

Introspecting on gender, ethnicity and age dimensional impacts on organizational performance: Case study of restaurants in Zimbabwe

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Abstract

The research is centred on the specific dimensions of diversity (gender, ethnicity, age) that have the most substantial impact on organizational performance. The main objective of the study was to define the specific magnitudes of diversity that have the most significant impact on organizational performance in a restaurant environment in Zimbabwe. The study was guided by the Resource-Based View (RBV) Theory, which postulates that organizational performance is enhanced when firms successfully influence their diverse human resources. In this situation, diversity in gender, ethnicity, and age is regarded as a treasured resource that can lead to increased modernisation, better decision-making, and enhanced service delivery in restaurant situations. The research engaged a quantitative approach, accumulating data through structured questionnaires administered to students working in five restaurants in Harare CBD. The study faced methodological considerations such as ensuring the reliability and validity of measurement instruments, addressing possible response bias, and dealing with an inadequate sample size that may affect the generalizability of the findings. Additionally, the cross-sectional strategy captures data at a single point in time, which may not version for longitudinal changes in organizational performance connected to diversity creativities. The study discloses the following on the specific dimensions of diversity (gender, ethnicity, age) that have the most important impact on

organizational routine in restaurant in Zimbabwe: The study's findings revealed that age, gender, and ethnic diversity have a statistically important positive impact on organizational performance. Among them, age diversity has the most significant effect on organizational performance, and gender diversity has less impact. Quantitative data was gathered from students at five restaurants in Harare CBD area. The study accomplishes that age, gender, and ethnicity diversity completely impact organizational performance in Zimbabwean restaurants, with age diversity partaking the most noteworthy effect. To influence these assistances, restaurant directors should aggressively endorse age diversity on their boards and endure efforts to augment gender diversity, identifying diversity as a strategic resource that can drive transformation, better decision-making, and enhanced service delivery. Furthermore, future study should employ larger samples and longitudinal designs to authorise these conclusions, permitting more inclusive policies to bind diversity for continued organizational success.

Keywords: cognition, ramification, organization, recommendation, integration and diversification

Introduction

This research intentions to discover the connection amongst board edifice and firm routine, with a specific emphasis on the part of diversity qualities such as age, gender, and ethnicity. The article pledges by providing a suitable background on corporate governance, highlighting its prominence in encouraging justifiable economic expansion and actual organizational oversight. It then reviews current literature on board alignment and diversity, underlining key debates and realistic findings. Following this, the research discusses the impact of various board attributes on firm performance, supported by applicable theoretical and empirical insights. The ultimate sections synthesize the inferences of board diversity for corporate governance practices and suggest areas for further study.

One of the fiercely debated topic that has emerged in corporate governance literature is the structure of the board and its influence on a range of firm performance variables (Guest, 2019). The quest for knowledge in this area has led to the continuous evaluation of board structure attributes including directors' age gender and ethnic grouping. In the aftermath of the many corporate failures that ravaged firms in different countries such as Enron, WorldCom in the United

States, Parmalat in Italy and HIH Insurance in Australia, a number of deep-thinking experts and regulators have argued in favour of diversity in board. Corporate governance is defined as “the frameworks and procedures for the guidance and control of organizations” (World Bank, 2017).

The codes of corporate governance grants board the formal authority to monitor managerial performance and achieving an adequate return for shareholders, while preventing conflicts of interest and balancing competing demands on the corporation. Board is designed to address the conflicts of interest between managers (agent) and shareholders (principal) and to bring their interests into congruence (Kiambati, 2020). The board is an important internal governance control mechanism for aligning the interests of managers and all stakeholders to a firm (Agrawal & Lakshmi, 2020). Today’s business organisations are increasingly becoming diverse at both employee, top management, and leadership levels. Organisations have embraced diverse teams in terms of tenure, experience, gender, age, ethnicity, educational background, and socioeconomic status. Board diversity includes the composition, the characteristics and the structure of corporate boards and board process. Nyamwanza et al., (2025) argued that even though board diversity is seen as important, it is only relevant if it helps to enhance board effectiveness and thus the performance; otherwise, board diversity might be regarded as ‘tokenism’ or be done to comply with societal pressure. The interactions between board members within the boardroom are referred to as the “black box” of board behaviour. These two main perspectives in board literature have also been viewed as limited in explaining how boards make decisions (Huse et al., 2011).

The study focused on the specific dimensions of diversity (gender, ethnicity, age) that have the most substantial impact on organizational performance. The main objective of the study defines the specific magnitudes of diversity that have the most significant impact on organizational performance in a restaurant environment in Zimbabwe

Workplace Diversity: Concept and Theory

Workplace diversity is a multifaceted and sometimes contentious phenomenon influenced by social, political, and organizational factors (Janssens & Steyaert, 2003). Researchers have approached its conceptualization from various angles, ranging from narrow definitions centred on demographic attributes to broader perspectives that consider multiple dimensions of individual differences (Ehimare & Ogaga-Oghene, 2011).

Conversely, advocates for a broader understanding contend that diversity encompasses all the ways individuals differ, including values, skills, organizational roles, tenure, personality, and cognitive styles. They argue that individuals possess multiple, intersecting identities that influence their workplace behavior and interactions, and that understanding these interactions is essential to managing a heterogeneous workforce effectively. Expanding the concept of diversity can also enhance the acceptance and effectiveness of diversity management initiatives, as inclusivity is more comprehensive and less targeted at specific demographic groups (Ashikali & Groeneveld, 2015).

To operationalize workplace diversity, McGath et al., (1995) proposed a five-cluster framework: demographic characteristics (such as age, ethnicity, gender, sexual orientation, physical status, religion, and education); task-related skills and knowledge; values, attitudes, and perspectives; personal and cognitive styles; and organizational status (e.g., hierarchical position, department, or seniority).

Theoretical frameworks explaining the impact of diversity include three prominent perspectives. The first, social categorization theory, posits that individuals classify others based on salient attributes such as race or gender, which can lead to stereotyping and bias (Turner, 1987). The second, similarity-attraction theory, suggests that shared attributes foster interpersonal attraction and cohesion within groups (Berscheid & Walster, 1978). The third, information and decision-making theory, emphasizes that diverse teams can leverage different information and perspectives, leading to improved creativity and decision quality (Wittenbaum & Stasser, 1996).

These theories generate contrasting hypotheses about diversity's effects. Social categorization and similarity-attraction frameworks predict negative outcomes like reduced communication, lower satisfaction, and higher turnover stemming from biases and in-group favoritism (Tajfel & Turner, 1986). Conversely, the information and decision-making perspective foresees positive effects, such as increased innovation and performance, due to the broader range of viewpoints and problem-solving approaches.

Empirical research offers mixed results; while diversity can foster positive organizational outcomes, it can also generate challenges such as misunderstandings, conflict, and reduced cohesion. For example, differences in cultural backgrounds, language, and attitudes may lead to miscommunication and friction (Hambrick et al., 2018). Automatic biases against out-group members can also trigger distrust and hostility, negatively impacting team dynamics (Fiske & Neuberg, 1990). Furthermore, demographic diversity such as race, gender, and age has been associated with lower levels of organizational commitment, less effective communication, and increased conflict within teams.

Differences in background and organizational tenure influence perceptions and priorities, often leading to task-related conflicts and divergent viewpoints (Hambrick & Mason, 1984). Functional expertise and experience are particularly relevant for complex task performance, with research highlighting their importance over demographic attributes like age or gender (Ancona & Caldwell, 1992). However, the debate continues regarding whether diversity consistently translates into organizational performance benefits. While some scholars emphasize potential gains, others highlight the risks of conflict and miscommunication, suggesting that the relationship is complex and context-dependent (Kwon & Anderson, 2025).

Literature review

Workplace diversity dimensions

Diversity encompasses the diverse and multifaceted characteristics found in both animate and inanimate realms, encompassing visible and invisible traits (Tjimuku & Atiku, 2024). It involves a range of conscious behaviours that necessitate a comprehensive understanding and appreciation of individuals, cultures, and the environment, along with a commitment to valuing differences in traits and experiences. The primary objectives of diversity studies are to raise awareness about the detrimental impacts of discrimination and foster collaborations that enable individuals with various characteristics to work together effectively (Patrick & Kumar, 2012). It encompasses distinctions in age, gender, race, ethnicity, religion, sexual orientation, socioeconomic backgrounds, as well as skills and limitations (Tjimuku & Atiku, 2024).

Age diversity

Age diversity has been a significant area of research, and numerous studies have examined its impact on employee performance. For instance, Odhiambo et al., (2018) investigated the relationship between age diversity and employee performance in public universities in Western Kenya. Their findings revealed that age diversity positively influenced employee performance, as it brought together a range of experiences, perspectives, and skills. Similarly, Mekasha, (2020) conducted a study on Save the Children Ethiopia and found that age diversity had a positive effect on employee performance. These studies collectively suggest that age diversity can enhance problem-solving, decision-making, and knowledge sharing within organizations, thereby improving employee performance.

Gender diversity

The impact of gender diversity on employee performance has been widely explored in the literature. Selati et al., (2019) investigated the relationship between gender diversity and employee performance in a South African higher education institution. Their study revealed a positive association between gender diversity and employee performance, highlighting the diverse perspectives, skills, and insights that gender-diverse teams bring to the workplace. This finding is consistent with the research conducted by Al-Hawary and Mohammad, (2019) in Jordan's hotel industry, which also showed a positive effect of gender diversity on job performance. The findings suggest that promoting gender diversity can foster innovation and improve organizational outcomes by leveraging the unique strengths and talents of both men and women in the workforce.

Ethnicity diversity

Ethnic diversity has been recognized as an important dimension of workforce diversity with implications for employee performance. Muange (2020) examined selected universities in Kenya and found a positive relationship between ethnic diversity and employee performance. This finding aligns with the research conducted by Kebede (2017) in the UNESCO Addis Ababa liaison office, where diversity was found to positively influence employee performance. The positive impact of ethnic diversity on employee performance can be attributed to the varied cultural perspectives, experiences, and knowledge that diverse individuals bring to the workplace. By embracing ethnic

diversity, organizations can tap into a rich pool of ideas and approaches, leading to enhanced teamwork, creativity, and problem-solving abilities.

Educational background diversity

Educational diversity has been recognized as an asset in organizations, contributing to employee performance. Information Technology firms in Nairobi County found that educational diversity was associated with enhanced organizational performance. The study highlighted the diverse knowledge, skills, and perspectives that employees with different educational backgrounds bring to the workplace. These findings were supported by Muange (2020) study, which revealed that educational diversity positively influenced employee performance in selected universities in Kenya. By leveraging educational diversity, organizations can tap into a wider range of expertise and foster a culture of continuous learning, leading to improved employee performance. The review on workplace diversity emphasizes the importance of age diversity, gender diversity, ethnic diversity, religious diversity, and educational diversity in influencing employee performance. These studies collectively highlighted the positive impact of embracing and managing diverse work environments. By recognizing and leveraging the unique perspectives, skills, and experiences of a diverse workforce, organizations can promote creativity, innovation, and better decision-making processes, ultimately leading to improved employee performance and organizational success.

Employee performance

Employee performance refers to the actions and accomplishments of employees as they carry out their assigned duties in alignment with organizational policies, standards, and expectations. It is influenced by factors such as ability, effort, and task perception, which contribute to the efficiency and effectiveness of tasks, ultimately enhancing organizational productivity and yielding high-quality outcomes (Hee et al., 2019). Several studies (Rus & Băban, 2019; Selatin et al., 2019) have explored the relationship between workplace diversity and employee performance, highlighting their significant impact on employee performance.

Workplace diversity and employee performance

The effects of workplace diversity on employee performance have been a subject of extensive research, and the findings consistently highlight the positive impact of diversity on organizational outcomes. Numerous studies across various industries, regions, and organizational contexts have provided valuable insights into the relationship between workforce diversity and employee performance.

Few studies have found a positive association between workforce diversity and employee performance (Adeabah et al., 2019; Faloye et al., 2019; Olu-Ogunleye, & Akanji, (2025); Kebede, 2017; Zhuwao, 2017). These studies indicate that diversity contributes to improved employee performance by promoting creativity, innovation, and better decision-making processes. When individuals from diverse backgrounds come together, they bring unique perspectives, skills, and experiences, which enhance problem-solving abilities and lead to increased organizational effectiveness. However, it is important to note that the relationship between workforce diversity and employee performance is not without complexities. Hence, the impact of diversity on employee performance may be contingent upon various contextual factors (Meng et al., 2021). Therefore, this study examines the effects of workplace diversity dimensions on employee performance in the context of Namibia's SOEs.

The field of information technology is known for its workforce diversity and understanding the effects of diversity on employee performance is crucial. Mugwe (2020) focused on Information Technology firms in Nairobi County and investigated the impact of workforce diversity on performance within this specific industry. The findings of this study provided valuable insights into how diversity influences performance outcomes and contributes to the overall success of information technology firms in Kenya. In a study on selected universities in Kenya, Muange (2020) examined the effect of workforce ethnic diversity and education background diversity on employee performance. The results indicated that both diversity dimensions had a positive effect on employee performance. These findings align with previous studies that demonstrated a positive relationship between workforce diversity and employee performance. Similarly, Al-Hawary and Mohammad (2019) conducted a study in Jordan's hospitality industry and found a positive relationship between workforce diversity and job performance. Moreover, the effects of workforce diversity on employee performance have been examined in various sectors and economies. For

example, Pal and Jain (2021) conducted a study of Sugar Mill, Meerut, while Al-Hawary and Mohammad (2019) explored the relationship between diversity and performance in hotels in Jordan. These studies delve into the specific contexts of these sectors and contribute to our understanding of how diversity impacts performance in different sectors of the economy.

Simuyambala (2015) explored the effects of diversity on employee performance in a higher education institution in Botswana. The study revealed a positive and significant relationship between diversity (ethnic, gender, age) and employee performance. The findings suggested that promoting diversity management policies, cultural days, diversity training workshops, and having a diverse workforce could enhance employee performance. Diversity in the workforce has become a critical area of study, particularly in the context of its impact on organizational performance. In a study conducted in Bangladesh's banking sector, the researcher examined the relationship between workforce diversity (in terms of age, gender, and ethnicity) and organizational performance (Roy, 2022). Utilizing statistical instruments, the study found that age, gender, and ethnic diversity had a statistically significant positive impact on organizational performance. Notably, age diversity emerged as the most influential factor, while gender diversity demonstrated a comparatively lesser effect. However, it is important to acknowledge that the study did not consider other diversity factors, such as religion and nationality, which may also contribute to organizational performance. Nonetheless, the findings highlight the dynamic relationship between workforce diversity and organizational performance in the banking industry, emphasizing the significance of effective diversity management practices for improved organizational outcomes (Roy, 2022).

Lastly, the study conducted at the African Banking Corporation (ABC Bank) Head Office in Kenya investigates the influence of workforce diversity (education, gender, ethical, socio-cultural diversities) on employee performance (Bor & Wanyoike, 2018). The results reveal a significant positive relationship between workforce diversity and employee performance, with gender diversity and cultural diversity identified as significant predictors. Overall, these studies collectively contribute to our understanding of the effects of workforce diversity on employee performance in different sectors and highlight the importance of promoting diversity management practices to enhance performance outcomes.

Diversity and Inclusion is increasingly being considered a strategic imperative for performance-oriented organizations around the world. There has been a deliberate aggressive push for gender diversity on corporate boards. More organizations and businesses are now anchoring their strategies for sustainability and growth around diverse and inclusive teams, with the benefits becoming increasingly apparent, specifically on increased innovation, reduced employee turnover, and enhanced organizational competitiveness in a global economy (Oehmichen et al., 2023). The notion of good corporate governance and leadership tends to be one factor that increases the attention to diversity and inclusion of boards. According to Frerichs (2020) on the “Investment Case for Board Diversity,” indicates that boards hold immense authority over the corporations’ governance, financial performance, business strategy, and management. The Board of directors plays an indispensable role as direct representative of the organizations’ shareholders, ensuring they are empowered and legally bound to grow and protect their value.

With this influence and responsibility, it is understandable why institutional investors, corporate leaders, financial analysts, and other stakeholders now devote considerable time and attention to scrutinize the composition of corporate boards, including board members’ diversity (Amin & Ibn, 2020). According to Ong’ayi and Odari, (2023) the United Kingdom's for instance, The Corporate Governance Code (2020) requires enterprises to: (i) consider diversity when selecting board members; and (ii) disclose information in their annual reports explaining the board's diversity policy and the board's progress in attaining the policy's goals. Both Australia and Hong Kong adopt the "comply or explain" method to foster diversity. Supporters of this strategy claim that board nominations should be selected based on corporate needs rather than legislative requirements, which might be viewed as excessive in the market and have an impact on strategic decision-making, talents, and competencies.

Workforce diversity has a multifaceted and dual influence on organizational efficiency. According to Milliken and Martins (1996), diversity can be regarded as a double-edged sword: it offers improved occasions for ingenuity and innovation but also raises the possible for disappointment among team members and lessened group consistency. Empirical research designates that innumerable forms of diversity such as cultural, gender, and age variances are connected to heightened revolution, better strategic decision-making, and enhanced organizational performance (Shen et al., 2019; Mor Barak, 2019). Equally, some studies highlight that diversity can also clue

to increased conflict, reduced social consistency, and higher employee turnover rates (Nishii et al., 2018). The demographic conformation of modern workplaces is progressively diverse due to globalization, international migration, and evolving societal norms (Gyimah, 2023). Trends such as aging workforces, the rising demonstration of women and minorities, and the progress of youth populations in developing countries have significantly distorted formerly similar work environments (Mor Barak, 2019; Gorski, 2022). Given these demographic shifts and organizational challenges, companies are vigorously working to develop current strategies for handling and leveraging workforce diversity.

Organizations are increasingly assimilating workgroups into their strategic frameworks to achieve organizational goals. This approach is driven by the need for greater flexibility, innovation, and faster decision-making, all of which are facilitated by teamwork-oriented structures. In a competitive landscape, many organizations depend on workgroups to generate the innovations essential for long-term success (Ng & Sears, 2020). Moreover, ongoing demographic transformations, globalization of markets, increased workforce mobility, and legal initiatives aimed at promoting equitable recruitment practices are fostering greater diversity within work teams today (Chen et al., 2021). Wu et al., (2022) investigated how overarching business strategies influence the relationship between diversity and organizational performance. Additionally, Richard et al., (2003) emphasized the role of human resource management practices as contextual factors that affect how diversity translates into organizational outcomes. Building on existing literature, this study seeks to deepen understanding by exploring how organizational culture and business strategies serve as contextual environments shaping the influence of workplace diversity on organizational effectiveness. Specifically, the focus will be on key diversity dimensions such as gender, ethnicity, and age, which are most impactful on organizational performance.

Methodology

The quantitative data was collected from managers and employees at five Restaurant shops in Harare CBD area. Questionnaires were the research tools employed. The current analysis, however, also benefited from secondary data that was gathered for other objectives (Tabassum & Nayak 2021; Roy 2022; Peng & Chen (2023); Gomez & Bernet, 2019). The Statistical Package

for Social Sciences (SPSS) version 23.0 was used to code, input, and analyses the quantitative data acquired in a descriptive manner.

Questionnaires obliged as the key examination tools for data collection. To guarantee the representativeness of the sample, stratified random sampling was engaged, permitting for comparative depiction of dissimilar operative levels and executive situations in each restaurant shop. The population size was 1,490 individuals across the five outlets. Using Cochran's formula with a 95% confidence level and a 5% margin of error, the designed sample size was 306 respondents. To account for possible non-responses or imperfect questionnaires, the sample was enlarged by 15%, ensuing in a target of 352 respondents. Finally, 350 questionnaires were positively collected and comprised in the analysis.

Prior to data collection, a pilot study was steered to test the questionnaire's clearness and significance. Content validation was achieved by professionals in generosity management and study methodology to guarantee the instrument precisely measured the envisioned constructs. Reliability was assessed using Cronbach's alpha, which produced a coefficient of 0.85, representing high internal consistency.

The impact of workforce diversity on organizational performance is examined using structural equation modelling (SEM). The sample data was acquired from ten randomly chosen banks in Dhaka, Bangladesh, using a standardized questionnaire and a personal survey. The study's findings revealed that age, gender, and ethnic diversity have a statistically significant positive impact on organizational performance. A once-off cross-sectional research design was used in this study where the Zimbabwean civil service was targeted. Randomization was used to collect 324 validated responses. The study focused on both primary (age and gender) and secondary (education and political affiliation) dimensions of workforce diversity.

Data coding, input, and analysis were performed using the Statistical Package for Social Sciences (SPSS) version 23.0. Descriptive statistics, including frequencies, percentages, means, and standard deviations, were used to analyse the data. Additionally, secondary data from previous studies (Tabassum & Nayak, 2021; Roy, 2022; Gomez & Bernet, 2019) were incorporated to provide contextual background and enrich the analysis. By following the administrative survey

approach, a total of 450 questionnaires were distributed to the employees of the Pakistan Post Office; however, 288 properly filled questionnaires (64%) were received back. The partial least squares–structural equation modelling (PLS-SEM) approach was used for data analyses.

Research Findings

The Impact of Age-Diverse Workforce on Organization Performance

The present study explores the impact of the age-diverse workforce (young and old employees) on organization's performance (financial and non-financial) and how job crafting mediates the relationship between age-diverse workforce and organization's performance. The outcomes of this study explain that there is a significant relationship between both age groups of employees (young and old) and an organization's financial and non-financial performance. In addition, job craft partially mediates the relationship between young-age employees and organization's financial and non-financial performance. However, job crafting fails to mediate the association between old-age employees and organization's financial and non-financial performance. Implications, limitations, and future direction are discussed in the last sections of this study, providing insights for researchers and practitioners to better understand the dynamics of employee aging and organizational outcomes.

The Impact of Age, Gender and Ethnic Diversity on Organizational Performance: An Empirical Study of Bangladesh's Banking Sector. Roy, (2022)

This study aims to investigate the impact of workforce diversity (in terms of employee age, gender, and ethnicity) on organizational performance in Bangladesh's banking sector. This research work evaluates the relationship between workforce diversity and organizational performance in the banking sector. Among them, age diversity has the most significant effect on organizational performance, and gender diversity has less impact. Other workforce diversity factors (such as religion, nationality, and so on) may have an impact on organizational performance, but they were not considered in this study. The findings of this study reveal that in Bangladesh's banking business, there is a dynamic relationship between workforce diversity and organizational performance. Furthermore, this research work has significant ramifications, as well as the fact that

effectively managing diversity practices in the workforce will improve the organization's performance.

Workforce Diversity: A Springboard for Employee Productivity and Customer Experience. Zimbabwe. (Makudza et al., 2020).

The purpose of this study was to examine the differential effect of workforce diversity on employee productivity and its subsequent impact on customer experience. Research design, data and methodology: The results were confirmatory that workforce diversity is a significant predictor of employee productivity ($\beta = 0.668$, $P < 0.05$), at the same time employee productivity holds explanation to customer experience by 37%. Results also revealed that gender diversity, educational diversity and political diversity were significant determinants of workforce diversity ($P < 0.05$). However, the study established that age diversity was not a significant factor in enhancing employee productivity ($P > 0.05$). The study concluded that workforce diversity is a powerful tool in enhancing both customer experience and employee productivity. As such, the latter can be augmented through shrewd workforce diversity practices as championed by management. To that end, the study recommends the development of a workforce diversity framework which promotes inclusivity.

Results and Discussion

Questionnaires were returned out of the 149 questionnaires that were distributed giving a response rate of 43%. Males constituted 57% while females were 70%. 36% were holders of National Certificates (NC), 9% were National Diploma (ND) holders, 5 % were degree holders, and 50 % were holders of other qualifications.

Table 1: The specific dimensions of diversity (gender, ethnicity, age) on organizational performance at Restaurants **n=149**

Statements	1(%)	2(%)	3(%)	4(%)	5(%)	Mean	Std. Deviation
Age diversity emerged as the most influential factor, while gender diversity demonstrated a comparatively lesser effect.	3	6	3	50	39	4.54	0.667
Workplace diversity improve employee performance	10	52	10	20	8	2.78	1.253
Diverse workforces bring, including heightened creativity, enhanced decision-making, and superior problem-solving capabilities.	6	5	5	34	50	3.45	0.997
Mean Index						3.82	

Source: Primary Data (2024)

Table 1 depicts that: 50% (i.e. majority) of the respondents agreed that Age diversity emerged as the most influential factor, while gender diversity demonstrated a comparatively lesser effect as represented by a mean of 4.54 and a standard deviation of 0.667 whereas 52% disagreed that Workplace diversity improve employee performance as represented by a mean of 2.78 and standard deviation of 1.253. “Likewise, 50% of the respondents strongly agreed that diverse workforces bring, including heightened creativity, enhanced decision-making, and superior problem-solving capabilities as shown by a mean of 3.45 and a standard deviation of 0.997. Finally, the mean index stood at 3.82 depicting a moderate level of agreement.

The respondents agreed that Age diversity emerged as the most influential factor, while gender diversity demonstrated a comparatively lesser effect; Workplace diversity improve employee performance and respondents strongly agreed that diverse workforces bring, including heightened creativity, enhanced decision-making, and superior problem-solving capabilities. The respondents

identified that there is a significant relationship between both age groups of employees (young and old). In addition, Restaurants mediates the relationship between young-age employees. The respondents also noted that effectively managing diversity practices in the workforce will improve the organization's performance

The research results substantiate previous findings by Roy (2022) in his study: The Impact of Age, Gender, and Ethnic Diversity on Organizational Performance: An Empirical Study of Bangladesh's Banking Sector. This study aims to investigate the impact of workforce diversity (in terms of employee age, gender, and ethnicity) on organizational performance in Bangladesh's banking sector. The study's findings revealed that age, gender, and ethnic diversity have a statistically significant positive impact on organizational performance. Among them, age diversity has the most significant effect on organizational performance, and gender diversity has less impact.

The results are also in sync with Bashir et al., (2021). The outcomes of this study explain that there is a significant relationship between both age groups of employees (young and old) and an organization's financial and non-financial performance. In addition, job craft partially mediates the relationship between young-age employees and organization's financial and non-financial performance.

Conclusion and Recommendations

The study recommends that employees irrespective of their diversity backgrounds positively acknowledged diversity management. However, limited but significant differences were observed among employee perceptions regarding valuing the diversity practices employed based on their diversity backgrounds. Further, employees' perception of promotion of gender diversity was found to be positively related to perceived organizational performance. The study recommends that the Diversity brings in different perspectives and helps to strengthen the quality of decision-making. Hence, diversity is of importance at all levels of organizations. With effective diversity management, organizations are better equipped to capitalize on the potential of their employees, increasing performance and productivity. Historically, diverse organizations outperform their competitors because their employees have different competencies, including cross-cultural abilities that help develop a sense of belonging. Hence, they are more likely to be committed to the organization. Employees feel more confident and comfortable in their roles when diversity is

embraced and respected, improving productivity and satisfaction. Further, organizations open to a diverse workforce can draw from a larger talent pool, leading to better decision-making and increased innovation.

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