



SEEK WISDOM, ELEVATE YOUR INTELLECT AND SERVE HUMANITY!

Addis Ababa University
አዲስ አበባ ዩኒቨርሲቲ



The effects of workforce diversity on Employees’ Job performance in Ethiopian Airlines Group

Addis Ababa University

School of Commerce

Department of Master of Business Leadership (MBL)

**A Research submitted in Partial Fulfilment of the Requirements for the Award
of the Degree of Master of Business Leadership**

By: Esmael Hamid Hussen

GSD/2864/15

Advisor: Dr. Dereje Abi

June 2025

Addis Ababa, Ethiopia

STATEMENT OF DECLARATION

I hereby declare that this work entitled “Effect of Workforce Diversity on Employee Performance in Ethiopian Airlines Group” is my work and that, to the best of my knowledge and belief, it contains no material previously published or written by another person nor material which has been accepted for the award of any other degree or diploma of the university or other institute of higher learning, except where due acknowledgment has been made in the text.

Esmael Hamid Hussien

This is to certify that, this project work ““Effect of Workforce Diversity on Employee Performance in Ethiopian Airlines Group””, undertaken by Esmael Hamid Hussen in partial fulfilment of the requirements for Master of Arts in Business Leadership at Addis Ababa University School of Commerce, is an original work and not submitted earlier for any Degree either at this university or any other university.

_____ Dereje Abi (PhD)

Research project advisor

ADDIS ABABA UNIVERSITY SCHOOL OF COMMERCE

MASTER OF BUSINESS LEADERSHIP PROGRAM

“Effect of Workforce Diversity on Employee Performance in Ethiopian Airlines Group”

BY: ESMAEL HAMID HUSSEN

Approval of Examiners:

Dereje Abi (PhD)

Advisor Signature

Internal Examiner

Signature

Date

External Examiner

Signature

Date

Acknowledgment

It is a great pleasure for me to thank many people who, in different ways, have supported and contributed to the process of writing this research paper. First and foremost, I would like to express my heartfelt gratitude to Almighty Allah for His guidance during this program. I would like to thank my advisor, Dr. Dereje, for his time and advice helping me get started down the right road and for his constructive advice throughout the project. I would also like to thank my family that have encouraged me all along and especially my beloved wife, Nura Essa, for all her help. I owe special gratitude to the management and employees of Ethiopian Airlines Group that gave their support as well as those who assisted in collecting the data used in the project.

Abstract

The main purpose of this study is to investigate the relationship between workforce diversity (including gender, ethnicity, and religion) with individual employee performance at Ethiopian Airlines Group, MRO Division. I have selected only these three variables from many work force diversity variables since they are the most determinant ones on employee performance to the researcher assumptions. To meet its purpose, primary data was collected from 308 randomly (simple random sampling) selected employees working at Ethiopian Airlines Group, MRO Division, through closed ended questionnaire. The study used both descriptive and explanatory research designs. Descriptive design was used to describe the collected data by using descriptive statistics techniques. The explanatory design was set to test cause and effect relationship between workforce diversity and Employee performance. The data was analyzed through quantitative approach of descriptive statics (frequencies, percentages, number. maximum, minimum, mean and standard deviation) and inferential statistics such as linear regression to determine the association between the effect of work force diversity and employee job performance.

The finding of this study can be concluded that the performance of employees working in Ethiopian Airlines is influenced significantly by their gender, ethnic and religious diversity. It is recommended that the organization needs to do more in diversifying the workforce in terms of gender, ethnicity, and religion to acquire lots of skill, knowledge and attitude and to increase employees' job performance.

Key Words: Workforce diversity, Job performance, Ethiopian Airlines Group.

LIST OF TABLES

Table 1.1 Dimensions of Diversity

Table 4.1 Demographic profile of respondents' summary

Table 4.2 Summary of Cronbach's coefficient and variables

Table 4.3 Summary of descriptive statistics for questions on questionnaire

Table 4.4 Correlation between variables

Table 4.5: Collinearity Test table between independent variables

Table 4.6: Skewness and Kurtosis analysis

Table 4.7: Model Summary

Table 4.8: ANOVA

Table 4.9: Coefficients of the regression model

Table 4.10: Hypothesis Summary

LIST OF FIGURES

Figure 1 Conceptual Framework

Figure 2 Histogram

Figure 3 Normal P-P plot

ACRONYMS/ABBREVIATIONS

EP: Employee Job Performance

GD: Gender Workforce Diversity

ED: Ethnicity Workforce Diversity

RD: Religious Workforce Diversity

Table of Contents

Acknowledgment.....	5
Abstract.....	6
LIST OF TABLES.....	7
LIST OF FIGURES.....	8
ACRONYMS/ABBRIVATIONS.....	9
CHAPTER 1: INTRODUCTION	13
1.1 Background of the Study	13
1.2 Statement of the Problem.....	15
1.3 Research Questions.....	16
1.4 Objectives of the Study.....	17
1.5 Significance of the study	18
1.6 Scope of the study	19
1.7 Limitation of the study.....	19
1.8 Organization of the study.....	19
1.9 Definition of Key Terms.....	20
CHAPTER 2: REVIEW OF RELATED LITERATURE	21
2.1 Introduction	21
2.2 Theoretical Literature Review	21
2.2.1 Concept of Work Force Diversity.....	22
2.2.2 The Concept of Employee Performance	24

2.2.3 Work Force Diversity and Employee Performance.....	25
2.2.3.1 Gender Diversity and Employee Performance.....	25
2.2.3.2 Ethnic diversity and Employee Performance.....,	26
2.2.3.3 Religious diversity and Employee Performance	26
2.3 Empirical Review of Literature.....	28
2.3.1 Work Force Diversity and Individual Performance.....	28
2.3.2 Gender diversity and employee performance.....	28
2.3.3 Ethnic Diversity and Employee Performance.....	29
2.3.4 Religious Diversity and Employee Performance.....	31
2.4 Conceptual Framework of the study.....	33
2.5 Hypothesis of the study.....	33
CHAPTER 3: RESEARCH METHODOLOGY	34
3.1. Description of the study Area.....	34
3.2. Research design.....	35
3.3 Research approach.....	35
3.4 Target population.....	35
3.5. Sampling Techniques and sample size.....	36
3.6 Data Sources and Collection Methods.....	36

3.7 Method of Data Analysis.....	37
3.8 Ethical Consideration.....	38
CHAPTER 4: DATA PRESENTATION, ALAYSIS AND DISCUSSION.....	39
4.1. Introduction.....	39
4.2. Response Rate.....	39
4.3 Profile of Respondents.....	39
4.4 Reliability and Validity analysis.....	41
4.5. Descriptive analysis of response of the questionnaire.....	43
4.6 Correlation Statistics.....	46
4.7 Regression Analysis Results.....	48
4.8 Diagnostic Tests of Regression.....	49
4.9 Summary of Hypothesis Test.....	54
CHAPTER 4: CONCLUSION AND RECOMMENDATION.....	55
5.1. Summary of Major findings.....	55
5.2. Conclusion	55
5.3 Recommendation.....	56
5.4 Recommendation for further research.....	56
REFERENCES.....	57
Questionnaire.....	62

CHAPTER ONE 1. INTRODUCTION

This chapter presents a concise conceptual overview of the study, emphasizing the problem statement. It outlines fundamental research questions to be addressed, objectives of the study, its significance, and delimits its scope and limitations. Additionally, it provides definitions of key terms and describes the organization of the study.

1.1 Background of the Study

Workforce diversity means similarities and differences among employees in terms of age, cultural background, physical abilities and disabilities, race, religion and gender. No two humans are alike. People are different in not only gender, culture, race, social and psychological characteristics but also in their perspectives and prejudices. Society had discriminated on these aspects for centuries. Diversity makes the work force heterogeneous (Ankita Saxena,2014).

Everyone is different from each other because of their different religion, educational background to which they belong, age and perception. When different types of people, in terms of thinking, perception, generation, come together to work at the same place then a situation may come where all these different types of people may not agree at the same point. At that point, it is going to affect the interpersonal relationship among people.

In current scenario, employing a diversified workforce is a necessity for every organization but to manage such a diversified workforce is also a big challenge for management. Diverse organizations tend to experience higher degrees of employee innovation. When workplaces are diverse, employee teams represent a variety of unique perspectives drawn from dimensions like gender or culture. Combining these perspectives can result in multidimensional creativity and decision-making abilities across teams, which can help your business excel. If you're always

looking for the same type of candidate to fill roles in your business, you can limit your ability to find the right hire for the job. By widening your candidate criteria, you can create a larger talent pool and be more likely to attract diverse candidates. Employer and employee trust is crucial to a healthy work culture. By promoting diversity and inclusivity in the workplace, you can improve trust and rapport with your employees. This can allow your employees to be true to their unique identities and engage with their work to their full potential.

Promoting workforce diversity and inclusion can help your business attract talent from different backgrounds. You need to educate your hiring team to promote workforce diversity. You need to implement diversity policies.

Ethiopian Airlines Group hires different citizens from different countries. From its around 27000 employees, there are above 1000 employees with different citizenship than Ethiopian. From its 26000 Ethiopian Citizenship employees, its 9000 employees are female, and 17,000 employees are male. These numbers are rounded to about a thousand places. The figures are approximate and gotten from the company HR system. When seen its work force diversity regarding religion, there is seen big disparity. The work force is comprised of mainly from Amhara, Oromo, Tigray and Southern people. There are a few Somalis, Afar, Gambella and other nationalities.

The performance of employees was a significant concern for organizations globally, as it directly impacted overall organizational effectiveness. This paper critically analyses the workforce diversity and its impact on employee performance in Ethiopian Airlines Group. The researcher, after examining the literature and various research papers, concluded that workforce diversity is strength for any organization, but people still stick to their views related to ethnicity, gender, religion etc. and so consider diversity as a problem but if managed properly, can increase

performance. The researcher has taken some aspects, which are a part of diversity among workforce they are gender, ethnicity and religion in Ethiopian Airline Group.

1.2 Statement of the Problem

Globalization, migration, initiatives for social justice, and other developments have made the representation of diverse groups and relations among them an important issue for organizations in many nations. Diversity in the workplace is a central issue for contemporary organizational management. Concomitantly, managing increased diversity deserves greater concern in public, private, and nonprofit organizations. While diversified workforces could have higher problem-solving capabilities and increased organizational performance, based on more diverse perspectives, skills, and insights (e.g., Cox & Blake, 1991; Ely, 2004; Wiersema & Bantel, 1992), diversity researchers also point out possible conflicts among diverse groups, which may result in a low satisfaction level, a high intention to quit, and a reduced individual & organizational performance in the end (e.g., Chatman & Flynn, 2001; Jehn, Northcraft, & Neale., 1999; Polzer, Milton, & William B. Swann, 2002; Schippers, Hartog, Koopman, & Wienk, 2003). In sum, these contradictory arguments and findings appear to make diversity "a double-edged sword" (Milliken & Martins, 1996, p. 403). Therefore, the challenge for managers can be how to reduce the negative results of having diversified workforces while protecting and increasing the benefits derived from workforce diversity (Ely, 2004, p. 756).

Various empirical research on the effects of employee diversity on company efficiency in the Banking industry has been conducted. For example, Gacheri and Muthoni (2013) investigated the impact of workforce diversity management on employee performance in Kenya's banking

industry and discovered that workforce diversity has an impact on employee performance. Likewise, Ediana Fiseha (2021) investigated the effects of workforce diversity on Employees' Job performance in commercial Bank of Ethiopia in Jimma town. Amdemicheal and Abdilgeli (2018) investigated the case of Ethio telecom Southwest Addis Ababa District, a study was conducted on the influence of workforce diversity on employee efficiency. and they found that ethnicity has only significance to explain employee performance. Biru (2019) also researched the effects of workforce diversity and workgroup success on Ethiopian Private Higher Education Institutions. Furkan Arasli (2023) has investigated workplace diversity at Emirates Airlines. Therefore, there is a little study conducted in Ethiopia in general and specifically in the Aviation industry of Ethiopia. As a result, to the best of my knowledge, no research on the impact of workforce diversity on Individual performance in the Ethiopian Aviation industry has been conducted. As a result, this study aims to investigate the impact of workforce diversity with respect to gender, ethnicity and religion on the individual performance of the Ethiopian Aviation industry, specifically Ethiopian Airlines Group, MRO Division.

Throughout the last decade, Emirates Airlines has consistently outpaced many other rival airlines, domestically and internationally. An analysis of the company leads to a conclusion that by internalizing diversity it enabled their employees to provide unique services to customers that distinguishes its services from other competitors. Unique initiatives and strong belief in diversity and inclusion lead to strong business performance.

1.3 Research Questions

General Question:

1. What is the effect of workforce diversity on employee performance in Ethiopian Airlines Group?

Specific Questions:

Based on the statement of the problem, the following research questions are forwarded:

- What is the effect of gender diversity on employee job performance in Ethiopian Airlines Group?
- How does ethnic diversity influence employee job performance in Ethiopian Airlines Group?
- How does religion diversity influence employee job performance in Ethiopian Airlines Group?

1.4 Objectives of the Study**1.4.1 General objectives**

The main objective of this research is to provide insights and in-depth understanding of the workforce diversity whether it has an effect towards employee performance and to identify whether the variables gender, ethnicity and religion would affect employee performance in Ethiopian Airlines Group.

1.4.2 Specific objectives

- To test the effect of gender diversity on employee performance in Ethiopian Airlines Group.
- To examine the effect of ethnic diversity on employee performance in Ethiopian Airlines Group.
- To assess the effect of religious diversity on employee performance in Ethiopian Airlines Group.

1.5 Significance of the study

The objective of this study is to examine the effect of workforce diversity on employees performance by investigating the correlation between workforce diversity and employees performance in Ethiopian Airlines Group. In Aviation industry, Ethiopian Airlines success and sustainable competitiveness depends upon by using and embracing diversity and garnering its benefits. A multicultural Airline is better suited to serve diverse cultured passengers and which generates more global market, sales and revenue. Diversity stimulates innovation and productivity and creates a world class airline that can outperform the stiff aviation industry competition.

The most important significance of the findings of this study:

- Will add to existing knowledge that will help in the understanding of the workforce's diversity in general and its relevance to individual employee performance, which in turn leads to organizational performance.
- The outcomes of this study will help the concerned parties, including the decision-makers in the company, to identify the current problems in the company and take corrective measures.
- This study can be used as reference material for students and other interested groups who seek to conduct further in-depth study.

1.6 Scope of the study

There are the limitations below that are present in this research:

1. In this study, it will be considered only three workforce variables that are selected for the study even if there are many factors that can affect the workforce. These variables are gender, ethnicity and religious workforce diversity.
2. The research primarily involved data collection from employees and managers within the organization.

1.7 Limitation of the study

1. The study is done in Ethiopian Airlines group MRO division and limited with its head quarter in Addis Ababa.
2. The data is collected from employees, and which is not totally objective data, rather subjective.

1.8 Organization of the study

This research is structured as follows:

- In chapter one, the researcher presents an overview of the study context and explains the research problem. This chapter addresses the research objective to be achieved, the research question to be answered and briefly explains the importance or contribution of the research.
- Chapter two focuses on the literature review of the theoretical argument from secondary sources such as journal, articles etc. The empirical studies will be done in this chapter to enable the researchers to construct the literature and conceptual framework of the research.

- Chapter three is conducted to describe how the research is carried out in terms of research design, population, sample and sampling procedures, data collection methods, operationalization and the methods of data.
- Chapter four deals with processing, analysis and discussion of data.
- Finally, Chapter five presents the summary of the findings, conclusions and recommendations.

1.9 Definition of Key Terms

In this research paper, the following key terms and acronyms will be used repetitively.

Diversity: Oxford dictionary defines diversity as the practice or quality of including or involving people from a range of different social and ethnic backgrounds and of different genders, sexual orientations, etc.

Wok Force Diversity: It is broadly described as embracing, valuing, and celebrating differences among people based on gender, age, class, ethnicity, mental and physical capacity, race, spiritual practice, sexual orientation, and public assistance status (Mujtaba, B. 2007).

Employee Performance: Employee performance refers to an individual or employee's achievements against given targets.

CHAPTER 2: REVIEW OF RELATED LITERATURE

2.1 Introduction

This chapter discusses a literature review on workforce diversity and Individual performance in the workplace. The chapter is divided into four sections. The first section discusses the theoretical literature review. The second section is the empirical literature review which discusses previous studies on workforce diversity and how it affects individual performance. The chapter ends with a presentation of the conceptual framework which sought to show a diagrammatic relationship between the independent and the dependent variables.

2.2 Theoretical Literature Review

Similarity-attraction Theory

The attraction theory was propounded by Byrne (1971). The key principle of the theory is that people are generally attracted to others who share similar characteristics and levels of physical attractiveness. Individuals that interact have more opportunities to exchange personal information and observe each other's behavior. Research suggests that similarities between individuals decrease uncertainty, whereas dissimilarities increase uncertainty (Berger & Calabrese, 1975) because interacting with similar others is more predictable than interacting with dissimilar others (Thibaut, Kelley, 1959). Although individuals have a desire to increase the predictability of interactions between themselves and others within an organization, there are also situations when individuals are motivated to exert the additional effort required to interact with someone who is dissimilar when they anticipate benefits due to the acquisition of new information (Lin, 2001). Individuals have a natural preference to interact with individuals with similar characteristics because these interactions tend to reinforce their own beliefs and behaviors and reduce social uncertainty (Harrison et al., 2018). Therefore, individuals within the same age group would be comfortable sharing ideas which enhances knowledge sharing and work productivity.

2.2.1 Concept of Work Force Diversity

According to (Robbins 2009), workforce diversity refers to the heterogeneous mix of employees in an organization in terms of age, race, gender, and educational background.

The impact of workforce diversity on employee performance can be positive or negative depending on its management. Effective diversity management allows organizations to harness the ideas, skills, abilities, and capabilities of their employees (Erasmus 2007). These qualities play a crucial role in the progress and development of an organization. Diversity management has become a critical human resource management tool to respond to a changing workforce (Agars & Kottke, 2005). The term "diversity management" carries a variety of meanings, but generally refers to organizational efforts to aggressively recruit, hire, and retain individuals from a variety of backgrounds and facilitate good working relationships among them (Miller & Rowney, 1999).

However, if workforce diversity is managed ineffectively, it can lead to the formation of various groups within the organization. This can result in miscommunication, interpersonal conflict, and power struggles (Jehn, 1995). These challenges hinder an organization from achieving its goals (Maingi, 2015). Given the increasing importance of accommodating people from diverse cultures within the same place (Maingi, 2015), it is essential for organizations to effectively manage their workforce diversity. Hence, Diversity is no longer merely a buzzword in today's organizations. It has become an asset for some companies and a liability for others.

The concept of diversity includes a wide range of dimensions, as defined by (Cox, 1994). Primary dimensions are those which influence our identities. These include gender, race, ethnicity, employee age, disability. These factors base our self-image and will impact our workplace.

Secondary dimensions are less visible variables but influence our personal identity. These include religion, culture, education, nationality, languages known, family status, lifestyle and thinking style. R. Rijamampinina, T. Carmichael (2005) recognized primary, secondary and tertiary dimensions. The tertiary dimensions include beliefs, assumptions, perceptions, attitude and values.

Cox presents 38 potential diversity dimensions and asserts that the dimension of "character traits" is virtually limitless. To illustrate the multi-faceted nature of individuals, he uses the metaphor of a kaleidoscope. This analogy brings to mind an iceberg: the visible aspects such as race and disability represent just a fraction of what constitutes diversity. These visible characteristics serve as the foundation for much anti-discrimination legislation worldwide. On the other hand, less apparent dimensions like religion, culture, and political orientation lie just beneath the surface and may become evident over time. The tertiary dimensions hold great significance in shaping one's personal identity and dwell even deeper within.

Table 1 list down the three diversity dimensions; the lists provided are far from exhaustive in capturing the true essence of diversity

Table 1.1.: Dimensions of Diversity

Primary Dimension	Secondary Dimensions	Tertiary Dimensions
<ul style="list-style-type: none"> • Race • Ethnicity • Gender • Age • Disability 	<ul style="list-style-type: none"> • Religion • Culture • Sexual orientation • Thinking style • Geographic origin • Family status • Lifestyle • Economic status • Political orientation • Work experience • Education • Language • Nationality 	<ul style="list-style-type: none"> • Beliefs • Assumptions • Perceptions • Attitudes • Feelings • Values • Group norms

Source: based on Rijamampinina & Carmichael (2005)

Research indicates that when diversity is accepted and valued, it boost employee effectiveness, organization's productivity, and ensure the organization's continuous competitiveness. Managers that are able to encourage and promote a diverse work environment invariably attract and retain valuable workforce and thus, enhance the loyalty of customers. Looking at public corporations, this also turns into a successful delivery of vital services to communities with varied wants (AKPAKIP, CHRISTIANA EKOT,2017).

2.2.2 The Concept of Employee Performance

Employee performance is defined as how well a person executes their job duties and responsibilities. Many companies assess their employees' performance on an annual or quarterly basis to define certain areas that need improvement and to encourage further success in areas that are meeting or exceeding expectations. Performance is a critical factor in organizational success, helping to improve overall productivity, profitability, and employee morale. By assessing employee performance regularly, companies can identify areas that need improvement, provide employee learning and development opportunities, and ensure that everyone is working towards the same goals.

Rahman, Hussain, & Hussain (2011) citing Stott and Walker (1995) stated that employee performance can be determined based on three factors; work environment, ability and motivation, thus expressed by the formula; $\text{Performance} = f(\text{work environment} \times \text{ability} \times \text{motivation})$. Ability here has to do with the employee's physical, emotional and intellectual capability to carry out his task. That is the employee possesses the skills and knowledge needed for the job. Motivation is an internal state that propels individuals to engage in goal-directed behavior. Motivation is the process that initiates, guides, and maintains goal-oriented behaviors. Work environment may be defined in its simplest form as the settings, situations, conditions and circumstances under which people work

(Oludeyi, 2015). It is further elaborated by Briner, (2000) as a very broad category that encompasses the physical setting (e.g. heat, equipment etc.), characteristics of the job itself (e.g. workload, task complexity), broader organizational features (e.g. culture, history) and even aspects of the extra organizational setting (e.g. local labor and market conditions, industry sector, work-home relationships). Kohun (2002), defines work environment as comprising the totality of forces, interpersonal relationship of the workplace, and other influential factors that and or constrain employees' activities and performance like work force diversity.

2.2.3 Work Force Diversity and Employee Performance

2.2.3.1 Gender Diversity and Employee Performance

The term "gender" is derived from the Latin word "genre," which means kind or race (Bhushan,2016). Gender diversity refers to the expression of masculinity or femininity in individuals (Connell, 2002). When both males and females are given equal opportunities, gender diversity can enhance employee performance within an organization (Kirton& Greene, 2015). The combination of cognitive abilities from both genders can significantly boost an organization's overall creativity and innovation (Hoffman, 1965). In contrast to homogeneous teams, gender-diverse teams tend to make higher quality decisions (Roberson &Kulik, 2007). Empirical research consistently supports the argument that gender diversity has a positive impact on organizational performance. Chew et al. (2011) further suggest that gender diversity at both the management and organizational levels can provide firms with a competitive advantage. According to Brown (2008), if gender-related issues are not addressed and managed effectively in a diverse workforce, the benefits of workforce diversity were not realized.

2.2.3.2 Ethnic diversity and Employee Performance

In a report published by Makokolo (2005), it is explained that an ethnic group is formed based on shared historical origins and often develops a sense of common destiny. Pitts (2010) argues that as organizations become more ethnically diverse, it becomes crucial to pay attention to how different groups interact with each other in the workplace. Opstal (2009) highlights that ethnic diversity can have both advantages and disadvantages for an organization.

The research made by Lydia Ngut and Jacqueline Omuya in 2024 uncovered significant positive correlations between ethnic diversity and employee performance within the National Museum of Kenya. This underscores the importance of cultivating diversity when hiring personnel, as it contributes to enhanced performance. Furthermore, ensuring equal opportunities for promotion fosters employee motivation and dedication. To maximize the benefits of ethnic diversity, organizations should actively promote it and harness the collaborative potential of diverse work groups to improve both individual and organizational performance (Lydia Nguta, 2024). Embracing ethnic diversity in the workforce yielded numerous advantages that enhanced our lives in various ways (Goethe & Colina, 2018). The ethnic diversity within a workforce significantly impacted both employee performance and the overall effectiveness of organizations. Scholars highlighted that diverse dimensions within organizations yield various effects (Telyani et al., 2022). Barney (1991) resource view suggested a positive correlation between diversity and employee performance. Conversely, Tajfel and Turner (1978) social identity theory posited a negative association between performance and the diversity of the workforce.

2.2.3.3 Religious diversity and Employee Performance

Religiosity means being obedient to religion, so that it can be said that religiosity is the obedience of an individual to the commands of the religion they believe in. Another definition of religiosity

is how far the knowledge, beliefs, implementation of worship and rules are, and how far appreciation of the religion they embrace (Zahrah, Hamid, Rani, & Kamil, 2016). As the workforce is becoming more diversified in terms of culture, ethnicity, and religion, many individual values are carried over to the workplace. Hence, employees are most likely to bring their religious beliefs with them to the office. This can be a source of either positive performance or negative conflict. Religion has been traditionally seen as a private matter with little or no consideration given to religious diversity in the workplace. Today, given the re-emergence or revival of religious identities and sentiments in the Middle East, Europe, North America, South Asia, and other parts of the world, it is crucial for policymakers and employers to develop better understanding and management of religious diversity. This is particularly important in the global marketplace, given that companies are increasingly interacting with diverse religions, cultures, and stakeholders (Syed & Ozbilgin, 2015).

Kent Johnson: The starting point is to value our employees truly. Not to merely look for what they can do to help us achieve corporate profitability goals and short-term time-related goals, but to care about them as human beings. My particular focus in this vein is on religious diversity. Here's why: If we really want to unleash diverse perspectives and energy, we must look for ways to help employees engage in work following their deeply held beliefs. One of Webster's definitions of "religion" is "a cause, principle, or system of beliefs held to with ardor and faith." In that broad sense, nearly everyone is "religious." Everyone has some deeply held principles and beliefs. We must free people to connect their "religion" to their work.

2.3 Empirical Review of Literature

In this section, we will discuss previous research papers to my three hypotheses.

2.3.1 Work Force Diversity and Employee Performance

Different research projects are performed in Ethiopia or outside of Ethiopia on Effect of work force diversity and individual performance with different diversity dimensions.

2.3.2 Gender diversity and employee performance

Gender diversity is an essential aspect of both private and public organizations. The concept has continued to evolve because of the need to tap into different abilities possessed by different gender at the workplace. The increase in gender diversity in the workplace has garnered attention from researchers. Most researches have shown **positive correlation** between gender diversity and employee performance.

- The findings of Gellner and Stephen (2009) has demonstrated a positive effect of gender diversity on team/employee performance.
- The research "The Relationship between Gender Diversity and Employee Performance in the County Government of Bomet, Kenya" by Gillian Chepkemoi in 2022 revealed gender diversity had a positive relationship with employee performance.
- A research which was done by Sam T. Setati with topic "Gender diversity, ethnic diversity and employee performance in a South African higher education institution" in 2019 showed gender diversity and ethnic diversity are positively and significantly related to employee performance. The study recommends that higher education institutions implement effective diversity management policies and strategies to improve the effectiveness of gender and ethnic diversity towards the performance of employees.

- A research which was done "Gender Diversity in the Workplace and Its Effects on Employees' Performance" by Dr. S. Gokula Krishnan in 2020 revealed also a positive effect of gender diversity on employee performance.
- A research which was done with topic "Gender Diversity and Employee Performance in the Tanzania Textile Firms" by Flora Amsil, Abraham Kiflemariam in 2023 showed positive result. The findings revealed that gender diversity had a statistically significant and positive influence on all employees' performance dimensions i.e. adaptive, contextual and task performance. Hence, the article recommends that organizations must ensure the appropriate mix of men and women at workplace through engendered recruitment, retention and career development.
- A research which was done " THE EFFECT OF WORKFORCE DIVERSITY ON TEAM EFFECTIVENESS; THE MEDIATING ROLE OF INDIVIDUAL PERFORMANCE" by Kirubel in 2024 has shown a positive direct effect of gender on individual performance.
- A research which was performed by Nawal Mohammed in 2022 with a topic :THE EFFECT OF WORKFORCE DIVERSITY ON EMPLOYEE PERFORMANCE" has also showed positive result between gender and employee performance.

2.3.3 Ethnic Diversity and Employee Performance

As public and private organizations become more diverse along ethnic lines in Ethiopia, it makes sense to pay more attention to how different groups interact with one another at work. There are many research papers done on this topic in Ethiopia and outside of Ethiopia. More recent research on diversity effects has found mixed results – some studies show a positive relationship between ethnic diversity and performance, while others show a negative relationship. Below, we will see researches which are performed on this topic from outside and inside of Ethiopia.

- For example, Watson et al. (1993) created 36 groups of students in a management course and asked them to engage in a series of case studies. Groups with high levels of diversity tended to consider a wider range of perspectives and alternatives than groups that were relatively homogeneous.
- Other studies have shown a negative relationship between ethnic diversity and performance. Many of these studies use individual performance evaluations as the outcome of interest, and the bulk of the studies show that, in diverse units or organizations, employees are less likely to receive positive performance evaluations from supervisors (Greenhaus et al., 1990; Lefkowitz, 1994; Sackett et al., 1991). Greenhaus et al. (1990) also found a relationship between organizational diversity and lower career satisfaction, lower organizational commitment, and employee perceptions of unlikely promotion. Tsui et al. (1992) found that, in diverse work teams, members of the minority, or the primary out-group, were less committed to the organization, more likely to be absent from work, and more likely to be in active search of other employment.
- Kizilos et al. (1996) found that diverse groups exhibited less prosocial behavior than homogeneous groups, and Pelled et al. (1997) provided evidence that high levels of ethnic diversity are related to more emotional conflict in work teams. Riordan & Shore (1997) found that, in diverse work groups, employees are less likely to be committed or to perceive that they are likely to advance in the organization. Studies showing a negative relationship between ethnic diversity and performance seem to be slightly more prevalent than those showing a positive relationship, causing the literature to branch out in two different directions and making it difficult to articulate hypotheses.

- A research which was done " THE EFFECT OF WORKFORCE DIVERSITY ON TEAM EFFECTIVENESS; THE MEDIATING ROLE OF INDIVIDUAL PERFORMANCE" by Kirubel in 2024 has shown a negative direct effect of ethnicity on individual performance.
- A research which was performed by Nawal Mohammed in 2022 with a topic :THE EFFECT OF WORKFORCE DIVERSITY ON EMPLOYEE PERFORMANCE" has also showed negative result between ethnicity and employee performance.
- A research which was done by AKPAKIP in 2017 with a topic "EFFECT OF WORKFORCE DIVERSITY ON EMPLOYEE PERFORMANCE IN NIGERIAN BANKING INDUSTRY (A STUDY OF FIRSTBANK NIGERIA LTD., OTA BRANCH)" showed negative result between ethnicity and employee performance.

2.3.4 Religious Diversity and Employee Performance

There are not many researches done on religious diversity on Employee performance in Ethiopia or outside Ethiopia. Especially, I am not able to find any research paper done on this topic in Ethiopia. Despite extensive scholarship and developments in the field of management over the last century, and plentiful evidence of the worldwide increasing religious diversity (Alesina et al., 2002; Pew Research Center, 2014), not much attention has been paid to religious diversity and its role in the workplace. This is because of Religion has been traditionally seen as a private matter with little or no consideration given to religious diversity in the workplace. While religion has recently received some attention in academic scholarship (e.g., McKim, 2001, 2012; Meister, 2010; Miller, 2007; Paloutzian & Park, 2013; Tilley, 2007; Wiggins, 1996), barring very few exceptions (Giacalone & Jurkiewicz, 2003; Gröschl & Bendl, 2013; Neal, 2013), the implications of religious diversity in the workplace remain largely underexplored. It is also important to consider the intersectionality of religion with other dimensions of identity such ethnicity.

I will see some of research papers performed on this topic from outside Ethiopia.

- A study with a topic "WORKFORCE DIVERSITY AND EMPLOYEE PERFORMANCE IN STATE CORPORATIONS IN NAIROBI COUNTY, KENYA" by Lucy Kariainto & Dr. Millicent Mboya which was done in Feb 2024 showed that religious diversity has a positive and significant effect on employee performance in State Corporations in Nairobi County. The study recommends that the management of state corporations should continue promoting an inclusive workplace culture that embraces religious diversity.
- Febriansyah (2019) studied the influence of religious factors on employee engagement in the context of the Indonesian companies. The study used qualitative research design. Data was collected using interview guides. Results showed that employees feel more engaged when there is freedom to express religious faith in the workplace.
- Zahrah et al. (2016) examined the relationship between Islam religiosity and job performance in higher institutions of learning in Malaysia. The study adopted a quantitative research design. The sample was 150 respondents selected using simple random sampling. Findings showed that there is a significant relationship between Islamic religiosity and job performance. Conclusions were that Islamic teachings enhances performance of Muslim employees.
- A paper by Leila Canaan Messarra (2014) with topic "Religious Diversity at Work: The Perceptual Effects of Religious Discrimination on Employee Engagement and Commitment" suggested that when workers perceive religious discrimination in their organization, their commitment and engagement are affected. It is recommended that managers in general and specifically human resource managers devise strategies and develop management interventions to mitigate the negative organizational and personal

consequences of religious discrimination in the workplace. Bill Fox says that "If you truly want to unleash employee passion and energy in the workplace, then we must allow people to work in accordance with their deeply held beliefs."

2.4 Conceptual Framework of the study

The study examines how Workforce Diversity affects Employee Job Performance in Ethiopian Airlines Group. It posits Workforce Diversity as the independent variable and Employee Job Performance as the dependent variable. The focus is on exploring the relationship between these two variables. Workforce diversity is investigated with gender, ethnicity and religion dimensions.

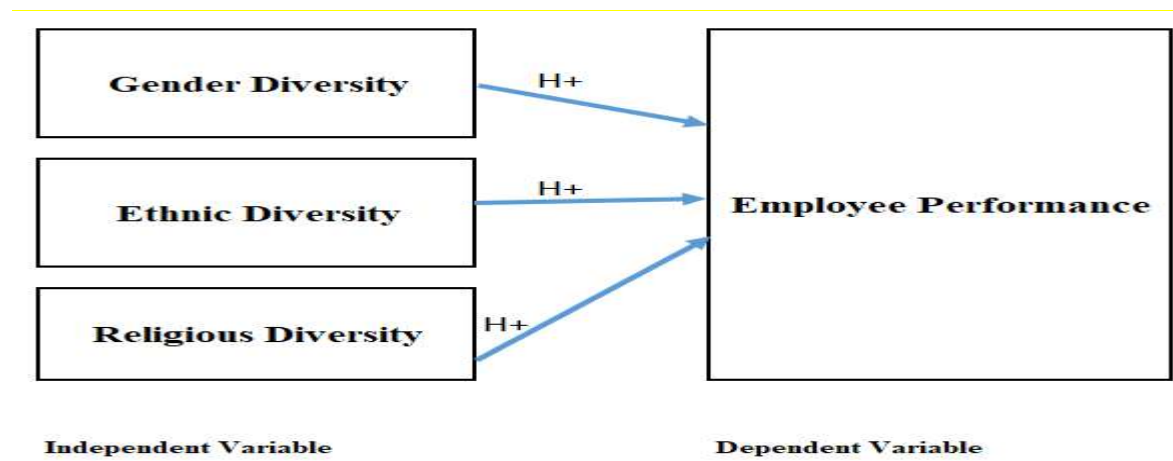


Figure 1. Conceptual Framework (Source Self)

2.5 Hypothesis of the study

Based on the discussion in the previous sections of the related literature review, the following hypothesis are forwarded.

H1: The effect of gender workforce dimension on Employee performance is statistically significant and positive.

H2: The effect of ethnic workforce dimension on Employee performance is statistically significant and positive.

H3: The effect of religious workforce dimension on Employee performance is statistically significant and positive.

CHAPTER 3: RESEARCH METHODOLOGY

The main objective of this research is to assess the effect of Work force diversity on Employee Job Performance: In the case of Ethiopian Airlines Group. In the previous chapter, a conceptual framework for the effect of Work force diversity on Employee Job Performance is compiled from the literature. This chapter discusses how the research methodology is employed in the study. It indicates the research design, research instrument, the population, sample size, sampling techniques, data analysis techniques and validity and reliability.

3.1. Description of the study Area

Ethiopian Airlines Group is the state-owned corporate entity of Ethiopia's flagship carrier. Founded in 21-Dec-1945, the Government of Ethiopia established the airline group as a provider of aviation services including cargo, MRO, aviation training, ground handling and catering services. Ethiopian started its operation with five C-47 aircraft operating its debut flight to Cairo via Asmara on April 8, 1946. As aviation technology leader, Ethiopian is a pioneer in ushering new aviation technology into Africa including the first jet airplane as well as the first B767, B777-200LR, B787 Dreamliner, and 787-9 in the continent. Ethiopian also led the way in operating Africa's first Airbus Airplanes, the Airbus A350-900 XWB and the A350-1000. Currently, the airline has a fleet of more than 150 modern aircraft with an average fleet age of less than seven years; it has also more than 100 ultramodern aircraft on order. The airline serves 142 international passenger and cargo destinations, including 70 African cities, with daily and multiple flights with a minimum layover in Addis. As a veteran carrier serving a vast intra-African network, Ethiopian flies to more destinations in the continent than any other airline. In December 2011, Ethiopian took a giant leap forward in its successful journey by joining Star Alliance, the world's largest airline alliance.

Building on its continuous success, Ethiopian has achieved more than threefold growth in the past decade. Having met its 15-year strategic plan, Vision 2025, ahead of time, Ethiopian has charted out a more ambitious strategic roadmap called Vision 2035 to further bolster its continuous growth.

As of Jan 8,2025 Ethiopian Airlines Group has a total of 25458 active employees. This number includes permanent, outsourced and contract. From these 25458 employees, 18505 employees are permanent ones.

3.2. Research design

Research can be categorized into exploratory, descriptive or explanatory. The descriptive design was aimed at describing the existing workforce diversity in practice and level of employee performance at Ethiopian Airlines Group, MRO division. The explanatory design was set to test cause and effect relationship between workforce diversity and employee performance.

3.3 Research approach

To carry out this research and achieve the objectives, a quantitative approach is used. The quantitative method was used to gather large data and summarize the data for further interpretation. The quantitative approach specifically used are mean and standard deviation in its descriptive statistics and regression analysis in its inferential statistics.

3.4 Target population

The population of the study was all active Ethiopian Airline employees, MRO Division. However, due to time constraint to complete the study, the population of the study was limited to Ethiopian Airlines permanent employees at the head office level in Addis Ababa MRO Division only. There are now 3325 employees in this division.

3.5. Sampling Techniques and sample size

Simple random is the most common probability of sampling in which all members of the population are equally likely to be selected. Simple random probability sampling was used in the current study. It suited due to the representativeness of the sample is of importance in the interest of wider generalizability (Creswell, 2009:p87). There are 3325 employees in MRO division of Ethiopian Airlines group.

To determine the sample size, Uma Sekaran's (2003) simplified formula to calculate sample sizes of the finite population was used for this study. The formula as below:

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

where 'n' is the required sample size,

N is the population size and

e is the level of precision

We have population size (N) with 3325 people, and we will use level of precision 0.05, hence it will be:

$$n \text{ (required sample)} = 3325 / (1 + 3325 * 0.05 * 0.05) = 355 \text{ approximately}$$

Hence, we will take response of 355 employees from 3325 employees for this study.

3.6 Data Sources and Collection Methods

This study used primary data collected from employees of Ethiopian Airlines Group MRO division. The data were collected through a five-point Likert scale self-administered closed-ended questionnaire in getting perceptual response from respondents about workforce diversity and employee job performance. The researcher approached respondents in person to collect the

required information via the questionnaire. The primary data used in this study enabled us to understand the company practice and to get a valid conclusion for the study. Second, we used google form to collect data.

3.7 Method of Data Analysis

One method of analyzing this data is descriptive analysis. This technique provides a concise summary of the information gathered in a study in both numerical and graphical form.

Descriptive statistics help simplify large amounts of data into an understandable format that can be easily compared across different variables. The most used measures include tables, charts and graphs, central tendency, and dispersion. In this study, I utilized frequency distribution along with mean and standard deviations as our chosen descriptive analysis methods to present clear outcomes from our research findings.

Inferential statistics offer the ability to derive meaningful conclusions from a sample of data that may not be immediately apparent in the broader population. Hence, the quantitative data from the survey was analyzed using regression analysis to examine the effect of workforce diversity on employee performance. The outputs for analysis were generated using SPSS version 27. The model used for regression analysis is expressed in the general form as given below:

$$Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \epsilon$$

Y = Employee performance

β_0 is the intercept

$\beta_1, \beta_2, \beta_3$ are the coefficient of gender, ethnicity and religious diversity

X_1, X_2, X_3 are the variables of gender, ethnicity and religious diversity

ϵ is the error term

3.8 Ethical Consideration

The researcher used proper citation, followed truthful collection & analysis of data, maintained data confidentiality, obtained the consent of staffs, and keep the identity of respondents unanimous based on their consent to meet the ethical obligations of the research. As much as possible ethical language was used in the questioners constructed and distributed to the respondents.

CHAPTER 4: DATA PRESENTATION, ANALYSIS, AND DISCUSSION

4.1 Introduction

In this section, the data collected from disseminated questionnaires is presented using descriptive and inferential statistics. The Questionnaires were disseminated in Ethiopian Airlines Group, MRO Divisions to 355 peoples from 3325 staff through paper questionnaire and google form. The first section will present descriptive statistical techniques and to see central tendency (mean), measure of dispersion (minimum, maximum and standard deviation) and frequency distribution (number, percent). The second section will present inferential statistics techniques like correlation analysis and regression analysis. We use correlation analysis to assess if there is a relationship between two variables, whether dependent or independent. We use multiple linear regression to evaluate the relationship between a dependent variable and the independent variables. Dependent variable is Employee Performance and independent variables are workforce diversity (Gender, Ethnicity and Religion). Finally, the presentation is followed by discussion to support our hypothesis.

4.2 Response Rate

The research was done to see the effect of workforce diversity on employee job performance in Ethiopian Airline Group, MRO division. The data was collected from MRO Division employees. The questionnaire was disseminated or shared to 355 individuals, and 308 filled the form on google sheet and paper form. 1 response was left blank. This is 87% response rate.

4.3 Profile of Respondents

It was requested on the questionnaire for personal and job-related profile data of employees. These are gender, age group, marital status, education qualification, total years of experience in ET and religion. The data is summarized on the table below.

No	Respondents Profile	Categories	Frequency	Percentage
1	Gender	Female	126	40.9%
		Male	182	59.1%
		Total	308	100.0%
2	Age Group	18-25	63	20.5%
		26-30	70	22.7%
		31-40	98	31.8%
		41-50	70	22.7%
		Above 50	7	2.3%
		Total	308	100.0%
3	Marital Status	Single	140	45.5%
		Married	168	54.5%
		Divorced	0	0.0%
		Widowed	0	0.0%
		Total	308	100.0%
4	Education Qualification	Certificate	0	0.0%
		Diploma	21	6.8%
		Degree	224	72.7%
		Master	63	20.5%
		PHD	0	0.0%
		Total	308	100.0%
5	Total Years of experience in ET	1-5 years	140	45.5%
		6-10 years	21	6.8%
		11-15 years	77	25.0%
		16-20 years	56	18.2%
		Above 20 years	14	4.5%
		Total	308	100.0%
6	Religion	Orthodox	189	61.4%
		Islam	91	29.5%
		Protestant	14	4.5%
		Catholic	0	0.0%
		Jehova	0	0.0%
		Other	14	4.5%
		Total	308	100.0%

Source: Own Questionnaire summary

Table 4.1: Demographic profile of respondents' summary

- The gender composition of respondents shows that out of the total respondents, 182 (59.1%) are males and 126 (40.9%) are females.
- The age distribution of the respondents' result indicates most of the respondents are in the age of 31 to 40 (31.8%) followed by the ages 26-30 & 41-50 (22.7%).
- Regarding educational status, most of the respondents were degree holders 72.7% followed by master's holders which is 20.5% or 63 of the respondents and the remaining are 6.8% are diploma holders.

In general demographic profiles for this study show those male participants are more than female participants. And most of the participants were with age group 31 to 40, married, with BSC degree and with 1-5 years of experience. Overall, majority of the respondents have sufficient education background to be involved and provide inputs (through the questionnaire) that are relevant for this study.

4.4 Reliability and validity analysis

In research, reliability refers to the consistency of a measure, acting or done in the same way through time or consistent condition to result in fair and accurate research result. Validity refers to how questionnaire dependent and independent variables accurately reflect the intended concept. Reliability doesn't guarantee research validity, that means research can be reliable but still not valid. In contrast, valid research guarantees reliability. Both are very crucial for ensuring the quality and trustworthiness of research paper.

To make the research valid:

- And to ensure validity of instruments in the current study, tested instruments in previous studies are adopted.
- The questionnaire was designed with clear and concise questions that align with research general and specific objectives. These objectives are mentioned in section 1.4. The Questionnaire is attached in the last part of this research paper.
- It uses statistical techniques such as correlation coefficients and regression analysis to evaluate the relationships between independent variables and dependent variable.

Cronbach's alpha coefficient was used to measure the internal consistency, or reliability, of a set of Questionnaire items. This coefficient shows whether a collection of items consistently measures the same characteristic. Cronbach's alpha quantifies the level of agreement on a standardized 0 to 1 scale. Higher values indicate higher agreement between items. High Cronbach's alpha values indicate that response values for each participant across a set of questions are consistent. For example, when participants give a high response for one of the items, they are also likely to provide high responses for the other items. This consistency indicates the measurements are reliable and the items might measure the same characteristic. Conversely, low values indicate the set of items do not reliably measure the same construct. High responses for one question do not suggest that participants rated the other items highly. Consequently, the questions are unlikely to measure the same property because the measurements are unreliable. Cronbach's alpha ranges from 0 to 1. Zero indicates that there is no correlation between the items at all. They are entirely independent. Knowing the value of a response to one question provides no information about the responses to the other questions. 1 indicates that they are perfectly correlated. Knowing the value of one response provides complete information about the other items. Analysts frequently use 0.7 as a benchmark value for Cronbach's alpha. At this level and higher, the items are sufficiently consistent to indicate the measure is reliable. Typically, values near 0.7 are minimally acceptable but not ideal. Cronbach's coefficient with more than 0.9 is excellent, 0.8-0.89 is good, 0.70-0.79 is acceptable, 0.6-0.69 is questionable and 0.5-0.59 is poor and unacceptable (Source Lombard (2010)).

Variables	Cronbach's Coefficient	Number of Items	Reliability Level
Employee Performance (EP)	0.883	8	Good
Gender diversity (GD)	0.915	6	Excellent
Ethnicity diversity (ED)	0.856	5	Good
Religious diversity (RD)	0.891	6	Excellent
Dependent Variable: Employee Performance (EP)			
Independent Variable: Gender diversity (GD), Ethnicity diversity (ED) and religious diversity (RD)			

Source: Own Questionnaire computation with SPSS Ver 27

Table 4.2: Summary of Cronbach's Coefficient and variables

According to the above table, Employee Performance (EP) and Ethnicity (ED) have Cronbach's coefficient 0.883 and 0.856, respectively, and of which reliability is good. The other variables are Gender (GD) and religious diversities (RD) have Cronbach's coefficient near or above 0.9. Hence, these variables' reliability is excellent.

4.5 Descriptive analysis of responses of the questionnaire

To see the general perception of the respondents regarding the effects of workforce diversity on employees' job performance in the case of Ethiopian Airlines Group, MRO Division, the researcher has included descriptive statistics measures stated in the following table and followed by analysis & interpretation. These descriptive statistics measures are **number of respondents (N)**, **Minimum (Min)**, **Maximum (Max)**, **Mean (Average)** and **Standard Deviation (std.dev)**.

No	Questionnaire Questions	N	Min	Max	Mean	std dev
	Gender diversity					
1	G1: Employees are not discriminated during hiring and recruitment process on gender basis.	308	1	5	4.06	1.21
2	G2: ET does a good job of attracting and hiring women.	308	1	5	3.58	1.18
3	G3: Training and development program is structured to meet the criteria/requirement of male and female gender.	308	1	5	3.92	0.92
4	G4: All employees are treated equally, whether they are male or female.	308	1	5	3.97	1.16
5	G5: Opportunities for growth and advancement exist for women in our organization.	308	1	5	3.62	0.93
6	G6: Women are part of the decision-making process as men are.	308	1	5	3.88	1.02
	Grand Mean and std. dev				3.84	0.87
	Ethnicity diversity					
1	E1: ET attracts and hires employees from all ethnic background.	308	1	5	3.89	1.17
2	E2: Opportunities for growth and advancement exist for all ethnic groups.	308	1	5	3.91	1.11
3	E3: The organization gives due respect to all culture and values of employees.	308	1	5	3.70	1.12
4	E4: The organization does a good job of attracting and hiring minorities.	308	1	5	3.44	1.00
5	E5: Opportunities for growth and advancement exist for minorities in our organization.	308	1	5	3.47	1.01
	Grand Mean and std. dev				3.68	0.96
	Religious diversity					
1	R1: ET attracts and hires employees from all religious backgrounds equally.	308	1	5	3.46	1.29
2	R2: The organization gives due respect to all religion of employees.	308	1	5	3.64	1.30
3	R3: All employees are given equal opportunity in the decision-making process, disregarding their religion.	308	1	5	3.46	1.26

4	R4: Employees are not discriminated on regard to their religion.	308	1	5	3.47	1.41
5	R5: Equal opportunities are given to all employees for their promotions or development in an organization without any religious discrimination.	308	1	5	3.79	1.35
6	R6: There is no religious discriminatory policy, practice in the company.	308	1	5	3.66	1.32
Grand Mean and std. dev					3.58	1.17
Employee performance						
1	P1: I was doing my job with quality in the past six months compared with the target.	308	2	5	3.67	1.05
2	P2: I was doing my work with great quantity in the past six months compared with the target.	308	1	5	3.65	1.16
3	P3: I managed to plan my work so that it can be done on time during the last six months.	308	2	5	3.40	1.05
4	P4: I worked to the end result of my work during the last six months.	308	2	5	3.43	0.93
5	P5: I understand others well when working during the last six months.	308	1	5	3.53	0.89
6	P6: I came up with creative ideas at work during the last six months.	308	2	5	3.41	1.04
7	P7: I worked at keeping my knowledge and skill up to date during the last six months.	308	3	5	3.53	1.24
8	P8: I showed negative behavior towards colleagues, manager or customer during last six months.	308	1	5	2.19	1.41
Grand Mean and std. dev					3.35	0.56

Source: Own Questionnaire computation with SPSS Ver 27

Table 4.3: Summary of descriptive statistics for questions on questionnaire

This section of the analysis describes the three diversity variables practices and employee performance in Ethiopian airlines group, MRO division. We use the grand mean of each variable calculated from a five-point Liker scale of questionnaires filled by respondents. According to

Zaidatol and Bagheri (2009), mean in the Five-Point Likert scale below 3.9 is low. A mean value ranging from 3.4 to 3.79 is moderate and a mean value greater than 3.8 is high.

As it is revealed in the above table, gender diversity has a grand mean value 3.84 (std.dev 0.87), ethnicity diversity has a mean value of 3.68 (std.dev 0.96), religious diversity has a mean value of 3.58 (std.dev 1.17). As per the Likert scale of standard of Zaidatol and Bagheri (2009), gender diversity is high and ethnicity & religious diversities are moderate. High mean value of gender diversity that is 3.84 in Ethiopian airlines group (MRO Division) implies that there is good gender diversification practices in Ethiopian Airlines Group. Whereas ethnicity & religious diversity of moderate values that are 3.68 & 3.58, respectively, imply that there are moderate level of these diversification practices in Ethiopian Airlines Group, MRO Division.

Regarding to employee performance at Ethiopian Airlines Group, MRO division the mean value is 3.35 (std.dev 0.56). This indicates that the organization, MRO division has lower performance as per the Likert scale of standard of Zaidatol and Bagheri (2009)

4.6 Correlations Statistics

Correlation Analysis is statistical method that is used to show if there is a relationship between two variables (independent, dependent), and how strong that relationship is. Pearson r coefficient was used to determine if there was a significant, positive association between work force diversity and employees' job performance in Ethiopian Airlines Group, MRO Division.

Pearson r is a measure of the degree of association between two variables which are both measured in either the interval or ratio scale. Its value ranges from -1.0 to +1.0, with bigger absolute values indicating stronger relationship; the sign denotes the direction of association. A positive correlation indicates that as one variable increases, the other also goes up; meanwhile a negative correlation

suggests that as one variable increases, the other correspondingly goes down (Saunders et.al, 2009).

.1 < |r| < .3 ... small / weak correlation, .3 < |r| < .5 ... medium / moderate correlation, .5 < |r| large / strong correlation

		GD	ED	RD	EP
GD	Pearson Correlation	1	.682**	.626**	.830**
	Sig. (2-tailed)		.000	.000	.000
	N	308	308	308	308
ED	Pearson Correlation	.682**	1	.870**	.900**
	Sig. (2-tailed)	.000		.000	.000
	N	308	308	308	308
RD	Pearson Correlation	.626**	.870**	1	.884**
	Sig. (2-tailed)	.000	.000		.000
	N	308	308	308	308
EP	Pearson Correlation	.830**	.900**	.884**	1
	Sig. (2-tailed)	.000	.000	.000	
	N	308	308	308	308

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

Source: Own Questionnaire computation with SPSS Ver 27

Table 4.4: Correlation between variables

The results of the correlation between these variables are shown in the table above; the result shows there is significant and positive relationship between the variables.

Gender diversity (GD) and Employee performance (EP) have 0.83 Pearson coefficient value ($r=0.83$, $p=0.00$). The significance (p) value of 0.00 is below alpha value 0.01 value hence there is significant relationship between GD & EP. Pearson coefficient value (r) of 0.83 implies that GD and EP have strong relationship.

Ethnicity diversity (ED) and Employee performance (EP) have 0.9 Pearson coefficient value ($r=0.9$, $p=0.00$). The significance (p) value of 0.00 is below alpha value 0.01 value hence there is significant relationship between ER & EP. Pearson coefficient value (r) of 0.9 implies that ED and EP have strong relationship.

Religious diversity (RD) and Employee performance (EP) have 0.884 Pearson coefficient value ($r=0.884$, $p=0.00$). The significance (p) value of 0.00 is below alpha value 0.01 value hence there is significant relationship between RD & EP. Pearson coefficient value (r) of 0.884 implies that RD and EP have strong relationship.

4.7 Regression Analysis Results

The study used multiple linear relationship in which case the cause and effect relationship will be tested between independent variables (GD, ED, RD) and Employee performance (EP). In the regression analysis, both the existence of significant effect of work force diversity variables under study ((gender, ethnicity and religion) on employee performance and the direction of effect between these variables are to be tested.

4.8 Diagnostic Tests of Regression

4.8.1 Multicollinearity Test

Multicollinearity test is used to test how well one independent variable can be represented by the other independent variables. The variance inflation factor (VIF) and tolerance test were employed to test multicollinearity among the independent variables. Tolerance is the reciprocal of VIF. Mayer (1990) suggested VIF value greater than 10 implies a problem of multicollinearity. According to Menard (2011), a tolerance value of less than 0.1 is a sign that there is a serious multicollinearity problem. Either VIF or tolerance (1/VIF) can be used to detect multicollinearity since they are reciprocal of each other.

Independent Variable	Collinearity Statistics	
	Tolerance	VIF
Constant (Intercept)		
Gender diversity (GD)	0.531	1.884
Ethnicity diversity (ED)	0.212	4.726
Religious diversity (RD)	0.24	4.159
Dependent Variable: Individual Job Performance (EP)		
Independent Variable: Gender diversity (WG), Ethnicity diversity (ED) and Religious diversity (RD)		

Source: Own Questionnaire computation with SPSS Ver 27

Table 4.5: Collinearity Test table between independent variables

Therefore, the above table showed that there is not a problem of multicollinearity between the three independent variables since the VIF is below 10 or tolerance is greater than 0.2 (which is greater than 0.1). It is safe to conclude that there is no collinearity between the variables in the current study.

4.8.2 Normality Test

A normality test is used to determine whether sample data has been drawn from a normally distributed population. Many statistical techniques assumption is that the data used for analysis being normally distributed. There are two main methods to assess the normality of the data. These are graphical and numerical methods.

Visual inspection is employed here using histogram and normal probability plots. From numerical method, Skewness and Kurtosis analysis will follow.

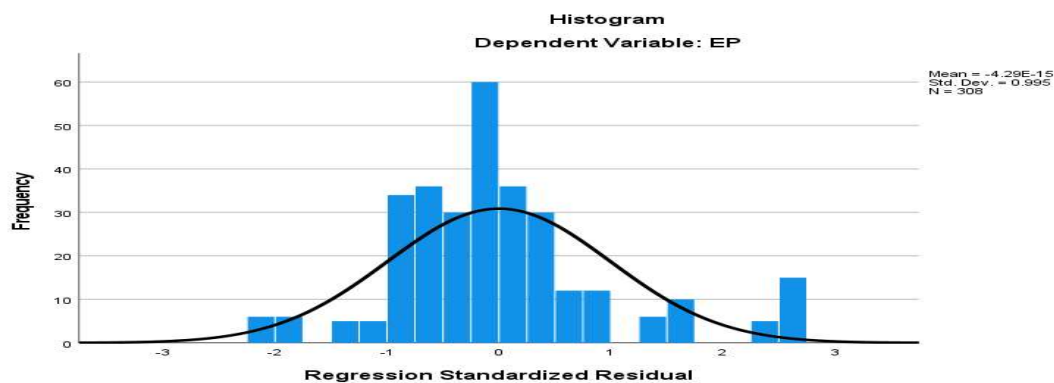


Figure.2 Histogram (Source: Own Questionnaire computation with SPSS Ver 27)

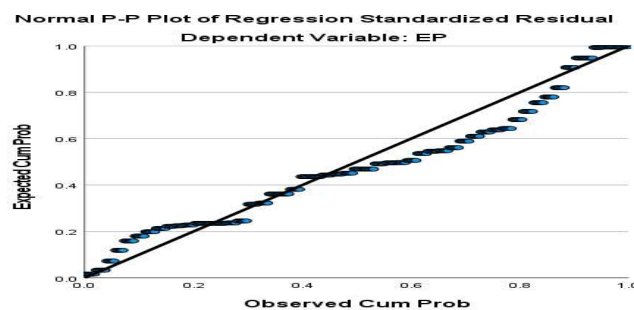


Figure.3 Normal P-P plot (Source: Own Questionnaire computation with SPSS Ver 27)

As shown in the above histogram plot, the test result indicates that almost the residual is close to normal distribution. The histogram is bell-shaped implying that residuals are normally distributed. Thus, there is no violation of the assumption normality of distributed error term.

Descriptive Statistics				
	Skewness		Kurtosis	
	Statistic	Std. Error	Statistic	Std. Error
GD	-1.021	0.139	1.192	0.277
ED	-0.713	0.139	-0.172	0.277
RD	-1.008	0.139	-0.102	0.277
EP	-0.224	0.139	0.211	0.277
Valid N (listwise)				

Source: Own Questionnaire computation with SPSS Ver 27

Table 4.6: Skewness and Kurtosis analysis

Kurtosis between -3 to 3 is normal. A skewness value between -1 and +1 is excellent, while -2 to +2 is generally acceptable. Values beyond -2 and +2 suggest substantial nonnormality (Hair et al., 2022, p. 66). ED & EP skewness is excellent, and GD & RD are acceptable. Kurtosis for all four variables is normal.

4.8.3 Model Fit

The model fit is predicted by R square value in linear regression analysis. The R square value shows the dependency of employee performance by work force variables (gender, ethnicity and religion). From SPSS regression analysis, we find the below:

Model Summary									
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	.964 ^a	0.930	0.929	0.149349	0.930	1336.693	3	304	0.000
a. Predictors: (Constant), RD, GD, ED									
b. Dependent Variable: EP									

Source: Own Questionnaire computation with SPSS Ver 27

Table 4.7: Model Summary

From above table, R square value is 0.930 and its adjusted R square is 0.929. This shows that 93% variation of employee performance is due to these work force variables (gender, ethnicity or religion). The remaining 7% variation of employee performance is attributed to other not under study variables. This percentage of R Square is an indication of a good measure of the model since the variance for the dependent variable due to the independent variables is large enough in the current study.

ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	89.445	3	29.815	1336.693	.000 ^b
	Residual	6.781	304	0.022		
	Total	96.226	307			
a. Dependent Variable: EP						
b. Predictors: (Constant), RD, GD, ED						

Source: Own Questionnaire computation with SPSS Ver 27

Table 4.8: ANOVA

The above table shows the ANOVA. There is very low residual with value 6.781 from total 96.226 from above ANOVA analysis. Hence, the model is fit.

4.8.4 Coefficients of the Multiple Regression Analysis

The research employed a multiple linear regression analysis to develop a mathematical model to illustrate the relation between workforce diversity (GD, ED, RD) and employee performance (EP) in Ethiopian Airlines Group, MRO Division. Workforce diversity (gender, ethnicity and religion) are independent variables and employee performance EP is dependent variable.

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.090	0.040		26.984	0.000
	GD	0.247	0.013	0.383	18.320	0.000
	ED	0.188	0.019	0.322	9.742	0.000
	RD	0.174	0.015	0.364	11.711	0.000

a. Dependent Variable: EP

Source: Own Questionnaire computation with SPSS Ver 27

Table 4.9: Coefficients of the regression model

From the above, our mathematical model is:

$$EP=1.09+0.383GD+0.322ED+0.364RD$$

The effect of gender diversity (GD) on employee performance is shown significant & positive (standardized coefficient 0.383, $p=0.000$). This implies that if there is more gender diversity, there will be more employee performance. A unit std.dev increase of gender diversity brings out 0.383 std.dev increase of employee performance keeping the other independent variables constant. If there is less gender diversity, there will be less employee performance. This finding is well supported by existing literature. Studies Gellner and Stephen (2009), Gillian Chepkemoi in 2022, Sam T. Setati 2019 and different literatures support this. These studies collectively affirm that the hypothesis proposing a significant and positive effect of gender diversity on employee performance is supported, reinforcing the validity of the current research findings.

The effect of ethnic diversity (ED) on employee performance is shown significant & positive (standardized coefficient 0.322, $p=0.000$). This implies that if there is more ethnic diversity, there will be more employee performance. A unit std.dev increase of ethnic diversity brings out 0.322 std.dev increase of employee performance keeping the other independent variables constant. If there is less ethnic diversity, there will be less employee performance. This finding is supported by some literature. Studies Lydia Ngut and Jacqueline Omuya in 2024,(Goethe & Colina, 2018). (Telyani et al., 2022). Barney (1991) all support this positive relationship. These studies collectively affirm that the hypothesis proposing a significant and positive effect of ethnic diversity on employee performance is supported, reinforcing the validity of the current research findings.

The effect of religious diversity (RD) on employee performance is shown significant and positive (standardized coefficient 0.364, $p=0.000$). This implies that if there is more religious diversity,

there will be more employee performance. A unit std.dev increase of religious diversity brings out 0.364 std.dev increase of employee performance keeping the other independent variables constant. If there is less religious diversity, there will be less employee performance. This finding is supported by different existing literature like Febriansyah (2019), Zahrah et al. (2016) and Leila Canaan Messarra (2014). These studies collectively affirm that the hypothesis proposing a significant and positive effect of religious diversity on employee performance is supported, reinforcing the validity of the current research findings.

4.9. Summary of Hypothesis Test

No	Hypothesis	Results	Decision
H1	The effect of gender workforce dimension on employee performance is statistically significant and positive	Coefficient:0.383 Significance:0.00	Hypothesis supported
H2	The effect of ethnic workforce dimensions on employee performance is statistically significant and positive.	Coefficient: 0.322 Significance:0.00	Hypothesis supported
H3	The effect of religious workforce dimension on employee performance is statistically significant and positive.	Coefficient:0.364 Significance:0.00	Hypothesis supported
Dependent Variable: Employee Performance (EP)			
Independent Variable: Gender diversity (GD), Ethnicity diversity (ED) and Religious diversity(RD)			

Table 4.10: Hypothesis Summary

Our general mathematical model including the error term (ϵ) will be

$$EP=1.09+0.383GD+0.322ED+0.364RD +\epsilon$$

EP: Employee Performance (Dependent variable)

GD, ED and RD: Gender, Ethnicity and religion diversity (independent variables)

CHAPTER 5: CONCLUSION AND RECOMMENDATION

5.1. Summary of major findings

There is high gender diversity in Ethiopian airlines group, MRO division. The mean of Gender diversity is the greatest from all three independent variables mean with value 3.84. Employees are not discriminated during hiring and recruitment process on gender basis. ET does a good job of attracting and hiring women. Training and development program is structured to meet the criteria/requirement of male and female gender. Hence, there is good gender diversity work. Women are part of the decision-making process as men are.

There is good ethnic diversity work in Ethiopian airlines group, MRO division. This is shown by ethnicity moderate mean with value 3.68. ET attracts and hires employees from all ethnic backgrounds. Opportunities for growth and advancement exist for all ethnic groups. But compared to gender diversity, it needs improvement.

Religious diversity is the least diversity in Ethiopian airlines group, MRO division from the three mentioned diversity variables (gender, ethnicity and religion) with mean value of 3.58. This shows there is moderate religious diversity. ET attracts and hires employees from all religious background equally.

5.2. Conclusion

The main objective of this research is to provide insights and understanding of the workforce diversity whether it has an effect towards employee performance and to identify whether the variables gender, ethnicity and religion would affect individual job performance in Ethiopian Airlines Group, MRO Division.

The finding revealed that gender, ethnic and religious diversity have significant and positive effects on employee performance. This finding result supported by many previous studied literatures.

5.3. Recommendation

High gender, ethnic and religious diversity have positive effect on employee performance that Ethiopia Airlines Group need to work to foster gender, ethnicity and religious diversity. There should be improvement on minorities handling in the company. Ethiopian airlines group need to revise any policy which damages workforce diversity like its attire policy to foster workforce diversity. This will help the company in different ways and outcompete rivals.

5.4 Suggestion for further research

The research is done in MRO division of Ethiopian Airlines Group. This research can be done at whole Ethiopian Airlines group. This research has encompassed only three workforce variables, but further work can be done adding other more variables.

REFERENCES

1. PERCEPTIONS AND ATTITUDES OF AIRLINE EMPLOYEES TOWARDS DIVERSITY A QUANTITATIVE ANALYSIS Sept 2020 Journal of Air Transport Studies
2. The Effects of Workforce Diversity on Employee Performance in Ethiopia: A Case of Addis Ababa Science and Technology University Zelalem Daniel Ayano Department of Industrial Management, Collage of natural and social sciences Addis Ababa Science and Technology University, P.O. Box: 16417 Addis Ababa, Ethiopia Vol.12, No.34, 2020
3. RESEARCH METHODS FRO BUSINESS UMA SEKARAN FOURTH EDITION
4. WORK ENVIRONMENT AND EMPLOYEE PERFORMANCE: A STUDY OF PHARMACEUTICAL FIRMS IN ENUGU STATE NIGERIA ONWUZULIGBO L.T. Ph.D. Department of Business Administration, Nnamdi Azikiwe University Awka November-December, 2022
5. Effect of Ethnic Diversity on Employee Performance at the National Museum of Kenya Lydia Nguta^{1*}, Dr. Jacqueline Omuya² Vol. 5, No. 2, pp. 260-270, 2024
6. Ethnic Diversity and Organizational Performance: Assessing Diversity Effects at the Managerial and Street Levels David Pitts Georgia State University Working Paper 06-33 October 2005
7. DIVERSITY MANAGEMENT PRACTICES, DO THEY MAKE A DIFFERENCE? EXAMINING CONSEQUENCES OF THEIR ADOPTION IN LOCAL GOVERNMENTS Author(s): YONGBEOM HUR and RUTH ANN STRICKLAND Source: Public Administration Quarterly , SUMMER 2015, Vol. 39, No. 2 (SUMMER 2015), pp. 325-357 Published by: SPAEF
8. A Pragmatic and Holistic Approach to Managing Diversity Rasoava January 20205
9. Religious Diversity in the Workplace Jawas Syed Dec 2024
10. WORKFORCE DIVERSITY AND EMPLOYEE PERFORMANCE IN STATE CORPORATIONS IN NAIROBI COUNTY, KENYA ^{1*} Lucy Kariainto & ² Dr. Millicent Mboya ^{1*} Masters Student, Jomo Kenyatta University of Agriculture and Technology ² Lecturer, Jomo Kenyatta University of Agriculture and Technology Accepted, February 23rd, 2024

11. Religious Diversity at Work: The Perceptual Effects of Religious Discrimination on Employee Engagement and Commitment March 2014 Authors: Leila Canaan Messarra, Lebanese American University
12. The Model of Employee Performance Utin Nina Herminal *, Sri Yanthy Yosepha Received: 28 February 2019
13. Workforce Diversity: A Key to Improve Productivity Ankita Savxena December 2014
14. Workforce Management Strategies in the International Airline Alliance Ground Staff Operations Francis K. Kumaka, Walden University 2022
15. The Effects of Leadership Behavior on Project Performance: In the case of Azad Engineering By: Blen Sisay Gobeze June 2024
16. THE MEDIATING ROLE OF CULTURAL INTELLIGENCE AND INNOVATION IN THE RELATIONSHIP BETWEEN WORKFORCE DIVERSITY AND ORGANIZATIONAL PERFORMANCE IN THE ETHIOPIAN BANKING INDUSTRY Addis Ababa University College of Business and Economics Department of Management By Yordanos Mesfin March 2021
17. THE EFFECT OF WORKFORCE DIVERSITY ON EMPLOYEE PERFORMANCE (The Case of Hibret Manufacturing and Machine Building Industry of Ethiopia) By Nawal Mohammed Habib January 2022
18. The effects of workforce diversity on Employees' Job performance: The case of commercial Bank of Ethiopia in Jimma town By: Ediana Fiseha January 2021
19. ST. MARY'S UNIVERSITY SCHOOL OF GRADUATE STUDIES EFFECT OF WORKFORCE DIVERSITY ON EMPLOYEE PERFORMANCE: THE CASE OF SAVE THE CHILDREN ETHIOPIA BY: SAMSON MEKASHA June 2022
20. THE EFFECT OF WORKFORCE DIVERSITY ON TEAM EFFECTIVENESS; THE MEDIATING ROLE OF INDIVIDUAL PERFORMANCE (THE CASE OF CAROLINA LOGISTICS CORPORATION) BY: KIRUBEL TEFERA September 2024
21. <https://statisticsbyjim.com/basics/cronbachs-alpha/>
22. <https://www.inprolink.com/blog/normality-test-using-microsoft-excel/>
23. <https://www.statology.org/normality-test-excel/>
24. <https://uedufy.com/how-to-calculate-cronbachs-alpha-in-excel/>

25. https://www.researchgate.net/publication/346530228_Effect_of_Strategic_Orientations_on_Organizational_Performance_Evidence_from_Top_Management_of_a_Private_Bank_in_Ethiopia#pf10
26. <https://www.statology.org/pearson-correlation-coefficient/>
27. <https://www.statology.org/p-value-correlation-excel/>
28. <https://www.statology.org/t-score-p-value-calculator/>
29. https://www.uwlax.edu/globalassets/academics/departments/political-science-and-public-administration/assignments/data_explanation_instr.pdf
30. <https://www.ablebits.com/office-addins-blog/excel-linest-function/>
31. <https://www.statology.org/how-to-calculate-vif-in-excel/>
32. <https://support.microsoft.com/en-us/office/linest-function-84d7d0d9-6e50-4101-977a-fa7abf772b6d>
33. <https://www.statology.org/normality-test-excel/>
34. https://www.rwu.edu/sites/default/files/downloads/fcas/mns/calculating_and_displaying_regression_statistics_in_excel.pdf
35. <https://www.datacamp.com/tutorial/linear-regression-in-excel>
36. <https://www.ablebits.com/office-addins-blog/excel-linest-function/>
37. <https://www.ablebits.com/office-addins-blog/linear-regression-analysis-excel/>
38. <https://www.ablebits.com/office-addins-blog/linear-regression-analysis-excel/>
39. [https://www.statisticssolutions.com/regression-table/#:~:text=Unstandardized%20Beta%20\(B\),-The%20first%20symbol&text=Specifically%2C%20this%20value%20represents%20the,variable%20increases%20by%201.57%20units.](https://www.statisticssolutions.com/regression-table/#:~:text=Unstandardized%20Beta%20(B),-The%20first%20symbol&text=Specifically%2C%20this%20value%20represents%20the,variable%20increases%20by%201.57%20units.)

40. PERCEPTIONS AND ATTITUDES OF AIRLINE EMPLOYEES TOWARDS DIVERSITY A QUANTITATIVE ANALYSIS Sept 2020 Journal of Air Transport Studies
41. The Effects of Workforce Diversity on Employee Performance in Ethiopia: A Case of Addis Ababa Science and Technology University Zelalem Daniel Ayano Department of Industrial Management, Collage of natural and social sciences Addis Ababa Science and Technology University, P.O. Box: 16417 Addis Ababa, Ethiopia Vol.12, No.34, 2020
42. RESEARCH METHODS FRO BUSINESS UMA SEKARAN FOURTH EDITION
43. WORK ENVIRONMENT AND EMPLOYEE PERFORMANCE: A STUDY OF PHARMACEUTICAL FIRMS IN ENUGU STATE NIGERIA ONWUZULIGBO L.T. Ph.D. Department of Business Administration, Nnamdi Azikiwe University Awka November-December, 2022
44. Effect of Ethnic Diversity on Employee Performance at the National Museum of Kenya Lydia Nguta^{1*}, Dr. Jacqueline Omuya² Vol. 5, No. 2, pp. 260-270, 2024
45. Ethnic Diversity and Organizational Performance: Assessing Diversity Effects at the Managerial and Street Levels David Pitts Georgia State University Working Paper 06-33 October 2005
46. DIVERSITY MANAGEMENT PRACTICES, DO THEY MAKE A DIFFERENCE? EXAMINING CONSEQUENCES OF THEIR ADOPTION IN LOCAL GOVERNMENTS Author(s): YONGBEOM HUR and RUTH ANN STRICKLAND Source: Public Administration Quarterly , SUMMER 2015, Vol. 39, No. 2 (SUMMER 2015), pp. 325-357 Published by: SPAEF
47. A Pragmatic and Holistic Approach to Managing Diversity Rasoava January 20205
48. Religious Diversity in the Workplace Jawas Syed Dec 2024
49. WORKFORCE DIVERSITY AND EMPLOYEE PERFORMANCE IN STATE CORPORATIONS IN NAIROBI COUNTY, KENYA 1* Lucy Kariainto & 2 Dr. Millicent Mboya 1* Masters Student, Jomo Kenyatta University of Agriculture and Technology 2 Lecturer, Jomo Kenyatta University of Agriculture and Technology Accepted, February 23rd, 2024

50. Religious Diversity at Work: The Perceptual Effects of Religious Discrimination on Employee Engagement and Commitment March 2014 Authors: Leila Canaan Messarra, Lebanese American University
51. The Model of Employee Performance Utin Nina Herminal *, Sri Yanthy Yosepha Received: 28 February 2019
52. Workforce Diversity: A Key to Improve Productivity Ankita Savxena December 2014
53. Workforce Management Strategies in the International Airline Alliance Ground Staff Operations Francis K. Kumaka, Walden University 2022
54. The Effects of Leadership Behavior on Project Performance: In the case of Azad Engineering By: Blen Sisay Gobeze June 2024
55. THE MEDIATING ROLE OF CULTURAL INTELLIGENCE AND INNOVATION IN THE RELATIONSHIP BETWEEN WORKFORCE DIVERSITY AND ORGANIZATIONAL PERFORMANCE IN THE ETHIOPIAN BANKING INDUSTRY Addis Ababa University College of Business and Economics Department of Management By Yordanos Mesfin March 2021
56. THE EFFECT OF WORKFORCE DIVERSITY ON EMPLOYEE PERFORMANCE (The Case of Hibret Manufacturing and Machine Building Industry of Ethiopia) By Nawal Mohammed Habib January 2022
57. The effects of workforce diversity on Employees' Job performance: The case of commercial Bank of Ethiopia in Jimma town By: Ediana Fiseha January 2021
58. ST. MARY'S UNIVERSITY SCHOOL OF GRADUATE STUDIES EFFECT OF WORKFORCE DIVERSITY ON EMPLOYEE PERFORMANCE: THE CASE OF SAVE THE CHILDREN ETHIOPIA BY: SAMSON MEKASHA June 2022
59. THE EFFECT OF WORKFORCE DIVERSITY ON TEAM EFFECTIVENESS; THE MEDIATING ROLE OF INDIVIDUAL PERFORMANCE (THE CASE OF CAROLINA LOGISTICS CORPORATION) BY: KIRUBEL TEFERA September 2024

APPENDIX

ANNEX I-DATA COLLECTION INSTRUMENTS

Appendix I- Questionnaires for Employees



ADDIS ABABA UNIVERSITY

SCHOOL OF COMMERSE

MASTER OF ARTS IN BUSINESS LEADERSHIP

Dear Respondents:

I would like to express my earnest appreciation for your generous time, honest and prompt response. The main purpose of this questionnaire is to collect data which will be helpful in research work titled “The effect of work force diversity on Employee Job performance: In the case Ethiopian Airlines Group.” As an employee of Ethiopian Airlines Group, your participation in this study will be valuable and greatly appreciated. I want to assure you that this research is only for academic purposes. No other person will have access to the data collected. That is, the secrecy of the information you provide is strictly protected.

SECTION ONE: DEMOGRAPHIC PROFILE

INSTRUCTION: This part of the questionnaire asks for your personal and job-related information.

Please respond to each question by checking the choice that represents your personal profile.

1. Gender	Female <input type="checkbox"/>	Male <input type="checkbox"/>		
2. Age Group	18-25 <input type="checkbox"/>	26-30 <input type="checkbox"/>	31-40 <input type="checkbox"/>	41-50 <input type="checkbox"/> Above 50 <input type="checkbox"/>
3. Marital Status	Single <input type="checkbox"/>	Married <input type="checkbox"/>	Divorced <input type="checkbox"/>	Widowed <input type="checkbox"/>
4. Education Qualification	Certificate <input type="checkbox"/>	Diploma <input type="checkbox"/>	Degree <input type="checkbox"/>	Master <input type="checkbox"/> PHD <input type="checkbox"/>
5. Total years of experience in ET	1-5 years <input type="checkbox"/>	6-10 years <input type="checkbox"/>	11-15 years <input type="checkbox"/>	above 15 years <input type="checkbox"/>
7. Religion	Orthodox <input type="checkbox"/>	Islam <input type="checkbox"/>	Protestant <input type="checkbox"/>	Catholic <input type="checkbox"/> Jehova <input type="checkbox"/>
	Other <input type="checkbox"/>			

SECTION TWO: MEASUREMENT FOR WORKFORCE DIVERSITY

The questions below ask about your self-perceived Work force diversity. Based on your experiences and understanding, please indicate your response to the following survey questions by putting your level of agreement on each statement on the five-point Likert scale.

5= Strongly Agree 4= Agree 3= Neutral 2= Disagree 1= Strongly Disagree

WORK FORCE DIVERSITY	5	4	3	2	1
GENDER	Strongly Agree	Agree	Nuetral	Disagree	Strongly Disagree
G1: Employees are not discriminated during hiring and recruitment process on gender basis.					
G2: ET does a good job of attracting and hiring women.					
G3: Training and development program is structured to meet the criteria/requirement of male and female gender.					
G4: All employees are treated equally, whether they are male or female.					
G5: Opportunities for growth and advancement exist for women in our organization.					
G6: Women are part of the decision-making process as men are.					
ETHNICITY	Strongly Agree	Agree	Nuetral	Disagree	Strongly Disagree
E1: ET attracts and hires employees from all ethnic background.					
E2: Opportunities for growth and advancement exist for all ethnic groups.					
E3: The organization gives due respect to all cultures and values of employees.					
E4: All employees are given equal opportunity in the decision-making process, disregard of their ethnicity.					
E5: Opportunities for growth and advancement exist for minorities in our organization.					

RELIGION	Strongly Agree	Agree	Nuetral	Disagree	Strongly Disagree
-----------------	----------------	-------	---------	----------	-------------------

R1: ET attracts and hires employees from all religious backgrounds equally.					
R2: The organization gives due respect to all religion of employees.					
R3: All employees are given equal opportunity in the decision-making process, disregarding their religion.					
R4: Employees are not discriminated on regard to their religion.					
R5: Equal opportunities are given to all employees for their promotions or development in an organization without any religious discrimination.					
R6: There is no religious discriminatory policy, practice in the company.					

SECTION THREE: MEASUREMENT FOR JOB PERFORMANCE

The questions below ask about your self-perceived performance. Based on your experiences and

Understanding, please indicate your response to the following survey questions by putting your level of agreement on each statement on the five-point Likert scale.

5= Strongly Agree 4= Agree 3= Neutral 2= Disagree 1= Strongly Disagree

INDIVIDUAL JOB PERFORMANCE	5	4	3	2	1
INDIVIDUAL JOB PERFORMANCE	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
P1: I was doing my job with quality in the past six months compared with the target.					
P2: I was doing my work with great quantity in the past six months compared with the target.					
P3: I managed to plan my work so that it can be done on time during the last six months.					
P4: I worked to the end result of my work during the last six months.					

P5: I understand others well when working during the last six months.					
P6: I came up with creative ideas at work during the last six months.					
P7: I worked at keeping my knowledge and skill up to date during the last six months.					
P8: I showed negative behavior towards colleagues, manager or customer during last six months.					

Thank you!