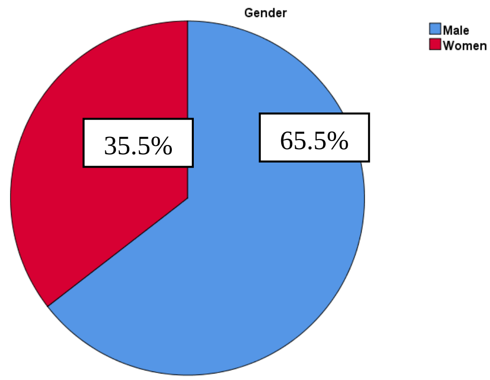


Figure 4.1: Respondents' Categorization by Gender

4.2.3 Respondents' Categorization by Nationality

28 respondents (90.32%) were Ethiopian, 2 (6.45%) were Egyptian and one (3.23%) was Indian as the respondent's nationality categorization is shown in the below table.

	Frequency (n)	Percentage (%)
Ethiopian	28	90.32%
Egyptian	2	6.45%
Indian	1	3.23%
Total	31	100%

Table 4.2: Respondents' Categorization by Nationality

4.2.4 Respondents' Categorization by Ethnicity

As seen in Figure 4.4, respondents were asked to declare their ethnicity. 14 respondents (45.2 percent) identified as "Oromo," 8 (25.8 percent) as "Amhara," 2 (6.5 percent) as "Tigre," 2 (6.5 percent) as "Gurage," another 2 (6.5 percent) as "Egyptian," and 1 respondent (3.2 percent) as "Hindi." In addition, two respondents (6.5 percent) did not specify their ethnicity. As a result, we may conclude that ethnicity is distributed evenly at ECE PLC, implying that a good number of ethnicities are represented, indicating non-discrimination in terms of employment in the Group.

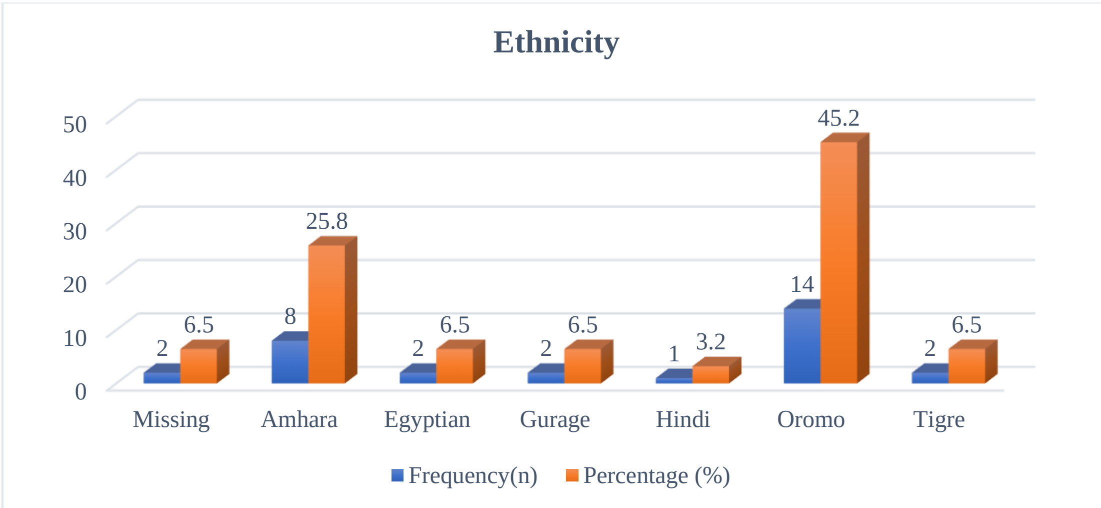


Figure 4.2: Respondents' Categorization by Ethnicity

4.2.4 Respondents' Categorization by Educational Qualification

As shown below respondents (32.3%) earned a "certificate/diploma," 17 (54.8%) have a "Bachelor's Degree," and 4 (12.9%) earned a "Master's Degree." A higher percentage of these findings demonstrate that the majority of employees have a Bachelor's degree.

	Frequency(n)	Percentage (%)
Certificate/Diploma	10	32.3%
Bachelor's Degree	17	54.8%
Master's Degree	4	12.9%
Total	31	100%

Table 4.3: Respondents' Categorization by Educational Qualification

4.2.5 Most Important Diversity Affecting Organizational Performance

The respondents were asked to score a particular set of diversity on a scale of 1 to 5, with 1 being the least important and 5 being the most significant. According to Figure 4.3, "Educational Diversity" had the highest percentage mean ranking of 84.5 percent, followed by "Age Diversity" with a rating of 72.9 percent, and "Gender Diversity" with a rating of 70.3 percent.

"Nationality Diversity" and "Ethnic Diversity" were listed as the second and third least important, respectively. As a result, we can conclude that education is vital since it has a direct relationship with accomplishing the company's objectives and the overall success of the company.

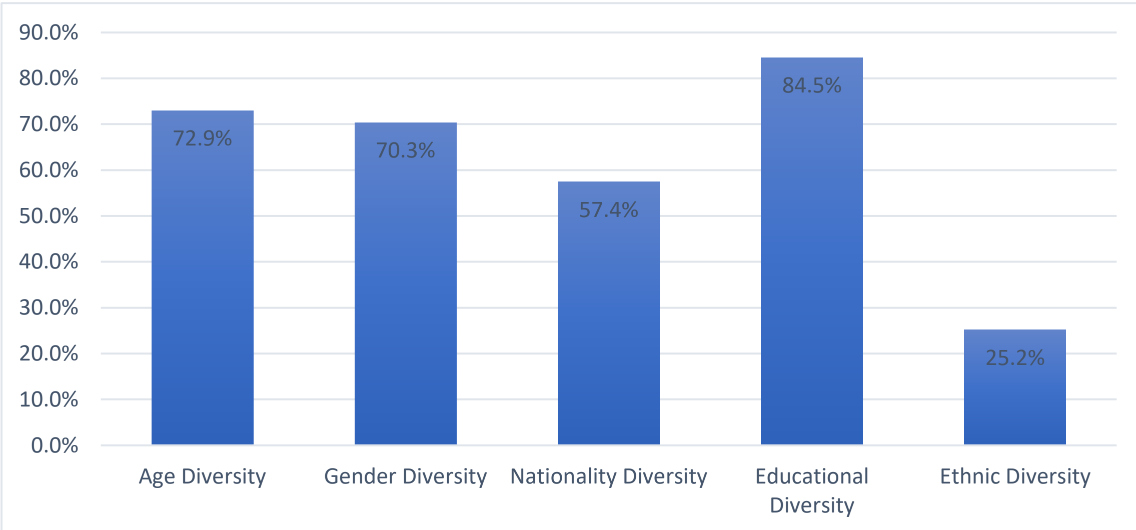


Figure 4.3: Most Important Diversity Affecting Organizational Performance

4.3 Age Diversity Effect on Organizational Performance

One of the research objectives was to investigate the impact of age diversity on organizational performance. This section summarizes the study's findings.

4.3.1 Most Important Features of Performance Affected by Age Diversity

Respondents are asked to rate, from least important to most important, characteristics of organizational performance affected by age diversity on a scale of 1 to 5 (with 1 being the least important and 5 being the most important). According to Figure 4.4, "Creativity and Innovation" earned the highest ranking with a percentage mean rating of 85.2%, followed by "Decision-Making" with a percentage mean rating of 83.2%. "Product and Service Quality" and "Intra-Organizational Communication" were considered second and third least important, with percentage mean ratings of 54.8% and 52.3%, respectively.

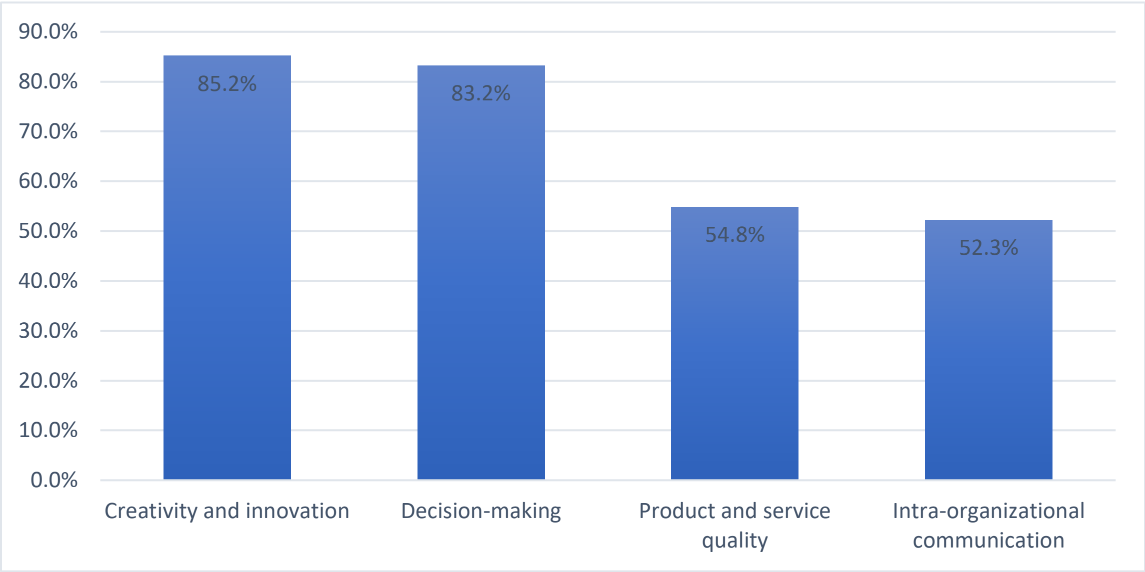


Figure 4.4: Most Important Feature of Performance Affected by Age Diversity

4.3.2 Level of Creativity and Innovativeness Perception in the Firm

Firms' creativeness and innovativeness judgment of the respondents as shown below: 5 (16.1%) was "Not Sure", 17 (54.8%) thought their firm was "Somewhat innovative", 6 (19.7%) replied that their firm was "quite creative and innovative", 3 (9.7%) thought that their firm was "Very creative and innovative".

	Frequency(n)	Percentage (%)
Not sure	5	16.1
Somewhat creative and innovative	17	54.8
Quite creative and innovative	6	19.4
Very creative and innovative	3	9.7
Total	31	100.0

Table 4.4: Level of Creativity and Innovativeness Perception in the Firm

4.3.3 Age Diversity Effect on Creativity and Innovativeness in the Firm

For the question of whether age diversity had affected creativity and innovativeness in the organization, the respondents replied as shown in the figure below, 3.2% of the respondents said it had "No Effect", 9.7% thought the effect was "Mostly Negative", 19.4% supposed the effect was "Negative", 58.1% believed it was "Positive" and 9.7% showed that the effect was "Mostly positive".

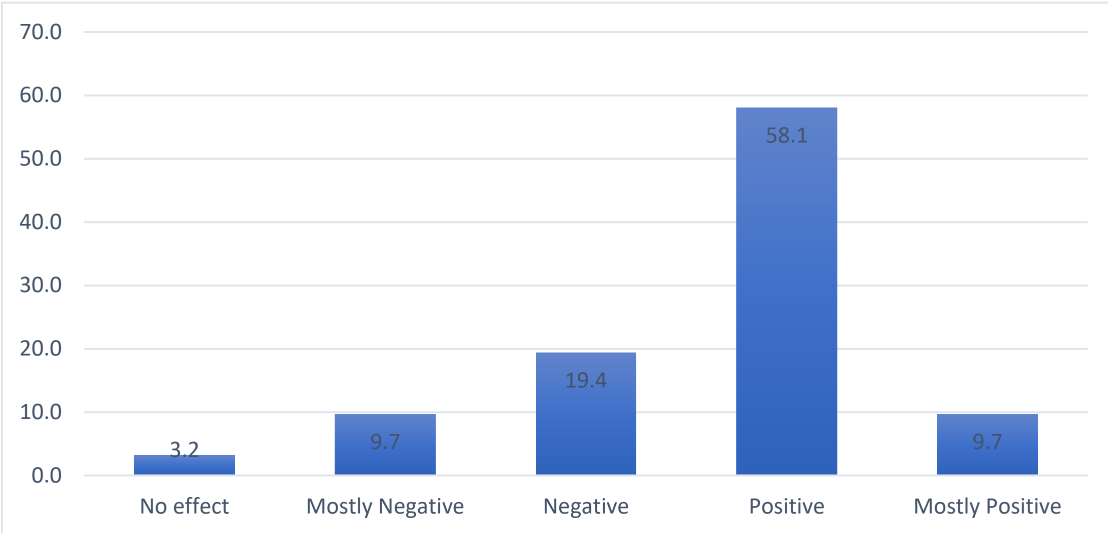


Figure 4.5: Age Diversity Effect on Creativity and Innovativeness in the Firm

4.3.4 Decision-Making Ease within the Organization

Results found when the respondents were asked how easy decision-making was in their firm is Two respondents (6.5%) replied “No Effect”, and “Very Hard”, However, 9 (29.0%) “Hard”, 12 (38.7%) answered “Easy” and 6 respondents (19.4%) believed it was “Very Easy” to make decisions.

	Frequency(n)	**Percentage (%)**
No Effect	2	6.5
Very hard	2	6.5
Hard	9	29.0
Easy	12	38.7
Very easy	6	19.4
Total	**31**	**100**

Table 4.5: Decision-Making Ease within the Firm

4.3.5 Age Diversity Effect on Decision-Making Process

As shown in the below figure, 5 respondents (16.1%) thought it had "No Effect", 2 respondents (6.5%) thought it made it "Very hard", 8 (25.8%) thought it made it "hard", 13 (41.9%) thought that it made it "Easy" while another 3 respondents (9.7%) answered that age diversity made decision- making "very easy" were the results attained when the respondents asked whether age diversity had made decision-making easier or hard within the firm.

	Frequency(n)	Percentage (%)
No Effect	5	16.1
Makes it very hard	2	6.5
Makes it hard	8	25.8
Makes it easy	13	41.9
Makes it very easy	3	9.7
Total	**31**	**100**

Table 4.6: Age Diversity Impact on the Decision-Making Process

4.3.6 Firm's Products and Services Quality Perception

The respondents were required to remark on the quality of their firm's products and services. Accordingly, 16.1% of the respondents answered "Not Sure", 12.9% "somewhat quality products and services", 51.6% "good or quality products and services" and 19.4% thought their firms had "very high-quality products and services".

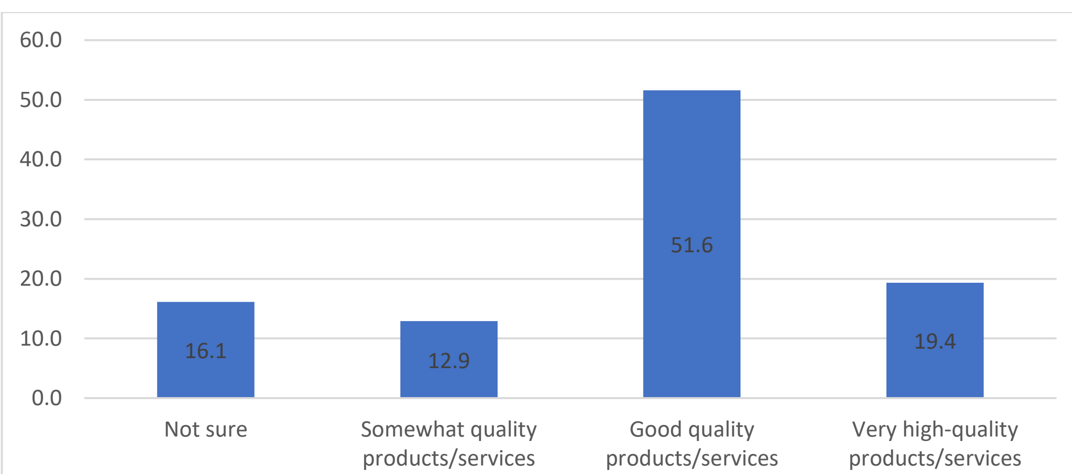


Figure 4.6: Quality of Firm's Products and Services Perception

4.3.7 Age Diversity Effect Perception on Product and Service Quality

The respondents were asked to show their opinion about whether age diversity in their firm affected product and service quality. So, 6 respondents (19.4%) were “Not Sure”, 2 (6.5%) thought it had a “Negative effect”, 16 (51.6%) thought it had a “Positive effect”, and 7 (22.6%) thought that the effect was “Mostly positive effect”.

	Frequency(n)	Percentage (%)
No Effect	6	19.4
Negative effect	2	6.5
Positive effect	16	51.6
Mostly positive effect	7	22.6
Total	31	100.0

Table 4.7: Impact of Age Diversity Perception on Product and Service Quality

4.3.8 Communication Ease Perception within the Organization

The researcher asked the responders asked to specify their view on whether communication within their firm was easy, 18 respondents (31.6%) “Strongly” agreed, 35 (61.4%) agreed while 4 (7.0%) disagreed.

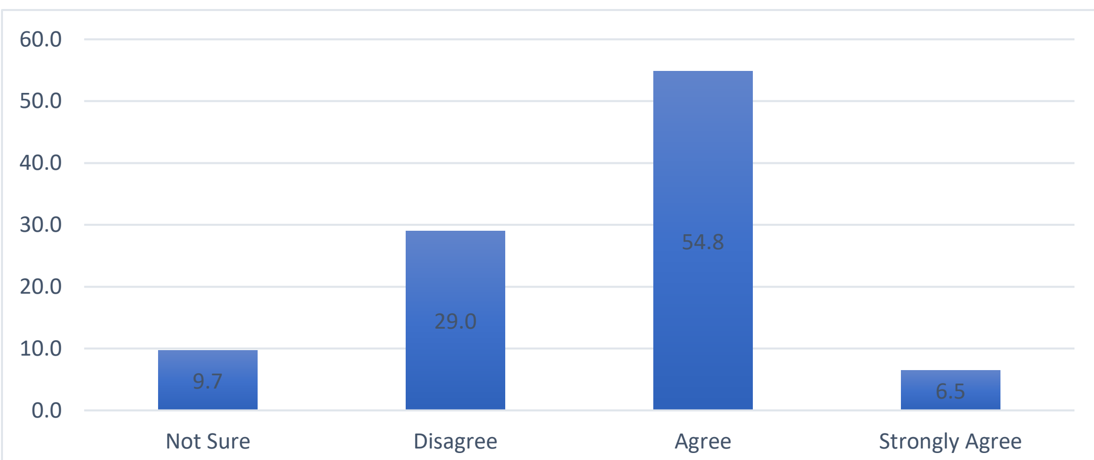


Figure 4.7: Ease of Communication Perception within the Organization

4.3.9 Age Diversity Effect on Communication within the Firm

The respondent’s answers when asked whether they considered age diversity had a positive or negative impact on communication inside the organization were 13 (22.8%) believed it had "No

Effect," 6 (10.5%) thought it had "Negative" 24 (42.1%) thought it had "Positive" and 14 (24.6%) thought it had "Mostly Positive".

	Frequency(n)	Percentage (%)
No effect	5	16.1
Negative	2	6.5
Positive	18	58.1
Mostly Positive	6	19.4
Total	31	100.0

Table 4.8: Age Diversity Effect on Communication within the Firm

4.3.10 Age Diversity Effect on Problem Solving within the Firm

Respondents' view on the Impact of age diversity on problem-solving inside the organization was 5 respondents (16.1 percent) said it had "No Effect," 2 respondents (6.5%) said it made it "Very hard," 9 (29.0%) said it made it "Hard," 14 (45.2 %) said it made it "Easy," and 1 (3.2%) said it made it “Very easy”.

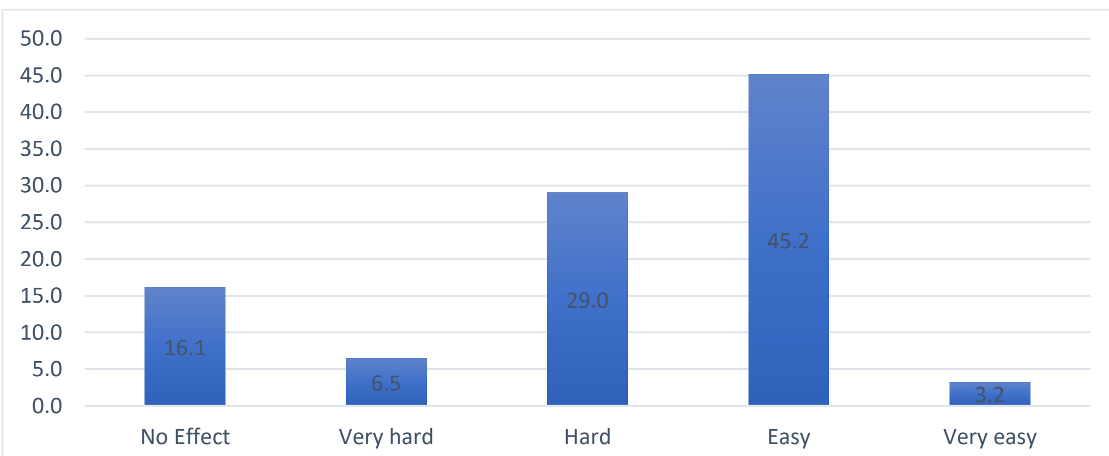


Figure 4.8: Age Diversity Effect on Problem Solving within the Firm

4.4 Gender Diversity Effect on Firm Performance

For the second specific research purpose, the researcher posed questions to the respondents about the impact of gender diversity on organizational performance. The findings of the investigation are presented in this section.

4.4.1 Most Important Features of Performance Affected by Gender Diversity

Respondents were asked to rate from least important to most important, areas of organizational performance affected by gender diversity on a scale of 1 to 5 (with 1 being the least important and 5 being the most important). According to Figure 4.9, "competitive advantage" received the greatest percentage mean rating of 87.7%, followed by "Management and Leadership Quality" with a percentage mean rating of 81.9%. With percentage mean ratings of 55.5% and 52.3%, respectively, "job satisfaction" and "organizational culture" were regarded as the second and third least important.

Figure 4.9: Most Important Features of Performance Affected by Gender Diversity

4.4.2 Quality of Management Perception in the Organization

The findings on respondents' perceptions of the quality of management in their company were that 5 respondents (16.7 percent) thought it was "Not sure," 11 (35.5 percent) thought it was "Poor," 12 (38.7 percent) thought it was "Good," and 3 (9.7 percent) thought it was "Very good."

	Frequency(n)	**Percentage (%)**
Not sure	5	16.1
Poor	11	35.5
Good	12	38.7
Very Good	3	9.7
Total	**31**	**100**

Table 4.9: Quality of Management Perception in the Firm

4.4.3 Gender Diversity Effect on Quality of Management in the Firm

When respondents expressed their thoughts on the impact of gender diversity on the firm's management quality, 3.2% said they were "Not sure," 9.7 percent said it was "Very poor," 19.4 percent said it was "Poor," 58.1 percent said it was "Good," and another 9.7 percent said it was "Very Good."

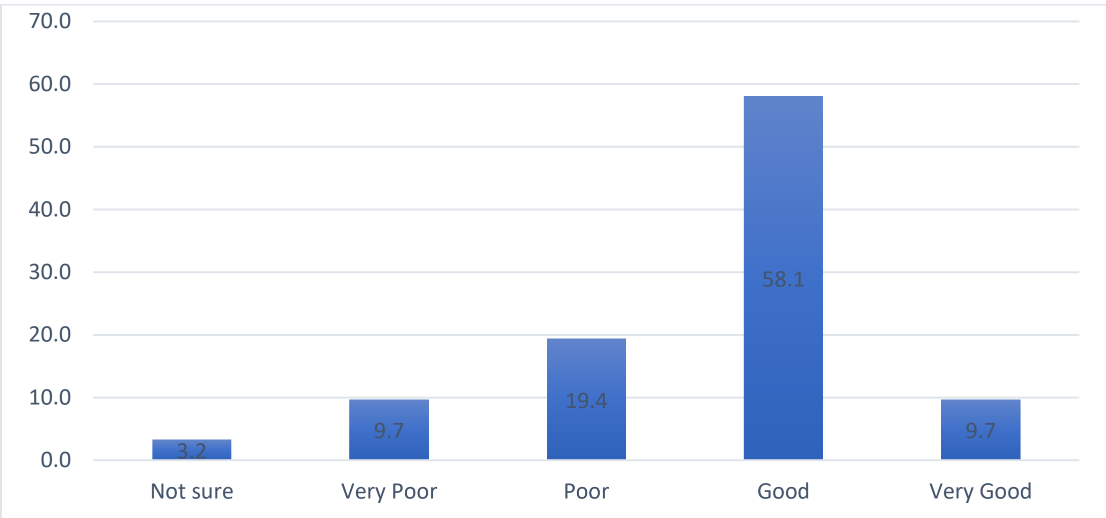


Figure 4.10: Gender Diversity Effect on Quality of Management in the Firm

4.4.4 Organization's Competitiveness Perception

Respondents were asked whether they agreed or disagreed that their organization was competitive: 2 (6.5 percent) responded "Not sure," 13 respondents (41.9 percent) disagreed, 14 respondents (45.2 percent) agreed, and two other respondents (6.5 percent) "strongly" agreed.

	Frequency (n)	**Percentage (%)**
Not Sure	2	6.5
Disagree	13	41.9
Agree	14	45.2
Strongly Agree	2	6.5
Total	**31**	**100**

Table 4.10: Organization's Competitiveness Perception

4.4.5 Gender Diversity Effect on Organization's Competitiveness

The respondents answered an inquiry to describe the nature of the influence of gender diversity on the competitiveness of their organization as 9.7% of respondents said the effect was "Mostly positive," 61.3% said it was "Positive," 16.1% said it was "Negative," 3.2% said it was "Mostly negative," and 9.7% said it had "No effect".

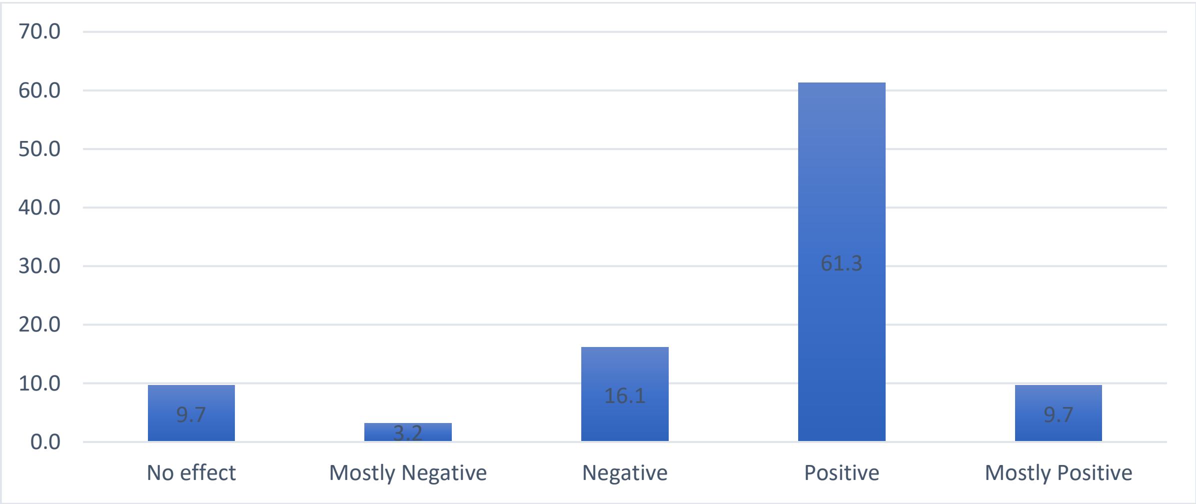


Figure 4.11: Gender Diversity Effect on Firm's Competitiveness

4.4.6 Job Satisfaction Perception

Two respondents (6.5%) were "Not Sure" whether he/she was content with his/her job, another (38.7%) "strongly" disagreed, 12 (8.8%) "disagreed", 14 (45.2%) agreed, and 3 (9.7%) "strongly" agreed on job satisfaction perception of their firm.

	Frequency(n)	Percentage (%)
Not Sure	**2**	**6.5**
Disagree	**12**	**38.7**
Agree	**14**	**45.2**
Strongly Agree	**3**	**9.7**
Total	**31**	**100**

Table 4.11: Job Satisfaction Perception

4.4.7 Gender Diversity Effect on Job Satisfaction

The respondents were asked to rate the impact of gender diversity on job satisfaction. The figure below shows that 3 respondents (9.7%) were "Not sure," 14 (45.2%) disagreed, 12 (38.7 %) agreed, and 2 (6.5%) strongly agreed.

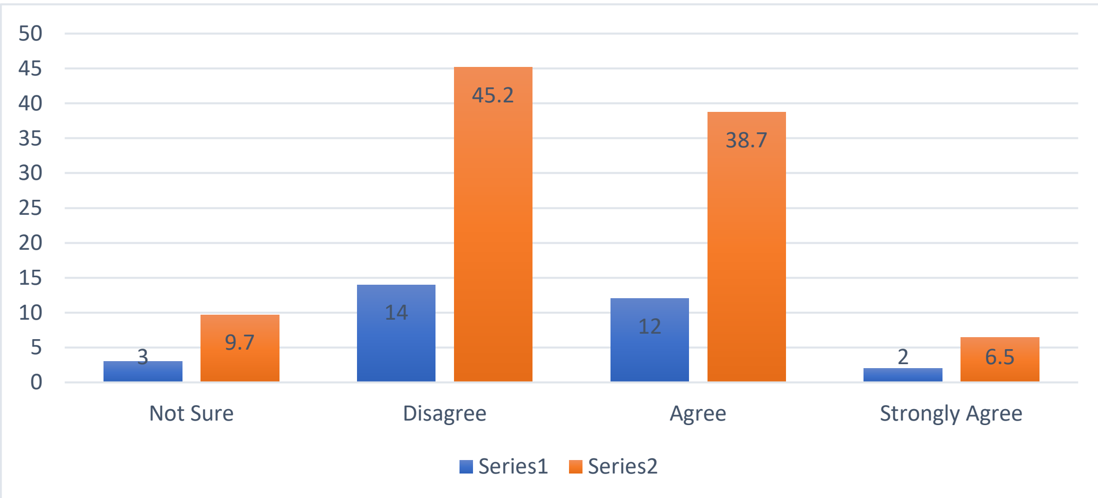


Figure 4.12: Gender Diversity Impact on Job Satisfaction

4.4.8 Organization Perception as Having a Distinctive Culture

When respondents were asked if their company had a unique organizational culture, 4 respondents (12.9%) were "Not Sure," five (16.1%) disagreed, sixteen (51.6%) agreed, and six (19.4%) "strongly" agreed.

	Frequency(n)	**Percentage (%)**
Not Sure	4	**12.9**
Disagree	5	**16.1**
Agree	16	**51.6**
Strongly Agree	6	**19.4**
Total	**31**	**100**

Table 4.12: Firm Perception as Having a Distinctive Culture

4.9 Gender Diversity Effect on Organizational Culture

When respondents were asked what they thought about the degree of the effect of gender diversity on organizational culture, 4 respondents (12.9 percent) were "Not Sure," 1 (3.2%)

believed it was "to a minimal extent," 2 (6.5%) "not at all," 17 (54.8%) "to some extent," and 7 (22.6%) thought it was "to a big extent."

	Frequency(n)	Percentage (%)
Not Sure	4	**12.9**
to a minimal extent	1	**3.2**
not at all	2	**6.5**
to some extent	17	**54.8**
to a great extent	**7**	**22.6**
Total	**31**	**100**

Table 4.13: Gender Diversity Effect on Organizational Culture

4.4.10 Gender Diversity Effect on Organizational Performance

For a question to reflect thoughts on the overall impact of gender diversity on organizational performance, the results were, 3 respondents (9.7%) felt it was "Not sure," seven (22.6%) thought it was "Disagree," 18 (58.1%) thought it was "Agree," and three (9.7%) thought it was "Strongly agree" as shown in below chart.

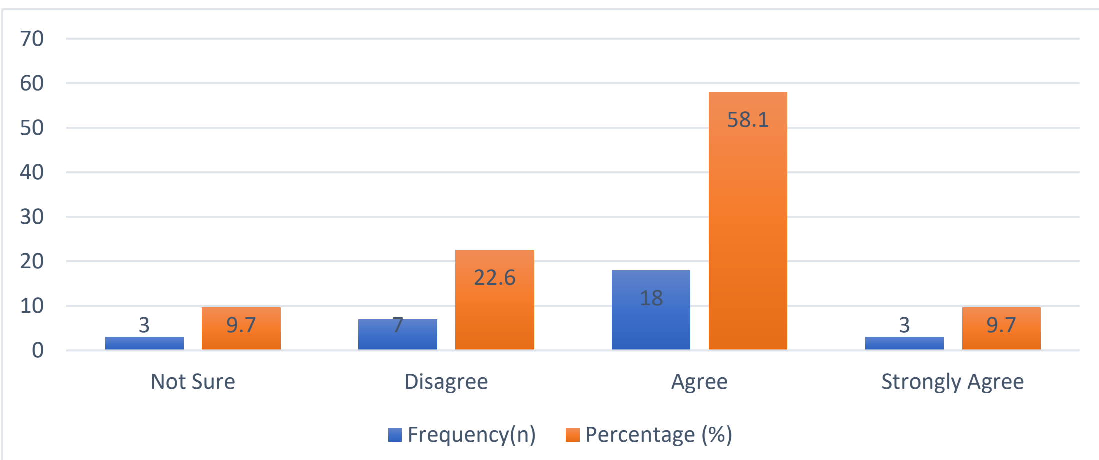


Figure 4.13: Gender Diversity Effect on Organizational Performance

4.5 Ethnic Diversity Effect on Organizational Performance

The third research objective was to investigate the impact of ethnicity on organizational performance. This section of the chapter presents the study's findings in this regard.

4.5.1 Most Important Features of Performance Affected by Ethnic Diversity

The respondents were asked to evaluate characteristics of organizational performance impacted by ethnic diversity on a scale of 1 to 5 (with 1 being the least important and 5 being the most essential). Accordingly, "corporate diversity" received the top ranking with a percentage mean rating of 85.8%, followed by "employee productivity" with a percentage mean rating of 85.2%. "Team performance" and "Job satisfaction" were considered second and the least important, with percentage mean scores of 53.5% and 48.4%, respectively.

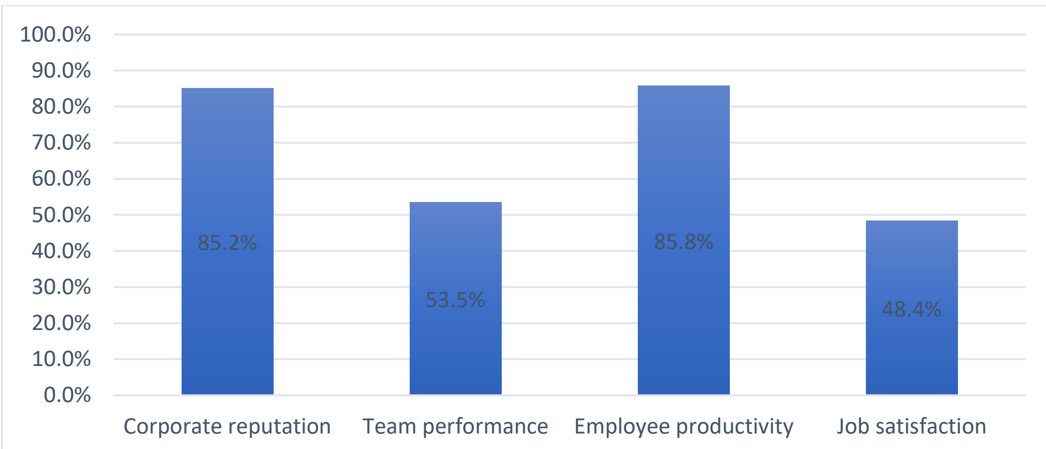


Figure 4.14: Most Important Features of Performance Affected by Ethnic Diversity

4.5.2 Organization's Reputation Perception

Results of respondent's opinion of their firm's reputation were, that 3 respondents (9.7 percent) believed it had "No effect," 1 respondent (3.2 percent) thought it was "mostly negative," 4 (12.9 %) thought it was "Negative," 17 (54.8 %) thought it was "Positive," and 6 (19.4 %) thought it was "Mostly Positive."

	Frequency(n)	**Percentage (%)**
No effect	3	**9.7**
Mostly Negative	1	**3.2**
Negative	4	**12.9**
Positive	17	**54.8**
Mostly Positive	**6**	**19.4**
Total	**31**	**100**

Table 4.14: Firm's Perception Reputation

5.3 Ethnic Diversity Effect on Corporate Reputation of the Firm

Rating of respondents to the impact of ethnic diversity on their firm's reputation. 12.9% of respondents said they were "Not Sure," 6.5% said the impact was "not at all," 67.7% said it affected "to some extent," and 12.9% said it affected "to a great amount." The findings of the investigation are depicted in Figure 4.15.

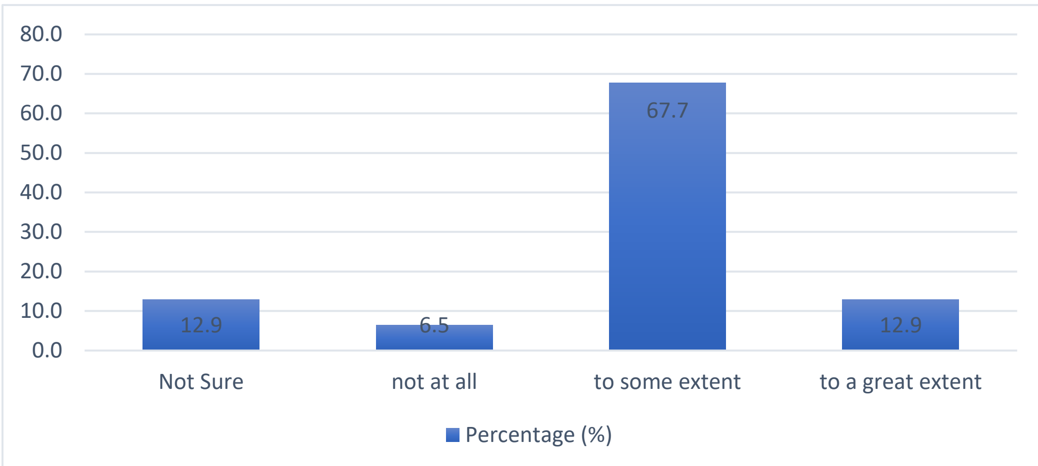


Figure 4.15: Ethnic Diversity Effect on Corporate Reputation of the Firm

4.5.4 The Negative Ethnic Diversity Effect on Team Performance

Results of respondents view whether they believed ethnic diversity had a detrimental impact on team performance. Three respondents (9.7%) said they were "Not Sure," one (3.2%) "Strongly" disagreed, five (16.1%) disagreed, 18 (58.1%) agreed, and four (12.9%) "Strongly" agreed.

	Frequency(n)	**Percentage (%)**
Not Sure	3	**9.7**
Strongly Disagree	1	**3.2**
Disagree	5	**16.1**
Agree	18	**58.1**
Strongly Agree	**4**	**12.9**
Total	**31**	**100**

Table 4.15: Ethnic Diversity Effect on Team Performance is Negative

4.5.5 Most Important Feature of Ethnic Diversity affecting Team Performance

Features of ethnic diversity that affect team performance on a scale of 1 to 5 (with 1 being the least important and 5 being the most essential) the respondents answered as "Multiplicity of information and experiences" had the maximum percentage mean rating of 71%, followed by "Different skill-set for problem-solving and task performance" with a percentage mean rating of 67.1%. "Job satisfaction" and "Different viewpoints in problem-solving and task performance" were regarded as the second and third least important, respectively, with percentage mean scores of 53.5% and 51.6%.

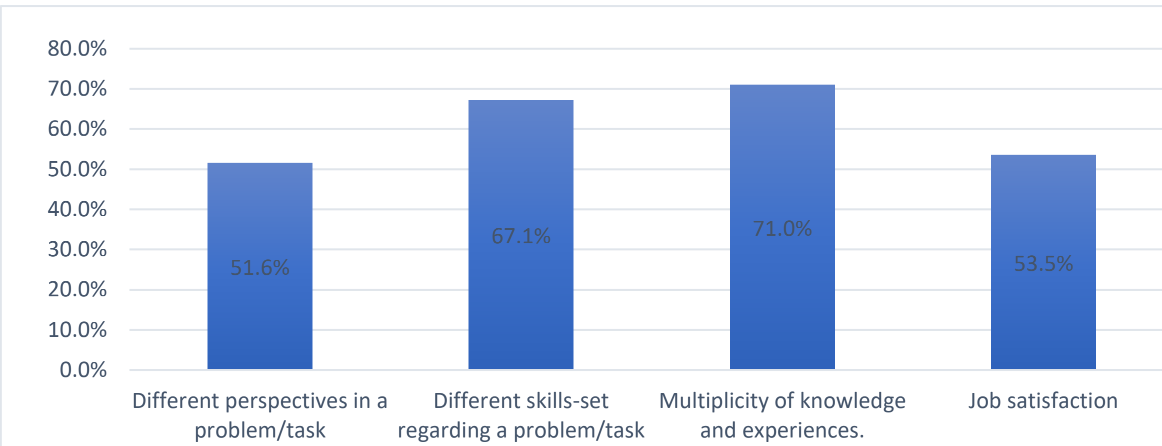


Figure 4.16: Most Important Feature of Ethnic Diversity affecting Team Performance

4.4.6 Ethnic Diversity Effect on Individual Employee Performance

The respondents were asked if ethnic diversity affects the performance of individual employees and 4 (12.9%) were "Not Sure", 8 (25.8%) "Strongly" disagreed, 11 (35.5%) disagreed, 7 (22.6%) agreed, and 1 (3.2%) "Strongly" agreed.

	Frequency(n)	Percentage (%)
Not Sure	4	**12.9**
Strongly Disagree	8	**25.8**
Disagree	11	**35.5**
Agree	7	**22.6**
Strongly Agree	1	**3.2**
Total	**31**	**100**

Table 4.16: Ethnic Diversity Effect on Individual Employee Performance

4.5.7 Satisfaction of Working in an Ethnically Diverse Organization

When the respondents were asked if they were satisfied working with people of different ethnic backgrounds, 3 respondents (9.7%) stated they felt nothing different, 1 (3.6%) said that they were "Dissatisfied," 22 (71.0%) have said they are "Satisfied," and 5 (16.1%) said they were "Very Satisfied."

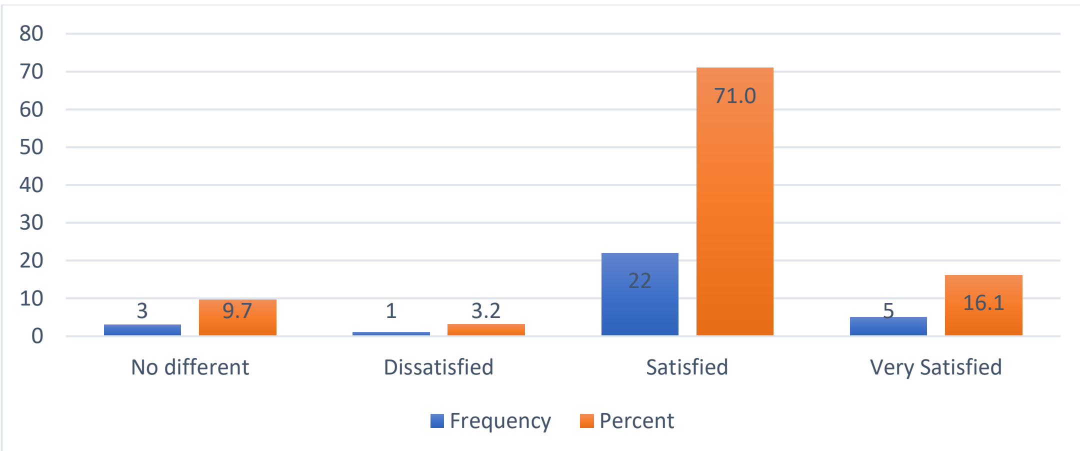


Figure 4.17: Satisfaction Working in an Ethnically Diverse Firm

4.5.8 Ethnic Diversity Impact on Intra-Organization Communication

Respondents were asked whether ethnic diversity had a positive or bad influence on intra-organization communication, 11 respondents (35.5%) responded "No Effect," 1 (3.2%) said "Negative," 16 (51.6%) said "Positive," and 3 (9.7%) stated "Mostly Positive."

	Frequency(n)	Percentage (%)
No effect	11	**35.5**
Negative	1	**3.2**
Positive	16	**51.6**
Mostly Positive	3	**9.7**
Total	**31**	**100.0**

Table 4.17: Ethnic Diversity Impact on Intra-Organization Communication

4.5.9 Ethnic Diversity Suitability for Firm Performance

The respondents were asked about how much they believed ethnic diversity influenced organizational effectiveness. Accordingly, 9.7 percent of respondents thought it had "no effect," 16.1% thought it had "to some extent," 35.5% thought it had "to a great extent," and 38.7% thought it had "extensive influence."

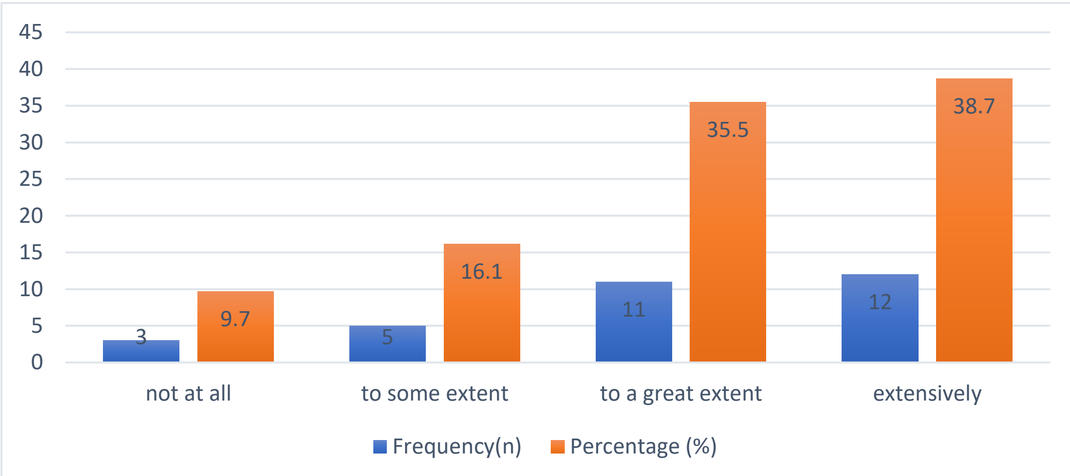


Figure 4.18: Ethnic Diversity Suitability for Organizational Performance

4.6 Dependent and Independent Variables Correlation Analysis

To infer and comprehend the nature of the link, a correlation analysis was performed between the dependent and independent variables of the study. Correlation analyses were performed between age diversity and firm performance, gender diversity, and organizational performance, and ethnic diversity and organizational performance.

4.6.1 Correlation of Age Diversity with Organization’s Performance

The relationship between age diversity and company success was looked and Spearman's rho correlation value obtained was moderately positive, r =.555, p<.001. This value suggests that the link between age diversity and firm performance is positive, implying that increasing age diversity will lead to an improvement in organizational performance.

Correlations

			Age Diversity	Organization Performance
Spearman's rho	Age Diversity	Correlation Coefficient	1.000	.555**
		Sig. (2-tailed)	.	.001
		N	31	31
	Organization Performance	Correlation Coefficient	.555**	1.000
		Sig. (2-tailed)	.001	.
		N	31	31

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

Table 4.18: Age Diversity Correlation with Organization Performance

4.6.2 Gender Diversity Correlation with Firm's Performance

The relationship between gender diversity and corporate success was examined by the researcher. Accordingly, Spearman's rho correlation value obtained was moderately positive, $r=.367$, $p<.05$. This correlation value implies that as gender diversity increases, company performance improves moderately.

Correlations

			Gender Diversity	Organization Performance
Spearman's rho	Gender Diversity	Correlation Coefficient	1.000	.367*
		Sig. (2-tailed)	.	.042
		N	31	31
	Organization Performance	Correlation Coefficient	.367*	1.000
		Sig. (2-tailed)	.042	.
		N	31	31

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

Table 4.19: Gender Diversity Correlation with Firm's Performance

4.6.3 Ethnic Diversity Correlation with Firm's Performance

The researcher examined the relationship between ethnic diversity and corporate performance. And below tables shows that Spearman's rho correlation value found was a strong positive value, r=.689, p<.01. The positive correlation value indicates that increasing the firm's ethnic diversity improves organizational effectiveness.

Correlations

			Ethnic Diversity	Organization Performance
Spearman's rho	Ethnic Diversity	Correlation Coefficient	1.000	.689**
		Sig. (2-tailed)	.	.000
		N	31	31
	Organization Performance	Correlation Coefficient	.689**	1.000
		Sig. (2-tailed)	.000	.
		N	31	31

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

Table 4.20: Ethnic Diversity Correlation with Firm's Performance

4.7 Regression Analysis

To examine the effect of diversity on performance, the researcher used regression analysis. The results of the regression analysis model for age diversity, gender diversity, and ethnic diversity are shown in Table 4.21. The dependent variable (organization performance) was used, whereas the independent variables were age, gender, and ethnicity.

4.7.1 Regression Model Summary for Organizational Performance

The model's R Square value revealed that age, gender, and ethnic differences might account for 44.6% of the model's change or variance.

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.668[a]	.446	.385	.39010

a. Predictors: (Constant), Ethnic Diversity, Age Diversity, Gender Diversity

Table 4.21: Organizational Performance Regression Model Summary

4.7.2 ANOVA Analysis for Organizational Performance

Organizational performance (the dependent variable) is predicted by the independent variables (age, gender, and ethnicity), and F (3, 27) = 7.247 indicates that the model has explanatory power as shown in Table 4.22. This means that the independent variables (age, gender, and ethnic diversity) help predict organizational effectiveness (the dependent variable). As a result, the model is significant, with a positive significance of $p<0.001$.

ANOVA[a]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	3.309	3	1.103	7.247	.001[b]
	Residual	4.109	27	.152		
	Total	7.417	30			

a. Dependent Variable: Firm Performance

b. Predictors: (Constant), Ethnic Diversity, Age Diversity, Gender Diversity

Table 4.22: Organizational Performance ANOVA Analysis

4.7.3 Regression Coefficient Analysis for Organizational Performance

The researcher used several regression analyses to establish the type of relationship that existed between the independent and dependent variables. The results obtained are shown in Table 4.24.

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.374	.451		3.048	.005
	Age Diversity	-.013	.146	-.021	-.090	.929
	Gender Diversity	.452	.195	.541	2.320	.028
	Ethnic Diversity	.152	.095	.251	1.596	.122

a. Dependent Variable: Firm Performance

Table 4.23: Organizational Performance Regression Coefficient Analysis

The effect of age, gender, and ethnic diversity on organizational performance overall equation for predicting is as follows: $Y = 1.374 -.013Age + .452Gender + .152Ethnicity$

According to the aforementioned equation, the coefficient for age diversity is -.013, implying that for each more age diversity, a modest loss in performance of the organization of an average of -.013 can be predicted (other factors held constant). Furthermore, the equation shows that the gender coefficient is .452, implying that an increase in organizational performance of .452 should be predicted with each additional gender diversity. Finally, the equation shows that the ethnicity coefficient is .152, implying that for every extra increase in ethnic diversity, an average rise of.152 in organizational performance should be predicted as long as all other parameters remain constant. Only gender diversity was significant in the study, with a $p = 0.028$. Age diversity has a negative coefficient of -.013 and ethnic diversity has a positive coefficient of .152, both of which have a negligible effect on organizational performance ($p= 0.929$ and 0.122, respectively).

CHAPTER FIVE

DISCUSSION, CONCLUSION, AND RECOMMENDATION

5.1 Introduction

Chapter 5, the study's last chapter, summarizes the study's goal and research questions, as well as the study's significant conclusions. The chapter concludes with a discussion of the study's primary findings, as well as some recommendations for further research and progress.

5.2 Summary of Findings

The study's overall goal was to investigate the influence of workplace diversity on Elsewedy Cables Ethiopia PLC's organizational performance (ECE PLC). The study aimed to achieve three specific goals: to investigate how age diversity affects Elsewedy Cables Ethiopia PLC's performance, to investigate how gender diversity affects Elsewedy Cables Ethiopia PLC's performance, and to assess the impact of ethnic diversity on Elsewedy Cables Ethiopia PLC's performance.

The research design used is a descriptive research approach, which was found appropriate since it allowed the researcher to characterize the relationship between organizational performance and the three forms of diversity examined. Employees of Elsewedy Cables Ethiopia PLC working in Addis Ababa (HQ) and Dukem were included in this study (Factory). This group consisted of 40 people from various levels of the organization who were deemed to have the necessary information for the study by the researcher. It sampled the 40 employees or respondents who agreed to participate in the study using convenient purposive sampling.

The bulk of the respondents (90.3%) were between the ages of 20 and 40, while 9.7% were over the age of 40, according to the survey. The research also found that men (64.5 percent) and women (64.5 percent) made up the majority of the respondents (35.5%). The study discovered that Ethiopians made up 90.32% of responses, Egyptians 6.45%, and Indians 3.23%. In terms of ethnic variety, the study found that the majority of respondents were Oromo (45.2%), followed by Amhara (25.3%), and Tigre (6.5%). The majority of respondents (54.8%) had a bachelor's degree, followed by diploma holders (32.26%).

Results were found to show that "Educational Diversity" had the highest percentage mean rating of 84.5%, followed by "Age Diversity" (72.9%) and "Gender Diversity" (70.3%). The second and third least important factors were "ethnic diversity" and "religious diversity," respectively. According to the survey, 83.9 percent of respondents thought their company was creative and inventive, and 67.7% thought age diversity had a positive impact on the company's creativity and innovation. The majority of respondents (58.1%) believed that decision-making inside the organization was simple, and 51.6% believed that age diversity aided decision-making. The majority of respondents (83.9%) believed their company produced high-quality goods and services, with 74.2% believing that age diversity improved the quality of their company's goods and services. According to the findings, the majority of respondents (61.3%) said communication within the company was simple, and 77.4% thought age diversity made communication simple. According to the study, 48.4% of respondents said problem-solving within their company was not difficult.

In terms of the impact of gender diversity, the study found that competitive advantage was ranked highest among aspects of performance affected by gender diversity, with a percentage mean rating of 87.7%, followed by "Management and Leadership Quality," which received an 81.9% percentage mean rating. With percentage mean ratings of 55.5% and 52.3%, respectively, "job satisfaction" and "organizational culture" were listed as the second and third least important factors. According to the study, 48.4% of respondents considered their company's management was of high quality, and 67.7% said gender diversity had a favorable impact on management quality. In terms of competitiveness, 51.6% of respondents believed their company was competitive. According to the study, 71% of respondents considered that age diversity had a beneficial impact on competitive advantage. Gender diversity had an impact on job satisfaction, according to the report, but just 54.8% of the population thought so, while the impact on corporate culture said was 77.4%.

According to the survey, "Employee productivity" ranked first among the areas of performance affected by ethnic diversity, with a percentage mean rating of 85.8%, followed by "Corporate diversity" with a percentage mean rating of 85.2%. With percentage mean ratings of 53.5% and 48.4%, "team performance" and "job satisfaction" were listed as the second and third least important factors, respectively.

The connection between the dependent and independent variables revealed moderately strong links between the dependent and independent variables, according to the study. Age diversity and the organizational performance had a moderate positive correlation value of r =.555, p<.001, gender diversity and the organizational performance had a moderate positive correlation value of r=.367, p<.05, and ethnic diversity and the organizational performance had a good strong positive correlation value of r =.689, p<.01. Age, gender, and ethnic differences accounted for 44.6% of the change or variance in the model, according to the study's R Square value.

5.3 Discussions

5.3.1 Age Diversity Impact on Organizational Performance

The survey also discovered that, in terms of % the mean rating, the degree of education was the greatest, followed by "Age Diversity" and "Gender Diversity." Also, "Ethnic Diversity" and "Religious Diversity" were placed as the second and third least important factors, respectively. This finding is similar to Darwin's (2014) suggestion that educational variety and age are major determinants of organizational effectiveness. Age diversity is seen to provide value to a company and improve its overall performance by facilitating creativity, innovation, and decision-making.

Other research has linked age diversity to improved creative performance. Diversity creates varied viewpoints, knowledge, and abilities, according to Simons and Rowland (2011), which improves creativity and innovation while reducing compliance with previous and existing standards.

The findings of the study on the impact of age diversity on decision-making support Gupta's (2013) argument that values held by people of different ages complement each other, increasing the innovativeness and creativity of age-heterogeneous workforces compared to more homogeneous ones. It also refutes Zaidi, et al., (2010) assertion that senior employees provide a valuable set of experiences and intuition to decision-making due to their intuition experience. Age variety, according to Dezo and Ross (2013), does not always lead to more informed decision-making or easier problem-solving. They warn that if such differences and the preconceptions that surround them are not successfully addressed, they can become a significant source of conflict.

The study also found that 83.9% of respondents believed their company offered high-quality products and services. In doing so, the study backs up Mutunga and Gachunga's (2013) claim that having a diverse workforce facilitates the upward (reverse mentoring) and downward (mentoring) exchange of information and ideas between generations. According to Darwin and Palanisamy (2015), age diversity leads to higher product and service quality because different age groups bring different perspectives, knowledge, and experiences to the product or service development process. This can result in a significant improvement in the quality of the product or service that the firm eventually produces.

5.3.2 Gender Diversity Impact on Organizational Performance

When it came to the impact of gender diversity on different dimensions of performance, the study discovered that competitive advantage was the most important, followed by "Management and Leadership Quality." The second and third least important factors, respectively, were "organizational culture" and "work satisfaction." This conclusion backs up Darwin and Palanisamy's (2015) claim that a diverse workgroup brings a variety of experiences, skill sets, and perspectives to the table, enhancing overall team performance and thereby the organization's success. When asked how gender diversity affects competitive advantage, 71% said it has a favorable influence.

Furthermore, Raza et al. (2013) discovered that differences in gender, education, culture, and age had a favorable impact on the competitive advantage of a business. When Ali, et al., (2007) looked at the link between gender diversity and decision-making, they discovered that the former also helped companies gain a competitive edge by allowing them to make better decisions. They stated that a more gender-diverse workforce provides a range of viewpoints, skills, and expertise to the workplace, which an organization can tap into and use to help it achieve its strategic goals (Ali, et al., 2013).

According to the study, 67.7% of respondents believe that gender diversity has a significant impact on leadership and management quality. This finding backs up previous findings by Van Knippenberg, et al., (2014), who found that gender diversity improves organizational leadership and management by stating that gender diversity improves managerial information processing and decision making, resulting in effective strategy formulation and decision-making key processes. It also supports the findings of Nakagwa (2015), who found that gender diversity, in addition to other types of diversity in the workforce, resulted in more inventive and high-quality solutions due to a mix of gender-based perspectives expressed by both males and females in management teams. Some experts, such as Tolbize (2008), disagree with the findings, claiming that gender diversity harmed management and leadership quality since organizations with male-dominated boardrooms frequently ignored the viewpoints of their female counterparts.

According to the findings, 45.2% of respondents disagree that gender diversity contributes to job happiness. This contradicts the findings of Zaid et al. (2010), who showed that workforce diversity, particularly gender diversity, was positively related to job satisfaction. It also refutes Sania, et al., (2015) claim that diversity in the workplace modifies the nature of employee relationships, resulting in higher job satisfaction and morale. As well Raza, et al., (2013) argue that workplace gender diversity can enhance information, skill, and experience exchanges, as well as lead to the establishment of cohesion and attachments among employees of different genders, and positively influence their overall perceptions of the job.

It verifies, however, Nakagwa's (2015) study of Japanese enterprises, which indicated that gender diversity impacted job happiness for women by creating a sense of job insecurity among female employees, resulting in higher job discontent among women. Mwikali and Kyalo (2015) argue that diversity may lead to minority group members becoming dissatisfied with their jobs. As a result, if women or men are in the minority, a lack of gender diversity may cause them to be dissatisfied with their jobs.

5.3.3 Ethnic Diversity Impact on Organizational Performance

According to the study, "company reputation" ranked first among the dimensions of performance affected by ethnic diversity, followed by "employee productivity" in terms of % the mean rating. The least important factors were "team performance" and "job happiness." This research backs up Darwin's (2014) claim that ethnic diversity improves organizational performance by creating a pool of abilities and learning opportunities that the company can tap into for better results. Indeed, 80.6% of those polled thought that ethnic diversity boosted a company's reputation. This is most likely because, in a multi-ethnic society, a company's reputation can be enhanced by employing people of many ethnic backgrounds.

Employee productivity is the second most important factor of performance affected by employee performance, according to the study. Timmermans and Kristinsson (2011) found that ethnic diversity in the workplace enhances creativity and innovation through broadening perspectives and viewpoints. According to several studies, a more ethnically varied workforce is more creative and innovative than one that is more ethnically homogeneous (Darwin & Palanisamy, 2015).

Ethnic diversity correlates with knowledge sets, competencies, and skill sets that affect the formation and performance of teams in modern businesses, according to Gupta (2013), Hoogendoorn, and van Praag (2012). In other words, it has been discovered that ethnic diversity improves organizational performance by forming more productive teams. The study discovered that team performance is the element of performance that is least affected by gender diversity. This goes against the findings of several earlier research. For example, Gupta (2013) discovered that the favorable relationship between team performance and ethnic diversity exists only when team members are more ethnically varied. Lee and Nathan (2011) discovered a correlation between ethnic diversity in teams and higher levels of creativity and innovation in those teams. Gupta (2013), on the other hand, is suspicious of the positive link between ethnic diversity and team performance, claiming that moderate ethnic diversity has no influence on team performance and thus has no impact on overall organizational success. According to Gupta (2013), ethnicity has little bearing on factors of business outcomes such as profit, market share, or sales.

According to Parrotta et al. (2011), an ethnically diverse workforce can bring different perspectives, ideas, and experiences to the table, which can either benefit organizational processes or cause friction among workforce groups, undermining team and company performance. According to Marx et al., (2015), workers have preexisting overt and implicit preferences for who they want to work with, and so growing ethnic diversity may result in workplace division and lack of cohesion.

5.4 Conclusion

5.4.1 Age Diversity Impact on Organizational Performance

Companies that want to keep their employees for a long time need to have a diverse workforce. Since younger employees are available for training on business structure, age diversity in most firms aids the establishment of a leadership pipeline inside the company. By allowing the building of a leadership pipeline, age diversity not only supports the development of a pool of qualified individuals but also helps the firm to maintain its style of doing business, which includes "best practices." Furthermore, the organization's age diversity allows newer employees with digital abilities to share their knowledge with the older generation. On the other hand, the older staff passes down corporate standards and operating procedures to the younger employees, which helps the company's productivity and performance. Age variety also stimulates creativity and invention, which leads to product and service advancements, which is beneficial to firms aiming to obtain or keep a competitive advantage.

5.4.2 Gender Diversity Impact on Organizational Performance

Gender equality boosts organizational performance. this is often because it possesses both internal and external values that benefit the organization's performance. Gender diversity is vital not simply because it's the proper thing to try and do in a society where gender equality may be a major issue, but also because it's the potential of constructing internal and external company goals simpler to attain. Gender diversity is significant for intra-organizational issue resolution and decision-making, in line with several studies. Gender diversity on corporate boards improves decision-making and therefore the development of long-term business plans. Many studies have demonstrated the importance of gender diversity within the workplace for creativity and innovation, management quality, services, and goods. Involvement of men and ladies during a firm's boardroom and management has been found to enhance company image and job satisfaction, both of which are vital for overall corporate performance.

5.4.3 Ethnic Diversity Impact on Organizational Performance

Organizational performance has been proven to be influenced by ethnic diversity. this is often very true in multi-ethnic cultures where businesses operate. The good thing about ethnic diversity to corporations is measured in terms of decision-making, skill pool, creativity and innovation, problem-solving, service and product quality, and a way of belonging, among other essential components of organizational success. People from different ethnic backgrounds provide a wider perspective of considering and conceiving a situation, which can end in more informed corporate decisions or finding proper and effective solutions to problems. In firms operating in ethically heterogeneous societies, boardroom ethnic diversity is an important internal resource for problem-solving, as people from different ethnic backgrounds provide a wider perspective of considering and conceiving a situation, which can lead to more informed corporate decisions or finding proper and effective solutions to problems. As a result, ethnic diversity not only helps the corporate gain a competitive advantage over companies with a more ethnically homogeneous workforce but also improves employee satisfaction as employees learn to figure with and appreciate people and different perspectives on their assigned tasks.

5.5 Recommendations

Based on the findings of the investigation, the study recommends the following recommendations for improvement and additional research.

5.5.1 Recommendations for Improvement

5.5.1.1 Age Diversity Impact on Organizational Performance

Age diversity should be viewed by managers as a source of competitive advantage inside the company. They should value age variety because of the potential impact it has on the company's creativity and innovation. Managers should recognize that while older generations provide expertise and abilities to the company, younger generations bring fresh ideas and new perspectives, and that age diversity can help the company's business plan. Furthermore, managers must recognize the usefulness of age variety in problem-solving and decision-making, and regard it as a viable and important internal resource for improving product and service quality.

5.5.1.2 Gender Diversity Impact on Organizational Performance

Organizations that want to succeed in today's gendered society must recognize and incorporate gender diversity into their corporate strategy. Gender diversity is becoming increasingly important in today's enterprises and society, and management must recognize this. As a result, creating gender balance in the workplace must be considered a long-term strategy for not only gaining a competitive edge but also for establishing a distinct organizational culture and reputation, which benefits the company's external image. To achieve marketing and sales strategy, management should also consider gender diversity as an internal resource. Additionally, businesses and managers should work to establish gender diversity inside their organizations, as this improves other aspects of performance such as creativity and innovation, as well as quality decision-making. Additional managers should value boardroom gender diversity as a vital approach for achieving quality in decision-making and problem-solving in the company's strategy.

5.5.1.3 Ethnic Diversity Impact on Organizational Performance

Ethnic diversity, like gender, educational, and age diversity, is a valuable resource for attaining marketing and sales goals, as well as employee work satisfaction. In addition, management should recognize the value of ethnic diversity in boardrooms in terms of problem-solving. Furthermore, enterprises, particularly those operating in ethnically diverse nations like Ethiopia, must-see ethnic diversity as critical to achieving internal harmony and contributing to the creation of a stable external social context in which the firm must operate. Managers of firms should not overlook the importance of ethnic diversity for employee productivity, team performance, creativity, and innovation.

5.5.2 Additional Study

More research is needed by academics to determine the impact of various aspects of diversity on organizational success. More research is needed to understand why, in theory, diversity leads to better performance. Future research should concentrate on determining the nature of the relationship between a single component of organizational performance and a single type of diversity to gain complete knowledge of the relationship. More research is needed to determine whether the numerous diversities have a unique effect on performance or if their effects are combined and mutually reinforcing. Future studies should also aim to develop a model for managers to follow to capitalize on the benefits of diversity for organizational productivity.

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PPENDIX 2: QUESTIONNAIRE

THE IMPACT OF WORKFORCE DIVERSITY ON ORGANIZATIONAL PERFORMANCE: THE CASE OF ELSEWEDY CABLES ETHIOPIA PLC

Date: ___________________

The study's overall objective is to ascertain the influence of workplace diversity on organizational performance at Elsewedy Cables Ethiopia PLC. The study will strive to achieve three particular goals: to investigate how age, gender diversity, and ethnic diversity affected the performance of Elsewedy Cables Ethiopia PLC.

Please read each query carefully and respond to it to the best of your ability, mrk [√] the boxes supplied where necessary. There are no correct or incorrect answers; your replies are critical to the study. All responses to this survey are 100% private. Any identifying information will be removed during data entry and analysis; nonetheless, you are encouraged to respond anonymously. The questionnaire will take approximately 20 minutes to complete.

Thank you for taking part in this research.

PART 1: BIOGRAPHICAL INFORMATION

1. Please indicate your age.

____

2. Kindly indicate your gender.

[ ] Male [ ] Female

3. Please specify your ethnicity & nationality

____

4. Kindly show your educational level.

[ ] Bachelor’s Degree

[ ] Postgraduate Diploma

[ ] Master’s Degree

[ ] PhD

5. Some of the most visible differences in your organization that affect organizational performance are listed in the Table. Please prioritize in order of importance (with 1 being least important and 5 being most important)

Types of Diversities	**Least Important to Most Important**				
	1	**2**	**3**	**4**	**5**
1. Age Diversity					
2. Gender Diversity					
3. Ethnic Diversity					
4. Educational Diversity					
5. Religious Diversity					

PART II: IMPACT OF AGE DIVERSITY ON ORGANIZATIONAL PERFORMANCE

6. The Table shows some of the dimensions of organizational effectiveness that are influenced by age diversity. Please indicate the one you believe is most affected by age diversity in order of importance.

Features of firm Performance affected by Gender Diversity	**Least Important to Most Important**				
	1	**2**	**3**	**4**	**5**
1. Creativity and innovation					
2. Intra-organizational communication					
3. Product and service quality					
4. Decision-making					

7. Indicate your company's level of creativity and innovation on a scale of 1 to 5.

[ ] Not sure [ ] least creative and innovative

[ ] Somewhat creative and innovative [ ] Quite creative and innovative

[ ] Very creative and innovative

8. Do you believe that age diversity has had a beneficial or bad impact on creativity and innovation in your company?

[ ] No Effect [ ] Mostly negative

[ ] Negative [ ] Positive

[ ] Mostly positive

9. Is it easier or more difficult to make decisions at your company?

[ ] No Effect
[ ] Very hard
[ ] Hard
[ ] Easy
[ ] Very Easy

10. Do you think age diversity makes decision-making in your company more difficult or easier?

[ ] No Effect
[ ] Makes it very hard
[ ] Makes it hard
[ ] Makes it easy
[ ] Makes it very easy

11. Indicate the quality of your firm's products and services on a scale of 1 to 5.

[ ] Not sure
[ ] poor quality products/services
[ ] Somewhat quality products/services
[ ] Good quality products/services
[ ] Very high-quality products/services

12. Do you think that age diversity improves product and service quality because of the diversity of ideas and knowledge?

[ ] No Effect
[ ] Mostly negative effect
[ ] Negative effect
[ ] Positive effect
[ ] Mostly positive effect

13. Do you think it's easy to communicate among your company's employees?

[ ] Not Sure
[ ] Strongly Disagree
[ ] Disagree
[ ] Agree
[ ] Strongly Agree

14. Has the age variety in your business made communication simpler or more difficult?

[ ] No Effect
[ ] Mostly negative
[ ] Negative
[ ] Positive
[ ] Mostly positive

15. How has age diversity influenced problem-solving in your organization? Has it made things easier or more difficult?

[ ] No Effect
[ ] Very hard
[ ] Hard
[ ] Easy
[ ] Very Easy

PART III: IMPACT OF GENDER DIVERSITY ON ORGANIZATIONAL PERFORMANCE

16. The Table shows some of the dimensions of organizational effectiveness that are influenced by gender diversity. Please rank the one you believe is most affected by gender diversity in order of significance.

Features of organizational Performance affected by Gender Diversity	**Least Important to Most Important**				
	1	**2**	**3**	**4**	**5**
1. Job Satisfaction					
2. Quality of management and leadership					
3. Organizational culture					
4. Organization’s competitive advantage					

17. How would you rank your company's management and leadership?

[ ] Not Sure
[ ] Very poor
[ ] Poor
[ ] Good
[ ] Very good

18. How would you rank the influence of gender diversity on the quality of management and leadership in your organization?

[ ] Not Sure
[ ] Very poor
[ ] Poor
[ ] High
[ ] Very high

19. Do you believe your company is extremely competitive in comparison to competitors?

[ ] Not Sure [ ] Strongly Disagree

[ ] Disagree [ ] Agree

[ ] Strongly Agree

20. What, in your opinion, is the nature of the influence of gender diversity on your company's competitive advantage?

[ ] No Effect [ ] Mostly negative

[ ] Negative [ ] Positive

[ ] Mostly positive

21. Are you happy with your job?

[ ] Not Sure [ ] Strongly Disagree

[ ] Disagree [ ] Agree

[ ] Strongly Agree

22. Do you think the gender diversity in your company influences your present job satisfaction?

[ ] Not Sure [ ] Strongly Disagree

[ ] Disagree [ ] Agree

[ ] Strongly Agree

23. Do you think the gender diversity in your company influences your present job satisfaction?

[ ] Not Sure [ ] Strongly Disagree

[ ] Disagree [ ] Agree

[ ] Strongly Agree

24. To what extent does your company's gender diversity influence its organizational culture?

[ ] Not Sure [ ] to a minimal extent

[ ] not at all [ ] to some extent

[ ] to a great extent

25. In general, what impact do you believe gender diversity has on your organization's performance?

[ ] No Effect

[ ] Mostly negative

[ ] Negative

[ ] Positive

[ ] Mostly positive

PART III: IMPACT OF ETHNIC DIVERSITY ON ORGANIZATIONAL PERFORMANCE

1. The Table shows some of the dimensions of organizational effectiveness that are influenced by ethnic diversity. Please rank the one you believe is most affected by ethnic diversity in order of significance.

Features of organizational Performance affected by Gender Diversity	**Least Important to Most Important**				
	1	**2**	**3**	**4**	**5**
1. Corporate reputation					
2. Employee productivity					
3. Team performance					
4. Job satisfaction					

2. How would you rate your company's reputation?

[ ] No Effect
[ ] Mostly negative
[ ] Negative
[ ] Positive
[ ] Mostly positive

3. To what extent do you believe ethnic diversity has influenced your firm's reputation?

[ ] Not Sure
[ ] to a minimal extent
[ ] not at all
[ ] to some extent
[ ] to a great extent

4. Do you believe that ethnic diversity improves team effectiveness in your company?

[ ] Not Sure
[ ] Strongly Disagree
[ ] Disagree
[ ] Agree
[ ] Strongly Agree

5. Some of the factors of ethnic diversity that influence team performance are listed in the Table. Please list the factors that you believe have the greatest impact on team performance in the order of priority.

Features of ethnic Diversity that affect team performance	**Least Important to Most Important**				
	1	**2**	**3**	**4**	**5**
1. Different viewpoints in a problem/task					
2. Variety of knowledge and experiences.					
3. Diverse skills-set regarding a problem/task					
4. Job satisfaction					

6. Do you think working with colleagues of different ethnicities has affected your productivity?

[ ] Not Sure [ ] Strongly Disagree

[ ] Disagree [ ] Agree

[ ] Strongly Agree

7. About your response above (in question 31), how would you describe the impact of this impact on your level of productivity as an employee?

[ ] No Effect [ ] Mostly negative

[ ] Negative [ ] Positive

[ ] Mostly positive

8. Do you like your job because you get to work with people from different ethnic backgrounds?

[ ] No different [ ] Very dissatisfied

[ ] Dissatisfied [ ] Satisfied

[ ] Very Satisfied

9. What impact do you believe ethnic diversity has on communication and information exchange in the workplace?

[ ] No Effect [ ] Mostly negative

[ ] Negative [ ] Positive

[ ] Mostly positive

10. Is ethnic diversity beneficial to your company's performance?

[ ] None at all [ ] to a little extent

[ ] to a great Extent [ ] extensively

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