

MUNHUMUTAPA SCHOOL OF COMMERCE

MASTERS OF COMMERCE IN STRATEGIC MANAGEMENT



**THE IMPACT OF WORKFORCE DIVERSITY ON ORGANISATIONAL PERFORMANCE A
CASE OF FLAME LILLY HOSPITALITY GROUPS ZIMBABWE**

BY

LETWINA MASUNDA (M190161)

SUPERVISOR: Dr. MASHINGAIDZE

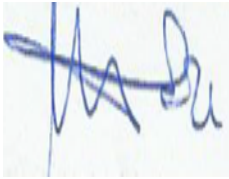
**A RESEARCH PROJECT SUBMITTED TO THE SCHOOL OF COMMERCE IN
PARTIAL FULFILLMENT OF THE REQUIREMENTS FOR THE MASTERS OF
COMMERCE DEGREE IN STRATEGIC MANAGEMENT**

JUNE 2023

RELEASE FORM

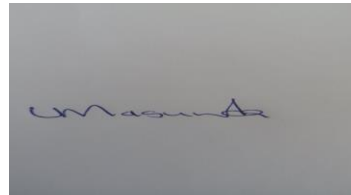
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ABSTRACT

The purpose of this study was to look into how the workforce diversity in Zimbabwe's Flame Lilly Hospitality Groups affected organizational performance. The study's goals were to: -investigate how age diversity affects Flame Lilly hospitality Groups' performance; -examine how gender diversity affects Flame Lilly hospitality Groups' performance; -assess the impact of ethnic diversity on Flame Lilly hospitality Groups' performance; and -determine the effects of education on Flame Lilly hospitality's organizational performance. The study used quantitative methods of data collection. Questionnaires were utilized in the study to collect data. 150 people made up the sample that was used in the study. The survey discovered that the Flame Lilly hospitality Groups lacked female diversity. The investigation also discovered that Flame Lilly hospitality Groups' revenue has decreased because to a lack of diversity. The study came to the conclusion that Flame Lilly Hospitality Groups should take diversity into account. The study suggested that diversity was necessary for Flame Lilly Hospitality Groups in order to achieve organizational performance. The study suggested that Flame Lilly hospitality Groups would be more effective if their diversity was balanced.

DEDICATION

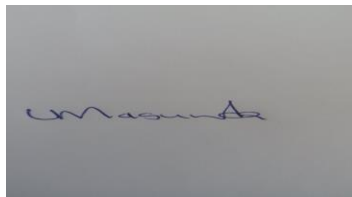
This undertaking honors my late parents, Mr. and Mrs. Masunda, my sister Locardia, my husband Duncan Dube, and my three children Seth, Nokuphila, and Shannon deserve special appreciation for their prayers, inspiration, and spiritual support throughout the course. I also thank my friends and coworkers for their constant support in helping me finish this research endeavor.

God the Almighty bless you abundantly.

DECLARATION

I, **Letwina Masunda** declare that this research project '**The impact of workforce diversity on organisational performance a case of Flame Lilly Hospitality Groups Zimbabwe**, is my work and it has not been submitted anywhere else for academic or professional award. The project will be submitted to Great Zimbabwe University, in fulfillment of the requirements for the Msc of commerce in strategic management.

STUDENT SIGNATURE

A rectangular box containing a handwritten signature in blue ink that reads "Masunda".

DATE 01.06.2023

ACKNOWLEDGEMENT

My supervisor, Dr. Mashingaidze, deserves special recognition for the excellent work he did in helping me finish this study. His advice helped me get more focused on writing a strong dissertation. Not forgetting my friends, I want to thank them for all of their help and support as they pushed me to keep going until I got my Master's in Strategic Management.

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Chapter one

1.1 Introduction

All developed nations now have a more varied labor force thanks to greater globalization and competition. The development of a global economy and technological breakthroughs have knit the world's populace together. Businesses, educational institutions, and other organizations are researching how to better serve their customers and recruit and keep the most talented workers. Managing such a diversified staff is difficult for modern firms. Therefore, diversity is necessary in both for-profit and nonprofit businesses. Today, making the most of and capitalizing on workplace diversity has become crucial for business success. Therefore, if workplace diversity is not adequately implemented, it could be terrible for the efficacy and efficiency of the firm. Lack of diversity in the workforce hurts employees. This chapter examines the context of the study, its goals, its objectives, its research question, its explanation of the problem, its relevance, its limitations, its delimitations, its definition, and its summary.

1.2 Background of the study

In modern businesses, diversity is reflected in the workforce's cultural, religious, linguistic, gender, ethnic, educational, and personality orientations. Diversity is a major global

concern. Diversity is being adopted as standard operating procedure in Europe's public sector. The cultural, religious, linguistic, gender, ethnic, educational, and personality preferences of the workforce are all readily apparent in contemporary workplaces, and diversity is a major concern on a global scale. By 2015 and 2016, respectively, the European Commission (EC) has recommended that member states boost the proportion of women in publicly traded enterprises to 30% and 40% (Christiansen, Lin, Pereira, Topalova & Turk, 2016). A regulation mandating a 40% representation of women in publicly traded firms was passed by Norway in 2003.

A research of a Nigerian bank was conducted by Omankhanlen and Joshua (2011) to examine the effects of worker diversity on organizational effectiveness. The study discovers a strong association between some diversity characteristics and the organizational success metrics, as well as individual diversity variables. Additionally, data shows that ethnicity and gender have a negative impact on both employee productivity and performance bonuses. The study also discovers a substantial correlation and positive correlation between gender, age, and tenure diversity. It is advised that firm executives employ sound management practices to properly manage workforce diversity and that cooperative research be conducted to identify the contextual factors that limit workforce diversity to result in effective performance.

In Pakistan, Rafaqat et al. (2022) conducted a literature study on the impact of workforce diversity, including gender, culture/race, age, and ethnicity. According to the reviewed studies, employee diversity and organizational effectiveness are strongly correlated. This article also concludes that the positive effects of workforce diversity outweigh the negative ones in terms of how well organizations operate. Additionally, if a workforce is varied and well-balanced, it can be productive. The performance of organizations was not significantly impacted by worker diversity, according to a modest number of research.

Busolo (2016) study on Workforce Diversity and Organizational Performance: A Case Study of Aar Group. Age diversity is an extremely important resource for businesses that want to have a long-lasting staff, according to the study's findings. The argument makes the case that having a diverse mix of genders is crucial for organizational success. Its internal and external values encourage organizational performance, which is why this is the case. In addition, it says that research has shown that ethnic diversity affects organizational performance significantly. Businesses that operate in multiethnic cultures should be especially aware of this. The importance of ethnic diversity to businesses, in addition to other factors essential to organizational success, which takes into account their importance for making decisions, skill set, creativity and innovation, problem-solving, service and product quality, and a sense of belonging.

In his 2016 study on the subject, Carrell defined staff diversity as "variations in performance that can affect a duty or affiliation within an organization, such as age, religion, language, ethos, gender, and learning." Carrell also examined the relationship between workforce diversity and organizational performance in the Kenyan banking sector, using collective data from the 4000 employees of the bank. Three branches were chosen for sampling from a total of 25 in the Nairobi district. The findings suggest that every organization that manages workforce diversity benefits from extra imaginative decision making, an optimal working environment, and individuals who are encouraged to work expressively. The organization's age variety should be seen by managers as a source of competitive advantage. The organization should embrace age variety since it can foster creativity and innovation. It also implies that for firms to thrive in the contemporary, gendered environment, management must value gender diversity and incorporate it into corporate strategy. Additionally, it motivates companies to acknowledge that racial diversity is a crucial asset for attaining marketing and sales targets as well as raising job happiness. More research is needed, according to the article, to understand why, in principle, it is thought that variation enhances performance but that is not what studies like this one find.

There are no many studies on this topic that have been done in an African context, and some of them don't go far enough to examine the effects of worker diversity on organizational performance. In these earlier studies, multi-ethnic workforce diversity was

envisaged. Like many other countries around the world, Zimbabwe is characterized by a diverse population, which is reflected in workplaces. Business organizations in both developed and emerging nations are entangled in the web of globalization, which has ushered in more employee demographic diversity. One of the most difficult organizational and human resource problems of our time is this phenomena. Understanding the effects of diversity and how it is managed on organizational effectiveness has been a goal of both academics and practitioners.

1.3 Justification of the study

In a report published in 2021, Flame Lilly Hospitality Groups Zimbabwe stated that poor service delivery, low consumer uptake, a lack of productivity, and a lack of originality were to blame for the services' revenue fall from 100% to 50%. Therefore, if left unattended, it could result in major issues for the hotel sector, like a drop in guests and revenue.

Therefore, understanding how workforce diversity affects organizational performance is crucial.

1.4 Aims of the study

This study's objective is to analyze how workforce diversity affects organizational performance in the context of Flame Lilly Hospitality Groups Zimbabwe in the hopes of influencing regulatory reforms in the hospitality sector.

1.5 Research Objectives

The main objective of the study was to determine the effect of workplace diversity on organizational performance at Flame Lilly hospitality Groups.

1.4.1 To investigate how age diversity influences the performance of Flame Lilly hospitality Groups.

1.4.2 To examine how gender diversity affects the performance of Flame Lilly hospitality Groups.

1.4.3 To assess the impact of ethnic diversity on the performance of Flame Lilly hospitality Groups.

1.4.4 To determine the impacts of Education on organizational performance of Flame Lilly hospitality Groups.

1.6 Research Hypothesis

1.6.1 Age diversity has an effect on mobility at Flame Lilly hospitality Groups.

1.6.2 Gender diversity has some bearing on lifting of heavy goods at Flame Lilly hospitality Groups.

1.6.3 Ethnicity diversity affects organizational culture at Flame Lilly hospitality Groups.

1.6.4 Education diversity impacts organizational sales patterns at Flame Lilly hospitality Groups

1.7 Significance of the study

The case of Flame Lilly Hospitality Groups Zimbabwe serves as an example of how the findings of this study may be helpful to any organization interested in comprehending the impact of workforce diversity on organizational success.

1.7.1 Management of Flame Lilly Hospitality Groups Zimbabwe

The study's primary beneficiaries are likely to be Flame Lilly Hospitality Groups Zimbabwe's management. The study will aid management in understanding the value of worker utilizing diversity to gain a competitive edge and enhance organizational performance. The study will demonstrate the Flame Lilly Hospitality Groups management how recognizing employees' varied points of view may boost certain performance-related skills such as decision-making, morale, employee happiness, and a host of other things..

Furthermore, it will allow Flame Lilly Hospitality Groups to recognize the benefits of worker diversity in terms of age, gender, and ethnicity. As a result, the study will raise awareness of the strategic significance of diversity for Flame Lilly Hospitality Groups and provide insights on how the Group's management may use diversity to enhance internal procedures and function at its best.

1.7.2 Employees of Flame Lilly Hospitality Groups

The study will be extremely important not only to the management of Flame Lilly Hospitality Groups, but also to the workforce. The contribution of each employee's age, gender, educational background, and cultural diversity to the enhancement of business performance will be explained to them. As a result, it might help employees embrace diversity and see the importance of the varied perspectives, ideas, experiences, and knowledge that variety offers. Employees may learn to value diversity and capitalize on their own differences to advance the objectives of the company.

1.7.3 Other Organizations

The study will also be very significant to other organizations. The study's findings may aid other businesses in determining how well their diversity contributes to organizational performance. The study will therefore be a useful tool for understanding how to strategically employ diversity to increase one's competitiveness in the cutthroat business world of today. The study may aid these businesses and help them achieve and maintain

a competitive advantage by reevaluating their diversity strategy and exposing their organizations to a wide range of perspectives, experiences, and knowledge.

1.7.4 Researchers and Academicians

The study's findings will be a significant source of information for future research and will add to the expanding body of literature on the effect of diversity on organizational effectiveness. By focusing on the internal elements of diversity, particularly the demographic dimensions, the study will inspire and facilitate further research on the subject. The study's findings about the negative effects of diversity on organizational performance will spur additional research on the topic, which might lead to a clearer understanding of the connection..

1.7.5 Hotel Clients

The clients will have a diversity of services which will increase user base and increase their loyalty towards the Hotel.

1.8 Limitation of the study

The researcher study was limited to Flame Lilly Hospitality Groups only. The study used questionnaires only.

1.9 Delimitation of the study

At Flame Lilly Hospitality Groups, the study will be carried out. The study will only look at how diversity in the workforce affects an organization's performance in the context of Flame Lilly Hospitality Groups Zimbabwe. All employees of Flame Lilly Hospitality Groups will be the subject of the study. The study will focus on the participants' ages, genders, ethnicities, and levels of education.

1.10 Definition of key terms

Diversity -According to Rasa, Ishtiaqi, Butt, and Nawaz (2013), diversity refers to the existence of a workforce that is made up of individuals from different socio-cultural and religious backgrounds.

Workforce diversity refers to the “composition of work units in terms of the cultural or demographic characteristics that are salient and symbolically meaningful in the relationships among group members” (DiTomaso, Post and Parks-Yancy, 2017).

Organizational performance -refers to a company's ability to optimize results while achieving its goals (Walter, 2010).

Age Diversity-Age diversity refers to the range of ages represented within a group or organization (Rafaqat et al ,2022).

Ethnic Diversity-According to Omarkhanlen and Joshua (2011), ethnic diversity is the inclusion of people with varied racial or ethnic origins in a group or organization.

Gender Diversity-Gender diversity refers to the presence of individuals from different genders within a group or organization.

Educational Diversity- Educational diversity refers to the presence of individuals with different educational backgrounds within a group or organization (Raza, Ishtiaqi, Butt & Nawaz, 2013).

1.11 Structure of the Dissertation

Chapter One has additionally discussed the importance of the study, highlighting the people that stand to gain from it, and how. The chapter also defined some of the main phrases and concepts that would be used in the study as well as the parameters of the investigation and its scope.

Overall, **Chapter Two** has provided the study's overall framework and stated the investigation's objectives. Chapter 2 provides a review of earlier material. The prior studies, theories, and ideas about how age, gender, and ethnic diversity relate to various elements or aspects of organizational performance are included in the study's literature. The purpose of the literature review is to ascertain whether academics agree on previous research, ideas, and theories addressing the connection between the three facets of

diversity and organizational success. The study also seeks to detect any contradictions between earlier findings and any possible gaps in the body of research, which is more important.

In Chapter 3, the study's research methodology is presented. The chapter highlights the research design that will be employed and names and describes the study's population. In this chapter, the sample size and sampling procedure for the study will also be determined and explained. In Chapter 3, the methods used for data analysis, the research procedure, and the data collection instrument will all be addressed in greater detail. Chapter four will be on data presentation and analysis. Data will be analysed through the use of tables. The study used the thematic approach using themes from the research questions for qualitative data.

Chapter five will focus on the discussion of findings by the researcher such as findings of the impact of workforce diversity on organizational performance a case of Flame Lilly Hospitality Groups Zimbabwe.

1.12 Chapter Summary

The study examines how workforce diversity affects how well a business performs using a case study of Flame Lilly Hospitality Groups in Zimbabwe. The study's introduction and background explained the research issue and examined the effects of workforce diversity

on organizational performance from a global, regional, and local viewpoint. The impact of workforce diversity on organizational performance from an African perspective was also examined. In addition to discussing the study's historical context and potential reform improvements, the study's objective was also mentioned in the study's statement. A research question that would be used to collect data from participants was also developed. The significance of the study also included how the following individuals would profit from it. The next chapter would be the literature review.

Chapter two

Literature Review

2.0 Introduction

Foregone Chapter One outlined the significance of the study and specified which groups and how they stand to gain from it. The chapter also defined some of the main phrases

and concepts that would be used in the study as well as the parameters of the investigation and its scope. A review of the literature on the effects of worker diversity on organizational performance is presented in this chapter, with a specific focus on Flame Lilly Hospitality Groups Zimbabwe. A literature review is described by Magwa and Magwa (2015) as a text of scientific works that incorporates the most up-to-date knowledge, including important discoveries and theoretical and methodological contributions to a particular field. When conducting a new investigation, a literature review, in the opinion of Creswell & Creswell (2018), promotes knowledge with and comprehension of current research on a particular subject. The researcher should be able to ascertain what research has already been done on the problem and what is unknown by doing a literature review.

2.1 Theoretical Framework

A theoretical framework is utilized, in accordance with Creswell and Creswell (2018), to specify the particular viewpoint framework that the researcher will use in assessing and interpreting the data to be collected, concentrate on particular factors, and constrict the

scope of the pertinent data. Additionally, it broadens people's knowledge by proving or disproving theoretical hypotheses and aids in understanding concepts and variables in accordance with stated terms. The Practitioner/Consultant Approach serves as the direction for this research.

2.1.1 The Practitioner/Consultant Approach

The Practitioner/Consultant Approach serves as the direction for this research. Dietz and Peterson (2006) assert that businesses must look at all possible choices in order to locate the staff they need because it may be difficult to find qualified people with the aptitude and abilities necessary to carry out the work. Diversifying the workforce can help firms make informed decisions and make other potential employees who might be qualified more visible and accessible. If employers can encourage diversity, the wealth of viewpoints offered by the more diverse workforce should translate into corporate success. If the workplace is varied, these more diverse personnel should be better equipped to understand what their various clients want. According to Lorbiecki and Jack (2000),

workplace diversity can even increase output, inspire increased creativity and innovation, and cut mitigation costs.

2.2 Conceptual Framework

Downard (2017) defines a conceptual framework as "one or more formal theories, either entirely or partially combined with other concepts and empirical information from the literature." It is used to demonstrate how these ideas relate to the study topic and how they are interconnected. Because one hypothesis frequently cannot adequately characterize the event under investigation, in the social and behavioral sciences, qualitative research frequently makes use of conceptual frameworks.

Conceptual Framework

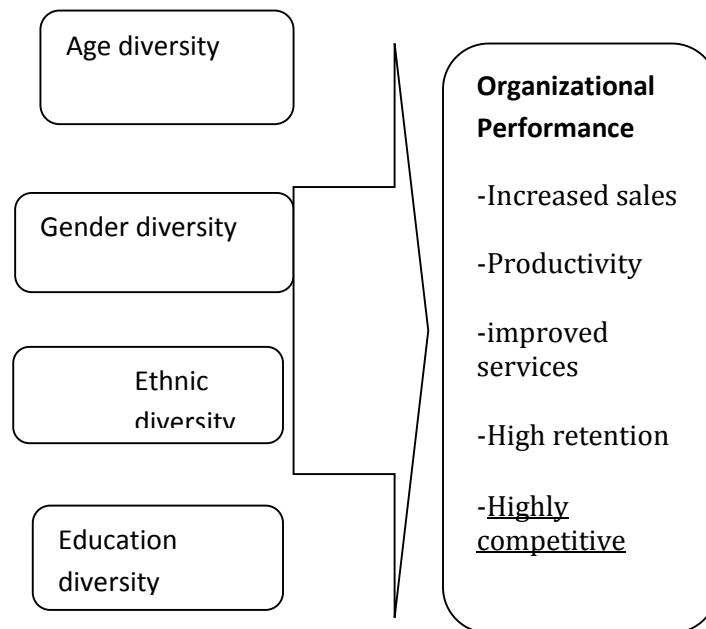


Figure 1: Conceptual Framework for Workforce Diversity and Organizational Performance

Source: Researcher's Desk (2022) with dimensions adapted from Barak (2013).

2.2.1 Conceptualization of terms

2.2.1.1 Workforce diversity

According to Janssens and Steyaert (2003), workforce diversity is a complex, divisive, and political phenomenon. Researchers have conceptualized it from a variety of angles.

Some have examined it from a limited viewpoint, while others have taken a more comprehensive approach (Nkomo, 1995). According to others, diversity based on racial,

ethnic, and gender identities cannot be interpreted in the same manner as diversity based on job-related skills, cognitive preferences, or organizational functions (Nkomo, 2015).

2.2.1.2 Organisational performance

Performance inside an organization is determined by a leader's ability to create a culture of collaboration and oversee a team. Participants in team activities must emotionally engage and exhibit empathy in order to provide solutions to problems that need to be resolved as professionally as feasible. Organizational performance, according to Griffins (2019), is the capacity of an organization to achieve its objectives and maximize results. On the other hand, according to Conțu (2020), organizational performance is the ability of a company to effectively compete for business by utilizing its informational, financial, and human resources.

2.3 How age diversity influences the performance of Flame Lilly hospitality Groups

Winnie (2018) asserts that children who are in the learning stage are more receptive to new information and concepts. Older adults who have lived longer are more mature and have more effective problem-solving abilities. In businesses, these values that people of

different ages share can compliment one another and improve firm performance. The findings of her study indicate that different age groups offer different values to businesses, and that these values can complement one another to enhance employee performance.

Gellner and Veen (2019), however, contend that age heterogeneity alone has a detrimental impact on an individual's productivity. Furthermore, there are no significant benefits from age heterogeneity in the context of routine tasks that could counteract the rising costs brought on by higher age variability. As a result, growing age heterogeneity overall causes productivity to drop in businesses with routine types of work. Joshi and Jackson (2018) observed no primary influence of age diversity on employee perceptions of team operations or performance goals.

Darwin (2015) highlighted age as one of the strategic capabilities that will provide firms an advantage over their rivals in his study on age diversity and its impact on employee performance in Singapore. The study focused on the perceptions of workers regarding the effects of age diversity at work. The empirical relationship between employee age and

organizational performance was computed using the SPSS program. According to the data, there is a poor correlation between an employee's age and performance. The study found that workplace culture, human resource management procedures, and their tasks are different from one organisation to the other.

Fidan (2011) used a dataset including the in-depth personnel records of a big U.S. corporation from 1989 to 1994 to evaluate the effects of dividing workers into varied divisions on employee performance. According to the study, income differences are related to higher worker performance, but differences in age, firm tenure, and performance are related to worse worker performance. It also shows that as a worker becomes older, the amplitude of the effects of some sorts of differences decreases.

Zhuwao (2017) contends that the government introduced a number of legislative measures in order to shape the workforce in companies in the study to analyze the impact of workforce diversity on employee performance at a particular South African higher education institution. However, these legislative initiatives explicitly aim to persuade

businesses to embrace diversity, omitting to take into account how it affects employee behavior outcomes like performance. In light of this context, the study examined how employee performance is impacted by workforce diversity. By dividing the workforce into homogeneous strata of academic and non-academic staff, a cross-sectional research methodology was adopted, and a random sample (n = 267) was selected. A questionnaire on employee work performance and one on workforce diversity were administered. The study results showed the relationship between age diversity and employee performance was not significant.

The purpose of Enid's (2019) study which used the AAR group as a case study was to ascertain the impact of age diversity on organizational performance. The study used a descriptive research approach because it allowed the researcher to explain how organizational performance and age diversity affected each other. 90 employees of an insurance firm in Nairobi made up the study's population. According to the study, the respondents ranged in age from 20 to 55. The study also revealed that men made up the

majority of the respondents. The study discovered a weak but significant Pearson correlation co-efficient value relationship of age diversity and performance.

The goal of Mulenga's (2019) study was to ascertain how age diversity in an organization affected employee performance. With the Zambia Compulsory Standards Agency (ZCSA) serving as the focus organization, a descriptive research design was used. A total of 103 personnel from various departments within the organization made up the target population. An open-ended and closed-ended questionnaire as well as an interview guide served as the primary data gathering tools. In order to show the study's findings, tables, bar graphs, and pie charts were created using SPSS version 18. The study's main conclusions were that both age and gender diversity has an impact on an employee's performance and, ultimately, the organization. Staff felt at ease working with both older and younger staff, according to the findings. Others saw the benefit of working on teams with people of different ages because it enhances their performance. The argument for gender diversity's importance for organizational performance is also made. The results of

the study show the value of age diversity as a tool for companies trying to maintain a healthy workforce. Age diversity aids the company in maintaining its business practices. This pool of qualified people is created. Additionally, the organization's age diversity enables the younger, more tech-savvy staff to impart their technical know-how to the more experienced workers. The study's findings revealed a significant relationship between employee performance and every aspect of workforce diversity except for the intervening variables, which respondents perceived as having little or no influence. The report suggested that ZCSA management keep upholding and advancing diversity policies and practices in its operations.

In their 2018 study, Odhiambo, Gachoka, and Rambo sought to understand the relationship between employee performance at Western Kenya's public colleges and age diversity. A survey approach was employed to gather primary data for the study, which used a questionnaire that had been pretested for validity and reliability. To examine the data, descriptive and inferential statistics were employed. A response rate of 78% was achieved out of the 120 questionnaires that were distributed when 93 were returned. Age

diversity and employee performance have a statistically significant beneficial association, according to regression and correlation research. The study then made the recommendation that management maintain its age diversity policies and practices in order to maximize the advantages of workforce diversity. It is necessary to conduct more study on additional workforce diversity factors, investigate moderating variables for this association, and examine other organizations in the public and private sectors.

However, the secret to utilizing the benefits of different age groups' diversity and avoiding its drawbacks is to foster an organizational culture where members of various age groups can contribute and realize their full potential, maintaining a balance while achieving the organization's goals and winning the individual support of these age groups. Therefore, it becomes essential that the company maintain and sustain a flexible work environment that is characterized by the positive development of all employees of different age grades

because this will help them approach problems in unique ways, which will enhance the organization's performance.

In his study, Cox (2001) shows how group membership based on age, gender, and race may be analyzed using individual, group, and organizational, and these together will define the diversity climate of an organization that influences individual and organizational outcomes either as an effective outcome or achievement outcomes. Effective age diversity management affects a range of individual results and commitment, which in turn affects organizational outcomes (Salami, 2010; Ogbo et al., 2014). It's critical to take into account how workers feel and perceive their roles, their employers, and the opportunities presented to them at work. If a person feels valued by the organization, regardless of their age differences, they will be more committed to helping it accomplish its objectives. The performance of an organization will be influenced by its understanding of its diversity climate in terms of age, gender, marital status, educational background, and work experiences on an individual, group, and organizational level. Diversity management

directly affects problem-solving, employee dedication, service quality, and organizational performance.

2.4 Examine how gender diversity affects the performance of Flame Lilly hospitality Groups.

Study on Gender Diversity and Organizational Performance: A Study of IT Industries in Bangalore by Akanksha, Ashwini, and Varghese (2017) . The study examined the connections between workplace acceptance of gender diversity, diversity policies and programs used by the IT industry, and obstacles to such practices and initiatives. Over the past few decades, the working conditions in the IT business have transformed. Over the past few years, there has been a marked growth in the number of women working to advance the IT industry. The relevance of gender identity is becoming more widely understood thanks to gender diversity. The leading Indian industry, IT, has taken gender into account.

Ali (2003) study by examined the relationship between organizational gender diversity and performance. In the 1990s, the study of worker diversity gathered steam. However, contradictory empirical results have been found thus far regarding the relationship between gender diversity and performance. The study also suggests that the difference

between the manufacturing and service sectors in terms of industry type moderates the gender diversity-performance link, making it beneficial in the former and negative in the latter. The findings provide some evidence in favor of both the moderating role played by industry type and the positive linear gender diversity-performance link. The study advances the subject of diversity by demonstrating the impact that workplace gender diversity can have a different impact on organizational performance in different industries.

According to a study by Lindborg (2017), the number of women on the boards of directors and top management teams of Swedish listed companies may have an impact on their financial performance. The study also examines whether female representation in TMT influences the relationship between BOD gender diversity and financial performance using an interaction variable. The study also explores whether there is a particular level of female representation that must be reached in order for the performance effect to take place, in keeping with critical mass theory. The study's findings offer some support for a positive relationship between the percentage of women on the board of directors and financial performance, but only little evidence for a negative relationship between the percentage of women working in TMTs and financial performance. The interaction effect is not supported by any evidence. There doesn't appear to be a critical mass barrier that must be reached for female representation to have a beneficial effect on BOD and TMT.

The study offers a fresh viewpoint on how gender diversity at various levels of the organization impacts financial performance.

The purpose of Lauran's (2021) quantitative study was to look at how employees viewed organizational fairness in relation to gender-diversity training content and design. This study involved 205 personnel with specialties in science, technology, engineering, mathematics, and finance (STEM&F). A baseline, post training, and final 2-month follow-up were part of a quantitative quasi-experimental study design. The overall and subscale scores on Colquitt's Organizational Justice Scale (COJS) were tested for mean differences using a mixed ANOVA. Scores at the beginning, after training, and at the end were compared for the intervention and control groups. In contrast to the fact that there was an interaction between the intervention and time on the interpersonal score, the findings of the interpersonal justice test revealed no statistically significant interaction between time and groups within the intervention. There was no statistically significant interaction between the intervention and time on the informational justice score, however the outcomes of informational justice indicated a statistically significant association between time and groups within the intervention. If the findings apply to other protected classes, STEM&F, or other industries, more investigation is required. Through diversity training in local governments and enterprises, the findings can support the advancement

of constructive social change. By reducing gender stereotypes, it might also open up new avenues for promoting female participation in the STEM&F system.

2.5 The impact of ethnic diversity on the performance of Flame Lilly hospitality Groups.

According to Makokolo (2015), ethnicity is a tribalistic grouping of people. In terms of religion, language, race, and culture, it denotes diversity (Maingi, 2015). Ethnic diversity has been an economic driver in international trade due to its advantages. Highly ethnically diversified organizations, in the opinion of Dastane and Eshegbe (2017), are better able to be creative and innovative. The social identification and self-categorization theory states that an ethnically varied workforce may lead to psychological processes including in-group liking, in-group attraction, and, in the worst case scenario, in-group favoritism. Negative effects could include ineffective communication, decreased cooperation, and decreased cohesiveness (Ekot, 2017). Additionally, this may, to a greater extent, result in disputes, a high intention to leave the job, and poor job performance (Oerlemans, Peeters, & Schaufeli, 2018).

The results of several empirical investigations on the connection between racial diversity and worker performance are inconsistent. Weiliang, Mun, Fong, and Yuan (2011) discovered a substantial correlation between ethnic diversity and worker performance using a sample of 400 employees from Malaysian companies. Similarly, Earley and Mosakowski (2000) discovered that employee performance was impacted by ethnic

diversity. Additionally, Pitts (2009) discovered that ethnic diversity groups within the organizations had an impact on job performance results in US federal agencies. On a side note, Selvaraj (2015) found no evidence of a substantial association between employee performance and gender in Singapore manufacturing organizations. A study by Mugge (2015) that was conducted in research and development organizations in the Netherlands also revealed no connection between ethnic diversity and worker performance. These studies illustrate a variety of empirical findings made in different environments and settings.

Sayers (2022) declared that ethnicity refers to a group of people who have a shared culture, tradition, customs, routine practice, costumes, beliefs, and values. According to Makokolo (2015), ethnicity is akin to a tribe with a shared origin narrative and feeling of destiny. According to Timmermans, Ostergaard, and Kristinsson (2011), ethnicity can be used as a stand-in or alternative for cultural background. The members' ability to perform innovatingly and creatively can be influenced by disparities in ethnicity.. Ethnicity is a double-edged sword with benefits and drawbacks (Opstal, 2019). Conflicts arising from cultural differences may have an impact on the quality, effectiveness, and financial success of the organization. Dahlin, Weingart, and Hinds (2015) argued that social categorization and ethnic variety contributed to the emergence of conflicts,

confrontations, and collisions. According to Benschop (2011), inequality is a disadvantage of racial variety.

2.6 Impacts of Education on organizational performance of Flame Lilly hospitality Groups.

The degree of formal education a person has reflects their cognitive talents and traits. The highest degrees of formal education are linked to a high capacity for information processing and the ability to distinguish amongst a wide range of options. People with greater education are more likely to be able to deal with ambiguity and demonstrate their abilities in challenging circumstances (Dollinger, 1985). Furthermore, receptivity to innovation is frequently linked to the greatest levels of education. In conclusion, it is reasonable to assume that those who have completed more formal schooling are more likely to engage in entrepreneurial action.

According to Marquis et al. (2018), Kerby and Burns (2012), and Douglas (2010), diversity in the workplace is based on informational disparities that reflect a person's educational background, experience, and generational differences. The degree of formal education a person has reflects their cognitive talents and traits. Higher formal education levels are linked to higher abilities. Any company organization and its workers benefit greatly from diversity in educational background (Hubbard, 2014).

Employing skilled and qualified individuals from a variety of cultural backgrounds strengthens the team's ability to respond to changing circumstances. Furthermore,

diversity in these fields can aid an organization in creating its own mirrors that reflect the long-term demographic trends that have an impact on the global market (Llopis, 2011; Kerby & Burns, 2012; Rahim et al., 2013). Additionally, diversity will result in better decision-making due to the caliber of workers employed, which fosters improved problem-solving abilities. Diversity also fosters innovation by increasing employees' rates of creativity and thinking outside the box, which improves organizational performance and creates new opportunities for the organization to compete favorably in the global market (Hubbard, 2014; Cox, 2011). According to Butler (2016), "diversity in the corporate world will enhance the loyalty of customers who choose to do business only with companies whose staff has the good educational background and whose business practices are socially responsible" thus improving the quality of services provided to the clients.

2.7 Chapter Summary

The chapter covered relevant research on the effect of worker diversity on organizational performance, with a focus on Flame Lilly Hospitality Groups Zimbabwe. The research methodology is the main topic of chapter three.

CHAPTER THREE

Research Methodology

3.1 Introduction

In this study, Zimbabwe's Flame Lilly Hospitality Groups was used as a case study to examine the effect of workforce diversity on organizational performance. The methodological techniques used to gather the data relevant to the study concerns are covered in this chapter. It gives a description of the sampling procedures, study region, sample, and research strategy. In order to get an accurate result, a research study needs to use the best approaches (Yin, 2018). The specifics are outlined below.

3.2 Research Methodology

According to Creswell & Creswell (2018), this refers to the methodical approach to addressing an analysis of the data obtained, deriving conclusions from the study data, and collecting data on the research topic utilizing a variety of approaches. Because it provides researchers with the knowledge and abilities they need to choose the appropriate techniques, materials, and scientific tools for the subject they have chosen, research methodology is crucial (Magwa and Magwa, 2015). Every one of the aforementioned research components is explained in this study.

3.3 Research Design

Giving the study the appropriate structure is the aim of research design (Blaike and Priest, 2019). According to Flick (2018), the study design can be viewed as the research's framework. In other words, it is a proposal for the intended research endeavor and what binds all the many parts of a research project together. The research methodology for this study will be a descriptive research design. It focuses on providing answers to the how, what, when, and where questions of a research problem rather than the why question (Magwa and Magwa, 2015). Most descriptive research is carried out in the field. One can, for instance, distribute survey forms at random or use an observational technique to observe how people act in a certain situation. To gain a better knowledge of the group, descriptive research compares and contrasts a variety of group features. The researcher will be able to completely evaluate the effects of workforce diversity on organizational performance using a case study of Flame Lilly Hospitality Groups in Zimbabwe thanks to the descriptive approach, which will help identify problems and solutions.

3.3.1 Advantages of descriptive research design

According to Saunders, Lewis, and Thornhill (2019), descriptive research design enables a researcher to analyze people in a natural setting in order to foster a full understanding of the topic or subjects. The descriptive design, according to Cohen, Manion, and Morrison (2018), makes it straightforward to investigate connections between two different variables. Both qualitative and quantitative research techniques can be utilized to gather information. It is an easy and affordable method of gathering data (Magwa & Magwa, 2015). A descriptive study technique can be used to collect rich data that is helpful for future research. A case study of Flame Lilly Hospitality Groups Zimbabwe will be used in this research to better understand the impact of worker diversity on organizational performance.

3.3.2 Disadvantages of descriptive research design

It has been noted by Cohen, Manion, and Morrison (2018) that statistical methods or tools cannot be used for problem verification. Employing a descriptive study approach has the additional drawback of allowing participants to act out or be affected by an observer's observations. There is a high possibility that the research findings will be skewed when a descriptive design is used (Flick, 2018). It is quite challenging to duplicate the study procedure because the descriptive research approach is observational in nature.

3.4 Research Approach

Techniques for quantitative data collecting will be used in the investigation. Yin (2018) claims that case studies are primarily carried out using qualitative methodologies, albeit they do not exclusively use them. Non-numerical qualitative research techniques concentrate on learning about and comprehending participant experiences, viewpoints, and opinions.

The quantitative method is based on numbers and is impartial in nature. When the research's goals and objectives are confirmatory, a quantitative research approach is often applied (Creswell and Creswell, 2018). When a researcher wants to measure and compare variables, they need to use quantitative methodologies. The use of both methods is necessary since some findings call for an individual evaluation of the data gathered from respondents, while other discoveries call for statistical and mathematical methods like percentages, means, graphs, and tabulation.

3.5 Population of the Study

A population, according to Yin (2018), is a group of components that the researcher might subsequently judge. 150 participants including 5 managers from Flame Lilly Hospitality Groups and 145 other employees chosen at random from various departments within Flame Lilly Hospitality Groups will participate in the study. According to Flick (2018), the greatest approach to gathering reliable information on a group of people or objects is to look at each individual person or object in the group. However, Magwa and Magwa (2015) hinted that, for example, at Flame Lilly Hospitality Groups, it will be very difficult from a strategic and resource point of view to take the entire population of roughly 150 staff.

Population Category	Sample Size	Research Instrument
Management	5	Questionnaires
Staff from across departments	145	
Total	150	

Table 3.1 Population and sample size

3.6 Sampling

An assortment of persons from whom data are gathered constitutes a sample (Blaine and Priest, 2019). In order to improve the validity and reliability of the research, this study will use both probability and non-probability sampling methodologies. According to Creswell & Creswell (2018), probability sampling entails selecting a sample of people entirely at random from the population that is being studied. According to statistical calculations, each component of the population will have a chance of being included in the sample, and regardless of how slim that chance may be, it will always be greater than zero for all components. The employees from all throughout the company will be randomly chosen to participate in the study. The management for the study will then be chosen using the non-probability sampling method. This strategy will help create a suitable research sample that can fully address the study issues. The non-probability sampling method will

be the most effective method for choosing the management because the focus of this study is on evaluating the effect of workforce diversity on organizational performance in the context of Flame Lilly Hospitality Groups Zimbabwe. Results from non-probability sampling are frequently not generalizable, according to Jansen and Warren (2020).

3.7 Data collection methods and instruments

Questionnaires was be used in the study to gather data. For the purpose of removing bias, it is crucial to use several data collection methods for each sample unit. This also improves the research's validity and reliability. As a result, the flaw in one data collection method will be fixed by the other. To address the study topics at hand, the researcher will create each and every research tool employed (Magwa and Magwa, 2015).

3.7.4 Questionnaires

A questionnaire, according to Creswell (2014), is a tool for gathering data in which a subject is asked to respond to a series of spoken or written questions. A questionnaire is

essentially a survey. The questionnaire will be created using both closed- and open-ended questions. This will be done to direct responders toward providing the crucial data that this study needs. Since most respondents have a hectic schedule and would complete the questions on their own time, the questionnaires for this study will be convenient for respondents who can answer when they have time. The use of questionnaires for this study produces quantifiable results and makes it simple for the researcher to analyze the data. According to Creswell (2014), self-administered questionnaires by the researcher are an economical way to swiftly get a ton of data from a lot of people in a short amount of time. Respondents to the study's questionnaires can be completely honest about their thoughts on how workforce diversity affects an organization's performance in the case of Flame Lilly Hospitality Groups Zimbabwe. To obtain their candid feedback on the effect of workforce diversity on organizational performance in the case of Flame Lilly Hospitality Groups Zimbabwe, the questionnaires will be sent to the appropriate participants.

3.7.5 Advantages of Questionnaires to the researcher

Questionnaires will be more objective than interviews because the replies will be acquired in a consistent manner. The surveys allow for anonymity, which boosts response rates

and reflects truly held sentiments. Nearly all surveys will use a variety of computer software packages for data entry and tabulation. According to Saunders Lewis and Thornhill (2019), questionnaires lessen bias since respondents cannot be persuaded to answer questions in a particular way by the researcher's personal ideas. By allowing participants to write down their answers, questionnaires allow for less biased information to be collected.

3.7.6 Disadvantages of Questionnaires

The researcher will minimize dishonesty by ensuring respondents that their privacy will be cherished and that the method prohibits personal identification. However, as stated by Yin (2018), respondents may not be 100% accurate with their replies while responding to questionnaires. There is a possibility that some questions will go unanswered or overlooked when employing questionnaires. This problem will be solved by the researcher by making the survey brief and the questions simple, improving completion rates but leaving some questions unaddressed in this study. Some queries that seem clear to the questioner may not be understood by the respondent. The researcher will address this issue by developing straightforward, understandable questions as a means of preventing the misinterpretation that could result in distorted data. Although a survey or questionnaire cannot fully capture the emotional reactions or feelings of respondents, the researcher will employ a Likert scale, which uses a rating range from strongly agree

to strongly disagree, to gauge the respondents' emotions. Questionnaires carry the risk that participants won't always fill out all of the necessary sections, which could affect the study's findings.

3.8 Validity and Reliability

Validity establishes the connection between the data and the variable or construct of interest. The degree to which a variable or construct is accurately captured by a study's data is determined by this (Flick, 2018). By checking if the outcomes are in line with the study's goals, the researcher will guarantee the study's validity. Additionally, questions that are not pertinent to the study's goals and objectives will be eliminated, leaving just those that are. By making sure that all aspects of the study are addressed in the research tools, the researcher will also ensure the validity of the results. The pertinent study area will also be used to pre-test the questions. Before collecting data, several changes will be done to see if the concepts are not ambiguous. According to Magwa and Magwa (2015), reliability measures the consistency of such measurement across time from a research instrument and is defined as the fraction of variance related to the time measurement of a variable. It gauges how consistently a study tool would produce the same findings or information after numerous trials. The researcher will explicitly outline the various procedures and stages of the investigation to maximize the trustworthiness of the findings. To assess the validity and reliability of the research instruments, the researcher

will also carry out a pilot study that involves giving out questionnaires and interviewing a small number of students. As a result, the research questions will be adjusted to better meet the study's goal.

3.9 Data Analysis

Yin (2018) emphasizes that after collecting and cleaning both quantitative and qualitative data, the following phase in the research process is to analyze the data in order to draw conclusions from it. Without careful data analysis, conclusions may be misinterpreted, which may result in judgments being made based on numbers that are not truly representative of the entire dataset. Quantitative data, which are numbers from which data points can be computed, will be analyzed using statistical procedures in accordance with the research objectives. The researcher will swiftly produce tables and charts to review the results by loading the quantitative dataset into Microsoft Excel spreadsheets. The data will then be represented and analyzed using the proper tables. Data will be analyzed in tabular form using the cross-tabulation data analysis approach, which employs a fundamental tabular form to draw conclusions between various data sets. The study will also analyze qualitative data using a theme approach. Interview-derived qualitative data will be organized, combined, generalized, evaluated, and sorted to determine meaning.

3.10 Ethical Considerations

Magwa & Magwa (2015) define ethics as anything that is morally right and closely related to human rights. He goes on to emphasize that when doing their research, researchers should adhere to this code of behavior. This study will pay attention to ethical issues. Permission to conduct research was acquired from the Great Zimbabwe University registrar in order to carry out the study on campus. A letter of recommendation served as the authorization. The researcher will always ask for the informed consent of the respondents. To preserve the privacy of every research participant, anonymity and confidentiality will be promised and upheld during the study. According to Flick (2018), anonymity is preserved when the individual will remain anonymous research even to the researchers themselves. Due to the aforementioned, participants will be informed that the information they provide will only be used for academic purposes, which will ensure confidentiality.

3.11 Chapter Summary

The research technique supporting this study was summarized in this chapter. It details the steps taken in the research to determine the effects of workforce diversity on organizational performance using the example of Flame Lilly Hospitality Groups in Zimbabwe. In order to address the shortcomings of each strategy and produce a thorough analysis of the research findings, the quantitative research approaches employed in the

previous study will be applied in this research. The research design for the study will be descriptive.

CHAPTER FOUR

DATA PRESENTATION, ANALYSIS AND DISCUSSION

4.0 Introduction

The presentation, analysis, and interpretation of the gathered data are the main topics of this chapter. Utilizing questionnaires about the researcher's goals, data was gathered. In light of the aforementioned, the researcher looked at the following goals:- to ascertain the effects of education on organizational performance of Flame Lilly hospitality Groups; to investigate the effects of age diversity on the performance of Flame Lilly hospitality Groups; to ascertain the effects of gender diversity on the performance of Flame Lilly hospitality Groups; to evaluate the impact of ethnic diversity on the performance of Flame Lilly hospitality Groups; and to assess the impact of gender diversity on the performance of Flame Lilly hospitality Groups. Flame Lilly hospitality groups have 150 employees; therefore the researcher was only able to include 127 of them in the sample after carefully choosing them. These include employees who worked in various departments such as accounting and HR department, rooms division, kitchen, security front office department and laundry department. Additionally, the selected staff members were highly educated, qualified and experienced. Therefore, they have the relevant knowledge and skills towards the study. This was corroborated by Marshall, 2017), who stated that once data has been gathered, there is a chance to organize, structure, and give meaning to the vast amount of data.

4.2. Response rate

The information on participant response rates to questionnaires is displayed in the table below. The researcher had a target population of 150 participants when the questionnaires were submitted, but only 127 responded, and 23 did not respond. This resulted in an 85% response rate for this study. The researcher noted that not all of the workers were accessible on the day the questionnaire was turned in because some had taken the day off. Mugenda and Mugenda (2011) assert that if the response rate exceeds 50%, the research can move further because the findings are strong.

4.2.1 Demographic summary

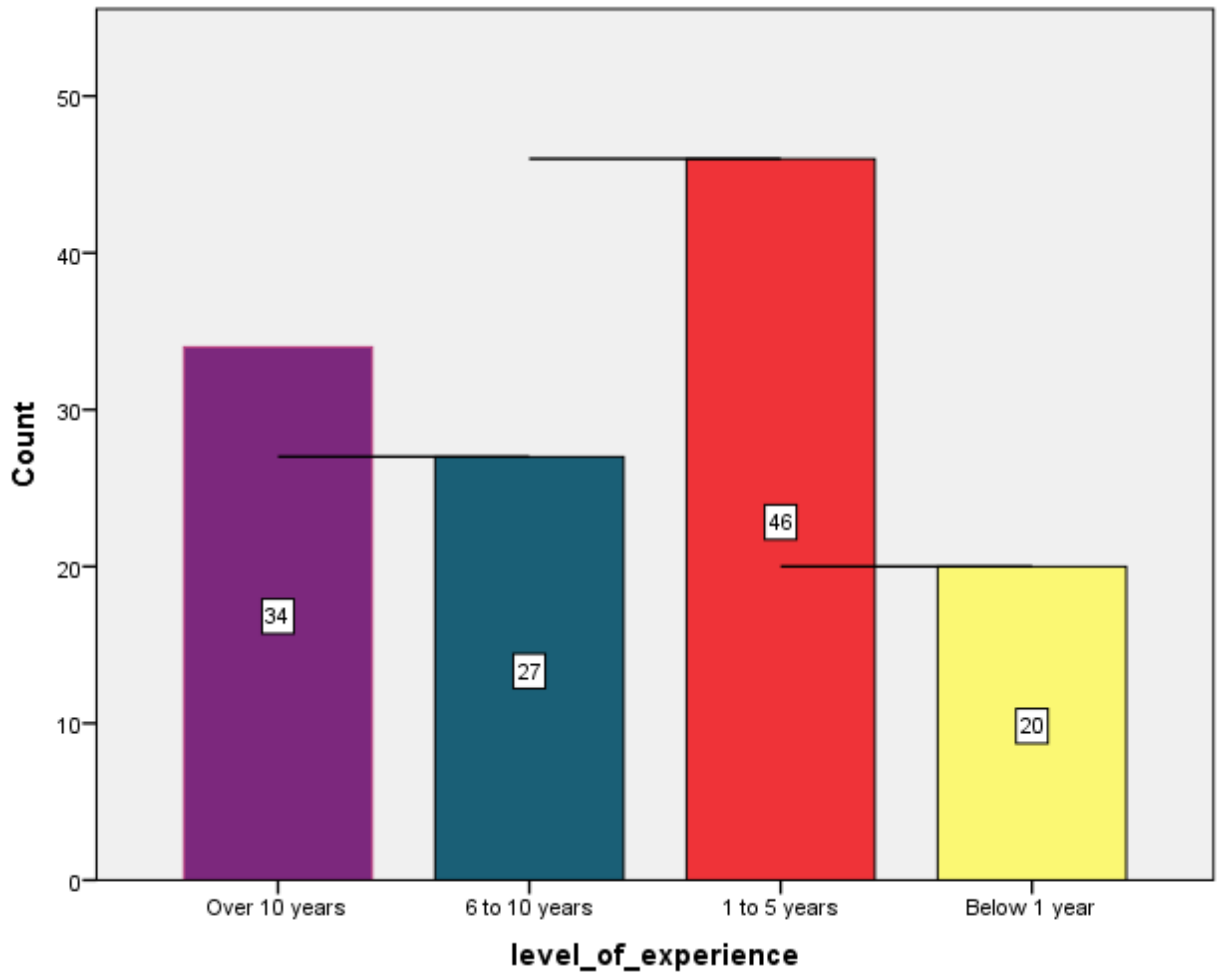
Table 1: Questionnaire

Target Population	Respondents	Non Respondents	Respond Rate
150	127	23	85%

Source: Field data (2022)

4.2.3 What is your level of experience in your job? N-127

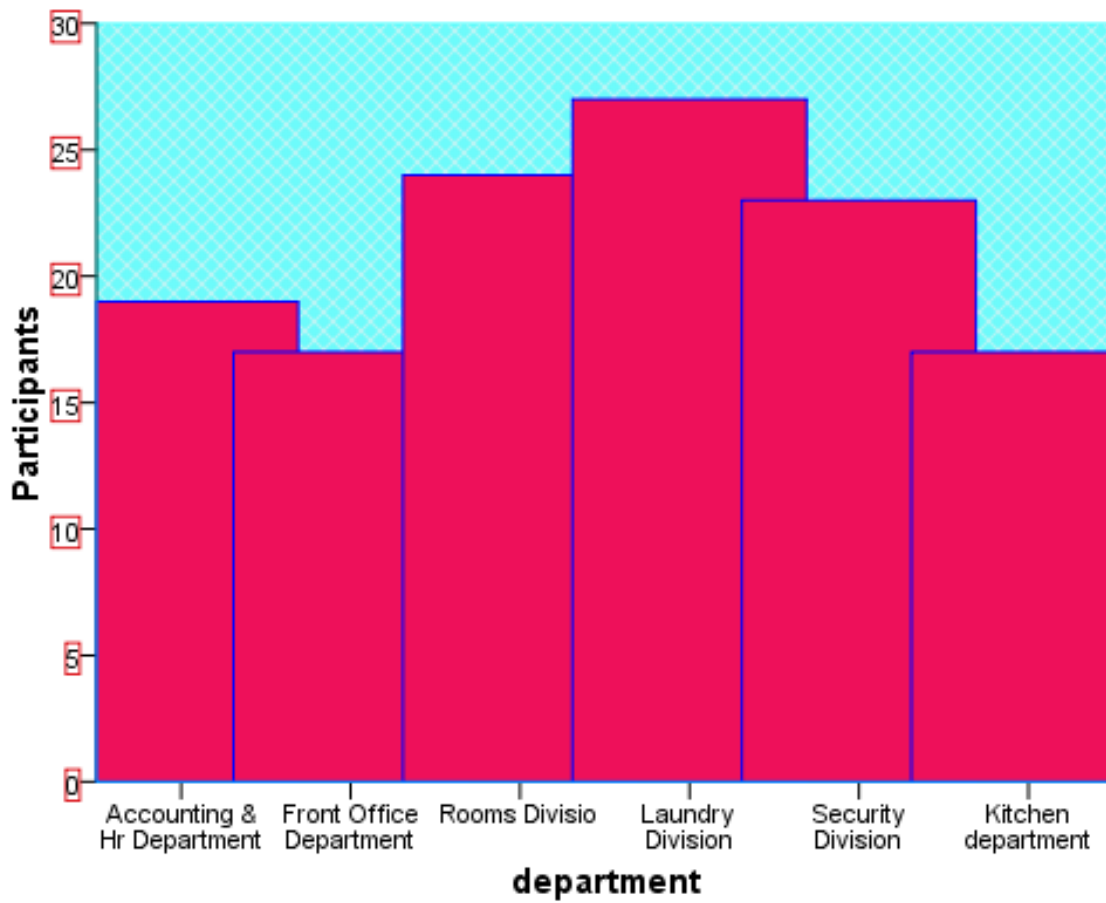
Figure 2: Responses by level of experience



The table above was a response to the questionnaire on the level of experience of the participants. From the data compiled from the respondents shows that (20%) of the respondents were below 1 year in terms of experience in the service, and (46%) were in the (1-5yrs) category whilst (27%) were in the 6-10 years category and (34%) had more than 10yrs in the service. The data showed that the company is growing as shown by the number of workers in the (6-10yrs) category it really showed growth. It implies that responses were professional and based on practical experience. The overall experiences of participants were found helpful as people having long experiences may gain varying skills and knowledge in doing things differently. The table above implies that the majority of the participants had adequate experience as shown by the majority of responses which had (28%). Thus, it is clear that the experienced participants could understand the merits of the research under study and give sufficient and correct information that could contribute to the trustworthiness of the research findings. Participants were asked to specify their level of experiences in the organization as people in different positions may have varying level of access to information

4.2.4 In which department are you in? N-127

Table 2: Responses by Department

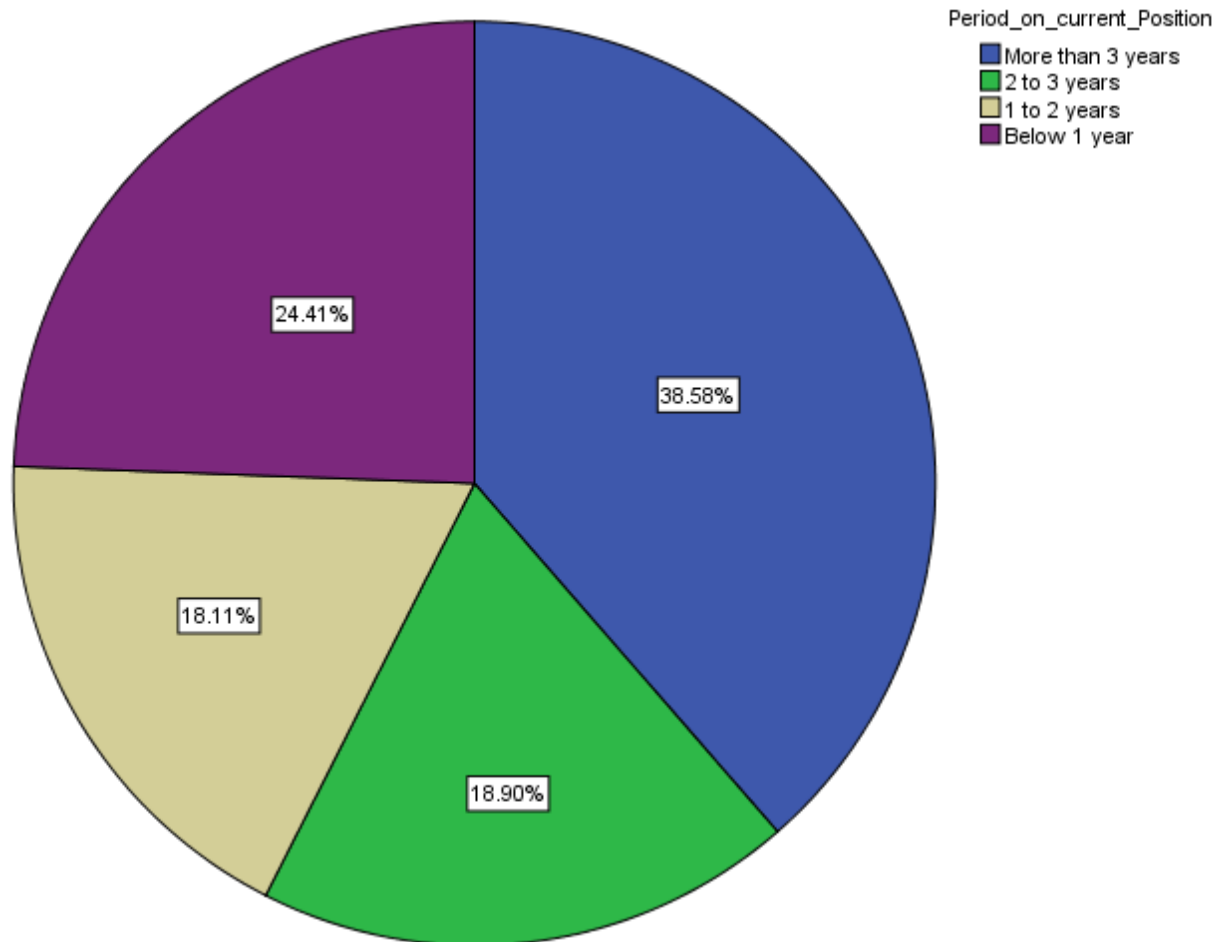


From the response above as on the questionnaire on the question in which department are you in. The study revealed that 16% of the respondents worked in the kitchen department, also 16% of the respondents worked in the Laundry department, 24% of the employees work in the rooms division, 18% of the respondents revealed that they work in the Accounting and Human resources department, 17% of the respondents also work in the Front office department whilst the minority 4% worked in the Security department.

Therefore the study revealed that more staff are found in the Kitchen department as shown by (26%) this could be because the kitchen plays a biggest role in the organization because of production nature. It was followed by the laundry department which showed that there the department had also more staff working in that department. The response from most of the departments showed that the distribution of questionnaires was done across most of the departments and therefore this allow to gather information from people from different departments and this gives the research study rich information needed in the study.

4.2.5 How long have you been at this current Position? N-127

Figure:1 Response by length at current position



On issues length of service from the participants the study revealed that the majority 21

(%) were in more than 3 years' category,39.58 (18.90%) 2-3 years were at current

position, 18.11 (%) were in the 1-2 years in the current position whilst the (24.41%) were below 1 years' category. This showed that the participants have been at the organisation for some time and they now understand the different functions of the departments which is critical for this study. Therefore the participants provided the much needed information towards the success of this study.

Exploratory Factor Analysis (EFA)

EFA was used during the process of data analysis to identify underlying factors in the observed variables. This was done mainly to uncover the latent structure of data by examining the patterns of correlations between variables. To support EFA and confirm the accuracy of the data, the researcher first used the Kaiser-Meyer-Olkin Measure of Sampling Adequacy KMO and Bartlett's Test of Sphericity.

KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.	.863
Bartlett's Test of Approx. Chi-Square	2178.35
Sphericity	3
df	300

Sig.	.000
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To determine whether the data are adequate for the analysis in factor analysis, two statistical tests are used: the Bartlett's test of sphericity and the Kaiser-Meyer-Olkin (KMO) measure of sampling adequacy. The acceptability of the data for factor analysis is assessed using the KMO measure of sampling adequacy. The amount of variance in the variables that may be attributable to underlying causes is measured. The KMO value can be anything between 0 and 1, with values closer to 1 suggesting more adequate sampling. The KMO value in this instance is 0.863, indicating that the data is typically appropriate for factor analysis.

Bartlett's test of sphericity is used to test the null hypothesis that the correlation matrix is an identity matrix, indicating that the variables are uncorrelated. In other words, it tests whether there is sufficient correlation among the variables to proceed with factor analysis. The test produces an approximate chi-square value, degrees of freedom (df), and a significance level (Sig.). In this case, the approximate chi-square value is 2178.353, the degrees of freedom are 300, and the significance level is 0.000 (or very close to 0). A significance level below the conventional threshold of 0.05 suggests that there is sufficient correlation among the variables to proceed with factor analysis.

Thus, based on the provided results, the KMO measure indicates that the data is generally suitable for factor analysis, and Bartlett's test suggests that there is sufficient correlation

among the variables to proceed with the analysis. Therefore, the researcher proceeded to conduct factor analysis.

Communalities

	Initial	Extraction
Age has an effect on mobility	1.000	.793
Young employees are more proactive	1.000	.831
Older people possess better problem solving skills	1.000	.800
Younger people can lift heavy items	1.000	.533
Younger employees can perform their duties that requires them standing for a long time	1.000	.573
Male employees can work for long hours and that has an impact on organizational performance	1.000	.610
Male employees can perform difficult tasks that influence corporate performance.	1.000	.646
Females find it difficult to work night shifts	1.000	.754
Female employees attract more customers than their male counterparts	1.000	.578
Females always want to be given lighter tasks	1.000	.639

ethnic diversity has emerged as an economic driver	1.00 0	.716
Highly ethnically diverse organizations are in a better position to be creative and innovative	1.00 0	.731
Ethnic diversity has a positive impact on performance	1.00 0	.546
More ethnic diversity would be related to more difficult communication	1.00 0	.682
Ethnic diversity would benefit team performance due to a more diverse pool of skills and knowledge that leads to complementary and mutual learning	1.00 0	.718
An individual's level of formal education reflects cognitive abilities and qualities	1.00 0	.677
Educated individuals show themselves to be more able in complex situations	1.00 0	.777
Highest levels of education tend to be associated with receptivity to innovation	1.00 0	.742
A diverse workforce with different educational background/qualification impact on any company's service quality and its performance	1.00 0	.607
Educational diversity lead to better decision-making as a result of the calibre of employees	1.00 0	.592
High productivity	1.00 0	.893
Customer satisfaction	1.00 0	.875
Employee satisfaction	1.00 0	.770

High employee retention	1.00 0	.780
Highly competitive	1.00 0	.856

Extraction Method: Principal Component Analysis.

The communalities for each variable in the aforementioned table are shown both before and after the extraction in a principal component analysis (PCA). Communalities show how much of each variable's variance may be explained by the elements or components that were extracted. The communalities are all 1.000 in the "Initial" column, meaning that each variable initially explained 100% of its own variance. The communalities in the "Extraction" column show the percentage of variance in each variable that is explained by the extracted components or factors following the PCA. Higher values show that a greater amount of the variance is explained by the extracted components. These values range from 0 to 1.

Thus, "Age has an effect on mobility" has an initial communality of 1.000, indicating it explains 100% of its own variance. After extraction, its communality is 0.793, suggesting that the extracted components explain 79.3% of the variance in this variable. "Young employees are more proactive" has an initial communality of 1.000 and an extraction communality of 0.831, indicating that the extracted components explain 83.1% of the variance in this variable. "High productivity" has an initial communality of 1.000 and an

extraction communality of 0.893, indicating that the extracted components explain 89.3% of the variance in this variable.

In general, higher communalities after extraction indicate that the variable is well-represented by the extracted components, while lower communalities suggest that there may be unexplained variance or that the variable is not well-captured by the factors extracted in the PCA. These communalities are useful in assessing the quality of the factor analysis and understanding how well the extracted factors explain the variance in the original variables. In this case all the communalities fell in the acceptable range despite having “Educational diversity lead to better decision-making as a result of the calibre of employees” and “Ethnic diversity has a positive impact on performance” falling close to 0.5 which is usually the threshold for acceptability.

Rotated Component Matrix^a

	Component				
	1	2	3	4	5
Age has an effect on mobility				.775	
Young employees are more proactive				.872	
Older people possess better problem solving skills				.767	
Younger people can lift heavy items					

Younger employees can perform their duties that requires them standing for a long time				.571	
Male employees can work for long hours and that has an impact on organizational performance					
Male employees can perform difficult tasks that influence corporate performance.	.73 3				
Females find it difficult to work night shifts	.81 7				
Female employees attract more customers than their male counterparts	.65 8				
Females always want to be given lighter tasks	.51 2				
ethnic diversity has emerged as an economic driver					
Highly ethnically diverse organizations are in a better position to be creative and innovative		.521			
Ethnic diversity has a positive impact on performance		724			
More ethnic diversity would be related to more difficult communication		.564			
Ethnic diversity would benefit team performance due to a more diverse pool of skills and knowledge that leads to complementary and mutual learning		.558			
An individual's level of formal education reflects cognitive abilities and qualities					.67 6

Educated individuals show themselves to be more able in complex situations					.804
Highest levels of education tend to be associated with receptivity to innovation					.708
A diverse workforce with different educational background/qualification impact on any company's service quality and its performance					.641
Educational diversity lead to better decision-making as a result of the calibre of employees					.624
High productivity			.892		
Customer satisfaction			.855		
Employee satisfaction			.576		
High employee retention			.840		
Highly competitive			.884		

Extraction Method: Principal Component Analysis.

Rotation Method: Varimax with Kaiser Normalization.

a. Rotation converged in 13 iterations.

Based on the rotated component matrix provided above, the analysis suggests the presence of five underlying components or factors in the data. The variables that load heavily on each component are as follows:

Component 1:

Variables such as "Age has an effect on mobility," "Young employees are more proactive," and "Older people possess better problem-solving skills" load strongly on this component. This component represent a factor related to age and its impact on various abilities and behaviours at the workplace.

Component 2:

Variables like "Male employees can perform difficult tasks that influence corporate performance" and "Females find it difficult to work night shifts" have high loadings on this component. This component reflect a gender-related factor, indicating differences in task preferences between males and females in the workplace.

Component 3:

Variables such as "Ethnic diversity has a positive impact on performance" and "Highest levels of education tend to be associated with receptivity to innovation" load prominently on this component. This component represents a factor related to diversity, suggesting the influence of these factors on organizational outcomes.

Component 4:

" Educated individuals show themselves to be more able in complex situations" is the primary variable with a strong loading on this component. This component captures factors associated with employee education and its implications for organizational success.

Component 5:

Variables such as "High productivity" and "Highly competitive" have substantial loadings on this component. This component represents a factor related to organizational performance and competitiveness.

It's important to note that the variables without loadings on any component (blank entries in the matrix) do not strongly correlate with the extracted factors. This suggests that those particular variables may not be well-represented by the identified components or may have unique characteristics not captured by the factors extracted in the analysis. As a result the three variables were deleted and were not included in further analysis for this study. The deleted variables were; "Male employees can work for long hours and that has an impact on organizational performance", "Younger people can lift heavy items" and "ethnic diversity has emerged as an economic driver". The rotated component matrix helps identify the variables that contribute most strongly to each factor, allowing for a better understanding of the underlying structure of the data.

4.3 To investigate how age diversity influences the performance of Flame Lilly hospitality Groups.

Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.852	.851	5

Cronbach's Alpha is a statistical measure used to assess the internal consistency or reliability of a scale or questionnaire. It indicates how closely related a set of items are as a measure of a single underlying construct. The values calculated for Cronbach's Alpha are 0.852 and 0.851, based on different item scoring methods. The number of items in the scale is 5. Cronbach's Alpha typically ranges from 0 to 1, with higher values indicating greater internal consistency. In this case, both values are relatively high, indicating a good level of internal consistency in the scale. A general guideline is that Cronbach's Alpha should be above 0.70 for a scale to be considered reliable, although the acceptable threshold may vary depending on the field of study or the specific context. The slight difference between the two values (.852 vs. .851) suggests that the standardization of

items did not significantly affect the internal consistency of the scale. This indicates that the scaling method used did not substantially alter the relationship between the items. Overall, based on the provided information, the scale appears to have good internal consistency with a reliable measure of the underlying construct.

Spearman's rho correlation coefficients between several variables in relation to age and employment

			Age has an effect on mobility	Young employees are more proactive	Older people possess better problem solving skills
Spearman's rho	Young employees are more proactive	Correlation Coefficient Sig. (2-tailed) N	.720** .000 127		
	Older people possess better problem solving skills	Correlation Coefficient Sig. (2-tailed) N	.723** .000 127	.699** .000 127	
	Younger employees can perform their duties that requires them standing for a long time	Correlation Coefficient Sig. (2-tailed) N	.405** .000 127	.388** .000 127	.450** .000 127

The correlation table above shows the Spearman's rho correlation coefficients between several variables in relation to age and employment. Spearman's rho is a non-parametric correlation measure that assesses the strength and direction of monotonic relationships between variables.

➤ **Age has an effect on mobility:**

There is a significant positive correlation between "Age has an effect on mobility" and "Young employees are more proactive" ($r = 0.720$, $p < 0.01$), "Older people possess better problem-solving skills" ($r = 0.723$, $p < 0.01$), and "Younger employees can perform their duties that require standing for a long time" ($r = 0.405$, $p < 0.01$).

The sample size for these correlations is $N = 127$.

➤ **Young employees are more proactive:**

There is a significant positive correlation between "Young employees are more proactive" and "Age has an effect on mobility" ($r = 0.720$, $p < 0.01$), "Older people possess better problem-solving skills" ($r = 0.699$, $p < 0.01$), and "Younger employees can perform their duties that require standing for a long time" ($r = 0.388$, $p < 0.01$).

The sample size for these correlations is $N = 127$.

➤ **Older people possess better problem-solving skills:**

There is a significant positive correlation between "Older people possess better problem-solving skills" and "Age has an effect on mobility" ($r = 0.723$, $p < 0.01$), "Young employees are more proactive" ($r = 0.699$, $p < 0.01$), and "Younger employees can perform their duties that require standing for a long time" ($r = 0.450$, $p < 0.01$).

The sample size for these correlations is $N = 127$.

➤ **Younger employees can perform their duties that require standing for a long time:**

There is a significant positive correlation between "Younger employees can perform their duties that require standing for a long time" and "Age has an effect on mobility" ($r = 0.405$, $p < 0.01$), "Young employees are more proactive" ($r = 0.388$, $p < 0.01$), and "Older people possess better problem-solving skills" ($r = 0.450$, $p < 0.01$).

The sample size for these correlations is $N = 127$.

The correlations between these variables suggest that there are significant relationships among them. Specifically, age-related factors, such as "Age has an effect on mobility" and "Older people possess better problem-solving skills," are positively correlated with variables related to employee behavior and performance, such as "Young employees are more proactive" and "Younger employees can perform their duties that require standing for a long time." These findings indicate potential connections between age, employee characteristics, and job-related abilities.

4.4 To examine how gender diversity affects the performance of Flame Lilly hospitality Groups.

Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items

.830	.831	5
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The reliability statistics for the scale measuring gender indicate that Cronbach's Alpha is 0.830 and 0.831, based on different item scoring methods. The scale consists of 5 items. Both Cronbach's Alpha values are relatively high, suggesting a good level of internal consistency for the gender scale. These values indicate that the items in the scale are strongly related to each other, measuring a single underlying construct consistently. The slight difference between the two Cronbach's Alpha values (.830 vs. .831) suggests that the standardization of items did not substantially affect the internal consistency of the scale. This implies that the scaling method used did not significantly alter the relationship between the items. Based on the provided information, the gender scale demonstrates good internal consistency and can be considered a reliable measure of the construct it intends to capture.

The correlation table shows the Spearman's rho correlation coefficients between variables related to male and female employees.

	Male employees can perform difficult tasks that influence corporate performance.	Females find it difficult to work night shifts	Female employees attract more customers than their male counterparts
--	----------------------------------------------------------------------------------	------------------------------------------------	----------------------------------------------------------------------

Spearman's rho	Females find it difficult to work night shifts	Correlation Coefficient	.525**	1.000	.641**
		Sig. (2-tailed)	.000	.	.000
		N	127	127	127
Spearman's rho	Female employees attract more customers than their male counterparts	Correlation Coefficient	.449**	.641**	1.000
		Sig. (2-tailed)	.000	.000	.
		N	127	127	127
Spearman's rho	Females always want to be given lighter tasks	Correlation Coefficient	.411**	.515**	.454**
		Sig. (2-tailed)	.000	.000	.000
		N	127	127	127

The correlation table shows the Spearman's rho correlation coefficients between variables related to male and female employees.

- **Male employees perform tasks that influence corporate performance:**

There is a significant positive correlation between "Male employees perform tasks that influence corporate performance" and "Females find it difficult to work night shifts" ($r = 0.525$, $p < 0.01$), "Female employees attract more customers than their male counterparts" ($r = 0.449$, $p < 0.01$), and "Females always want to be given lighter tasks" ($r = 0.411$, $p < 0.01$).

The sample size for these correlations is $N = 127$.

➤ **Females find it difficult to work night shifts:**

There is a significant positive correlation between "Females find it difficult to work night shifts" and "Male employees perform tasks that influence corporate performance" ($r = 0.525$, $p < 0.01$), "Female employees attract more customers than their male counterparts" ($r = 0.641$, $p < 0.01$), and "Females always want to be given lighter tasks" ($r = 0.515$, $p < 0.01$).

The sample size for these correlations is $N = 127$.

➤ **Female employees attract more customers than their male counterparts:**

There is a significant positive correlation between "Female employees attract more customers than their male counterparts" and "Male employees perform tasks that influence corporate performance" ($r = 0.449$, $p < 0.01$), "Females find it difficult to work

night shifts" ($r = 0.641$, $p < 0.01$), and "Females always want to be given lighter tasks" ($r = 0.454$, $p < 0.01$).

The sample size for these correlations is $N = 127$.

➤ **Females always want to be given lighter tasks:**

There is a significant positive correlation between "Females always want to be given lighter tasks" and "Male employees perform tasks that influence corporate performance" ($r = 0.411$, $p < 0.01$), "Females find it difficult to work night shifts" ($r = 0.515$, $p < 0.01$), and "Female employees attract more customers than their male counterparts" ($r = 0.454$, $p < 0.01$).

The sample size for these correlations is $N = 127$.

These correlations suggest that there are significant relationships among the variables related to male and female employees. Specifically, factors related to male employees' performance and behaviors are positively correlated with variables related to challenges faced by females in the workplace, attracting customers, and preferences for lighter tasks.

4.5 To assess the impact of ethnic diversity on the performance of Flame Lilly hospitality Groups.

Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.590	.731	5

The reliability statistics for the scale measuring ethnicity indicate that Cronbach's Alpha is 0.590 and 0.731, based on different item scoring methods. The scale consists of 5 items. The Cronbach's Alpha value of 0.590 suggests relatively low internal consistency for the ethnicity scale. Generally, a Cronbach's Alpha below 0.70 is considered less desirable, indicating a lower level of reliability. In this case, the value of 0.590 falls below this threshold. However, the Cronbach's Alpha value of 0.731, based on standardized items, indicates a higher level of internal consistency. Standardizing items can sometimes improve the reliability of a scale by reducing measurement errors and increasing the consistency among items. The difference between the two Cronbach's Alpha values (.590 vs. .731) suggests that standardizing the items had a positive impact on the internal consistency of the scale. This indicates that the scaling method used helped to enhance the relationship between the items and improve the reliability of the measure. Given the

conflicting Cronbach's Alpha values, it was important to interpret the reliability of the ethnicity scale with caution. While the standardized items show a relatively higher internal consistency, the lower value of 0.590 raises concerns about the reliability of the scale. Further examination of the individual items, item-item correlations, and potential sources of measurement error may was found to be necessary to better understand the reliability issues of the ethnicity scale.

The correlation table shows the Spearman's rho correlation coefficients between ethnic diversity and performance.

			Highly ethnically diverse organizations are in a better position to be creative and innovative	Ethnic diversity has a positive impact on performance	More ethnic diversity would be related to more difficult communication
Spearman's rho	Ethnic diversity has a positive impact on performance	Correlation Coefficient Sig. (2-tailed) N	.781** .000 127	1.000 .000 127	.268** .002 127

More ethnic diversity would be related to more difficult communication	Correlation Coefficient	.255**	.268**	1.000
	Sig. (2-tailed)	.004	.002	.
	N	127	127	127
Ethnic diversity would benefit team performance due to a more diverse pool of skills and knowledge that leads to complementary and mutual learning	Correlation Coefficient	.468**	.396**	.675**
	Sig. (2-tailed)	.000	.000	.000
	N	127	127	127

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

➤ **Diverse organizations are in a better position to be creative and innovative:**

There is a significant positive correlation between "Diverse organizations in a position to be creative and innovative" and "Ethnic diversity has a positive impact on performance" ($r = 0.781$, $p < 0.01$), "Ethnic diversity would be related to difficult communication" ($r = 0.255$, $p < 0.01$), and "Ethnic diversity would benefit team performance due to a more diverse pool of skills and knowledge" ($r = 0.468$, $p < 0.01$).

The sample size for these correlations is $N = 127$.

➤ **Ethnic diversity has a positive impact on performance:**

There is a significant positive correlation between "Ethnic diversity has a positive impact on performance" and "Diverse organizations in a position to be creative and innovative" ($r = 0.781$, $p < 0.01$), "Ethnic diversity would be related to difficult communication" ($r = 0.268$, $p < 0.01$), and "Ethnic diversity would benefit team performance due to a more diverse pool of skills and knowledge" ($r = 0.396$, $p < 0.01$).

The sample size for these correlations is $N = 127$.

➤ **Ethnic diversity would be related to difficult communication:**

There is a significant positive correlation between "Ethnic diversity would be related to difficult communication" and "Diverse organizations in a position to be creative and innovative" ($r = 0.255$, $p < 0.01$), "Ethnic diversity has a positive impact on performance" ($r = 0.268$, $p < 0.01$), and "Ethnic diversity would benefit team performance due to a more diverse pool of skills and knowledge" ($r = 0.675$, $p < 0.01$).

The sample size for these correlations is $N = 127$.

➤ **Ethnic diversity would benefit team performance due to a more diverse pool of skills and knowledge:**

There is a significant positive correlation between "Ethnic diversity would benefit team performance due to a more diverse pool of skills and knowledge" and "Diverse organizations in a position to be creative and innovative" ($r = 0.468$, $p < 0.01$), "Ethnic diversity has a positive impact on performance" ($r = 0.396$, $p < 0.01$), and "Ethnic diversity would be related to difficult communication" ($r = 0.675$, $p < 0.01$).

➤ The sample size for these correlations is $N = 127$.

These correlations suggest that there are significant relationships among the variables related to ethnic diversity and organizational performance. Specifically, diverse organizations that are creative and innovative tend to have a positive impact on performance. Additionally, ethnic diversity is associated with both benefits (such as a diverse pool of skills and knowledge) and challenges (such as difficult communication) related to team performance.

4.6 To determine the impacts of Education on organizational performance of Flame Lilly hospitality

Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.766	.764	5

Cronbach's Alpha values for the education scale are 0.766 and 0.764, respectively, depending on separate item scoring methodologies. The scale has 5 items. Both Cronbach's Alpha values are relatively high, indicating that the education scale has a high level of internal homogeneity. These values imply that the scale's components are highly connected to one another and consistently assess a single underlying concept. A Cronbach's Alpha score of 0.70 or more is typically regarded appropriate for a trustworthy scale, and the education scale exceeds this barrier, exhibiting strong reliability. The slight difference between the two Cronbach's Alpha values (.766 vs. .764) suggests that the

standardization of items did not significantly affect the internal consistency of the scale. This implies that the scaling method used did not substantially alter the relationship between the items. Overall, based on the provided information, the education scale exhibits good internal consistency and can be considered a reliable measure of the construct it intends to capture. Thus, the researchers used this scale with confidence to assess education-related variables.

The correlation table shows the Spearman's rho correlation coefficients between Education on organizational performance of Flame Lilly hospitality

			An individual's level of formal education reflects cognitive abilities and qualities	Educated individuals show themselves to be more able in complex situations	Highest levels of education tend to be associated with receptivity to innovation	A diverse workforce with different educational background/qualification impact on any company's service quality and its performance
Spearman's rho	Educated individuals show themselves to be more able in complex situations	Correlation Coefficient Sig. (2-tailed)	.489** .000	1.000 .	.667** .000	.420** .000

	N	127	127	127	127
Highest levels of education tend to be associated with receptivity to innovation	Correlation Coefficient	.403**	.667**	1.000	.428**
	Sig. (2-tailed)	.000	.000	.	.000
	N	127	127	127	127
A diverse workforce with different educational background/qualification impact on any company's service quality and its performance	Correlation Coefficient	.370**	.420**	.428**	1.000
	Sig. (2-tailed)	.000	.000	.000	.
	N	127	127	127	127
Educational diversity lead to better decision-making as a result of the calibre of employees	Correlation Coefficient	.156	.276**	.381**	.465**
	Sig. (2-tailed)	.081	.002	.000	.000
	N	127	127	127	127

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

➤ **Educated individuals show themselves to be more able in complex situations:**

There is a significant positive correlation between "Educated individuals show themselves to be more able in complex situations" and "An individual's level of formal education reflects cognitive abilities and qualities" ($r = 0.489, p < 0.01$), "Highest levels of education tend to be associated with receptivity to innovation" ($r = 0.403, p < 0.01$), and "A diverse workforce with different educational background/qualification impact on any company's service quality and its performance" ($r = 0.370, p < 0.01$).

The sample size for these correlations is $N = 127$.

➤ **Highest levels of education tend to be associated with receptivity to innovation:**

There is a significant positive correlation between "Highest levels of education tend to be associated with receptivity to innovation" and "An individual's level of formal education reflects cognitive abilities and qualities" ($r = 0.667, p < 0.01$), "Educated individuals show themselves to be more able in complex situations" ($r = 0.667, p < 0.01$), and "A diverse workforce with different educational background/qualification impact on any company's service quality and its performance" ($r = 0.428, p < 0.01$).

The sample size for these correlations is $N = 127$.

- **A diverse workforce with different educational background/qualification impact on any company's service quality and its performance:**

There is a significant positive correlation between "A diverse workforce with different educational background/qualification impact on any company's service quality and its performance" and "An individual's level of formal education reflects cognitive abilities and qualities" ($r = 0.420$, $p < 0.01$), "Educated individuals show themselves to be more able in complex situations" ($r = 0.420$, $p < 0.01$), and "Highest levels of education tend to be associated with receptivity to innovation" ($r = 0.428$, $p < 0.01$).

The sample size for these correlations is $N = 127$.

- **Educational diversity leads to better decision-making as a result of the caliber of employees:**

There is a non-significant positive correlation between "Educational diversity leads to better decision-making as a result of the caliber of employees" and the other variables: "An individual's level of formal education reflects cognitive abilities and qualities" ($r = 0.156$, $p > 0.05$), "Educated individuals show themselves to be more able in complex situations" ($r = 0.276$, $p < 0.01$), "Highest levels of education tend to be associated with receptivity to innovation" ($r = 0.381$, $p < 0.01$), and "A diverse workforce with different

educational background/qualification impact on any company's service quality and its performance" ($r = 0.465$, $p < 0.01$).

The sample size for these correlations is $N = 127$.

These correlations suggest that education level plays a role in various aspects of performance. Educated individuals tend to demonstrate higher abilities in complex situations, and higher levels of education are associated with receptivity to innovation. Additionally, a diverse workforce with different educational backgrounds can have a positive impact on service quality and overall company performance.

SECTION C: ORGANISATIONAL PERFORMANCE

Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
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.914	.914	5
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The reliability statistics for the scale indicate that Cronbach's Alpha is 0.914 for both the original items and the standardized items. The scale consists of 5 items. A Cronbach's Alpha value of 0.914 indicates a very high level of internal consistency for the scale. This suggests that the items in the scale are strongly related to each other and measure a single underlying construct consistently. Typically, a Cronbach's Alpha above 0.70 is considered acceptable for a reliable scale. With a value of 0.914, the scale greatly exceeds this threshold, indicating excellent reliability. The fact that both the original items and the standardized items yield the same Cronbach's Alpha value indicates that the standardization process did not significantly affect the internal consistency of the scale. This suggests that the scaling method used did not substantially alter the relationship between the items. Based on the provided information, the scale exhibits excellent internal consistency and can be considered a highly reliable measure of the construct it intends to capture. Researchers and practitioners can confidently utilize this scale for assessing the variable of interest.

The correlation table shows the Spearman's rho correlation coefficients between ORGANISATIONAL PERFORMANCE variables.

			High productivity	Customer satisfaction	Employee satisfaction	High employee retention
Spearman's rho	Customer satisfaction	Correlation Coefficient	.503**	1.000	.751**	.877**
		Sig. (2-tailed)	.000	.	.000	.000
		N	127	127	127	127
	Employee satisfaction	Correlation Coefficient	.628**	.751**	1.000	.635**
		Sig. (2-tailed)	.000	.000	.	.000
		N	127	127	127	127
	High employee retention	Correlation Coefficient	.388**	.877**	.635**	1.000
		Sig. (2-tailed)	.000	.000	.000	.
		N	127	127	127	127

Highly competitive	Correlation Coefficient	.957**	.468**	.590**	.337**
	Sig. (2-tailed)	.000	.000	.000	.000
	N	127	127	127	127

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

➤ **Customer satisfaction:**

There is a significant positive correlation between "Customer satisfaction" and "High productivity" ($r = 0.503$, $p < 0.01$), "Employee satisfaction" ($r = 0.628$, $p < 0.01$), and "High employee retention" ($r = 0.388$, $p < 0.01$).

The sample size for these correlations is $N = 127$.

➤ **Employee satisfaction:**

There is a significant positive correlation between "Employee satisfaction" and "High productivity" ($r = 0.751$, $p < 0.01$), "Customer satisfaction" ($r = 0.751$, $p < 0.01$), and "High employee retention" ($r = 0.635$, $p < 0.01$).

The sample size for these correlations is $N = 127$.

➤ **High employee retention:**

There is a significant positive correlation between "High employee retention" and "High productivity" ($r = 0.388$, $p < 0.01$), "Customer satisfaction" ($r = 0.388$, $p < 0.01$), and "Employee satisfaction" ($r = 0.635$, $p < 0.01$).

The sample size for these correlations is $N = 127$.

➤ **Highly competitive:**

There is a significant positive correlation between "Highly competitive" and "High productivity" ($r = 0.957$, $p < 0.01$), "Customer satisfaction" ($r = 0.468$, $p < 0.01$), "Employee satisfaction" ($r = 0.590$, $p < 0.01$), and "High employee retention" ($r = 0.337$, $p < 0.01$).

The sample size for these correlations is $N = 127$.

These correlations suggest that there are positive relationships among high productivity, customer satisfaction, employee satisfaction, high employee retention, and being highly competitive. Organizations with high productivity tend to have higher customer satisfaction and employee satisfaction levels, which in turn may contribute to higher employee retention. Being highly competitive is also positively associated with high productivity and satisfaction measures.

4.7 Chapter Summary

The chapter focuses on presentation, analysis and interpretation of the collected data. Data was collected making use of questionnaires on the researcher's objectives. In view of the foregoing, the researcher looked the following objectives:- to investigate how age diversity influences the performance of Flame Lilly hospitality Groups, to examine how gender diversity affects the performance of Flame Lilly hospitality Groups, to assess the impact of ethnic diversity on the performance of Flame Lilly hospitality Groups and to determine the impacts of Education on organizational performance of Flame Lilly hospitality Groups. Flame Lilly hospitality Groups consist of 150 employees therefore the researcher could not use all in the sample but only used 127 who were purposively selected. These include employees who worked in various departments such as accounting and HR department, rooms division, kitchen, security front office department and laundry department. Additionally, the selected staff members were highly educated, qualified and experienced. Therefore, they have the relevant knowledge and skills towards the study

CHAPTER FIVE

SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

5.1 Introduction

The results of this investigation are presented in this chapter. This chapter covers the complete research as well as the main conclusions, recommendations, and findings. It serves to explain how the aims and goals of the study were attained. This chapter's focus is on the interpretations made of the study's results. This chapter's goal is to give an overview of the study conducted in order to draw conclusions and make recommendations based on the information supplied in the previous chapter. The results of this study's research are in line with its goals, and its conclusions are used to support its recommendations.

5.2 Chapter Summary

The study looked the Flame Lilly Hospitality Groups Zimbabwe as a case to examine the effect of worker diversity on organizational performance. A sample of 127 participants from the Flame Lilly Hospitality Groups Zimbabwe was employed in the case study

research design. Using a purposive sampling technique, 150 employees were chosen as the sample population for this research study. Data were gathered through the use of a questionnaire. The study received 85% of the intended responses. A careful review of various publications that were posted online and in university institutional repositories served as a major source of inspiration for the work. The investigation concentrated on how worker diversity affected organizational effectiveness.

5.3 Summary of major findings

- The survey discovered that the Flame Lilly hospitality Groups lacked female diversity. The investigation also discovered that Flame Lilly hospitality Groups' revenue has decreased because to a lack of diversity.
- These correlations suggest that there are positive relationships among high productivity, customer satisfaction, employee satisfaction, high employee retention, and being highly competitive.
- Organizations with high productivity tend to have higher customer satisfaction and employee satisfaction levels, which in turn may contribute to higher employee retention.
- Being highly competitive is also positively associated with high productivity and satisfaction measures.

5.4 Conclusions

- The study came to the conclusion that Flame Lilly Hospitality Groups should take diversity into account.
- The study concluded that, a significant positive correlation between "High employee retention" and "High productivity

- These correlations suggest that education level plays a role in various aspects of performance.
- Educated individuals tend to demonstrate higher abilities in complex situations, and higher levels of education are associated with receptivity to innovation.
- Additionally, a diverse workforce with different educational backgrounds can have a positive impact on service quality and overall company performance.

5.5 Recommendations

- The study recommended that diversity was necessary for Flame Lilly Hospitality Groups in order to achieve organizational performance.
- The study recommended that Flame Lilly hospitality Groups would be more effective if their diversity was balanced.

5.6 Suggestions for Further Research

Following the research findings and technique used in this research study, the researcher has made the following recommendations for future research:

- The study needed to be further studied using a smaller sample using qualitative approach as this study used a quantitative approach.

Appendix :1



MUNHUMUTAPA SCHOOL OF COMMERCE

Masters of Commerce in Strategic Management

My name is **LETWINA MASUNDA (M190161)**, Masters of Commerce in Strategic Management student at Great Zimbabwe University. I am kindly inviting you to participate in a study titled" **THE IMPACT OF WORKFORCE DIVERSITY ON ORGANISATIONAL PERFORMANCE A CASE OF FLAME LILLY HOSPITALITY GROUPS ZIMBABWE**". The aim of the study is to establish the effect of organisational culture on corporate performance.

The findings of this study are for educational purposes only and will add to existing literature for organisational culture on corporate performance. Therefore, I am kindly asking you to respond to this questionnaire truthfully. The questionnaire is designed for this research only and the information you provide will be treated in strict confidence. Your name shall not be required.

May you please respond by filling the spaces provided in the questionnaire. Thank you for taking the time for participating in this study. If you may need any clarifications or have any other contributions that you feel the questionnaire does not fulfil which could be necessary to enhance the study, please do not hesitate to contact me on the details given below:

Name: LETWINA MASUNDA Contact Details: +263772976596

QUESTANNAIRE

SECTION A: DEMOGRAPHIC INFORMATION

Please tick in the appropriate box.

A1. What is your level of experience in your job?

- Below 1 year 1 to 5 years 6 to 10 years
- Over 10 years

A2. In which department are you in?

- Accounts & HR Department Front office Department
- Rooms Division Department Laundry Department
- Security Department Kitchen Restaurant

A3. How long have you been at this organisation?

- Below 1 year 1 to 2 years 2 to 3 years

More than 3 years

A4. How long have you been at this current Position?

Below 1 year

1 to 2 years

2 to 3 years

More than 3 years

SECTION B: Organizational Culture

Use the scale 1- 5 where:

1 = Strongly Disagree 2 = Disagree 3 =Undecided

4 = Agree 5 = Strongly Agree

To what extent do you agree with the statements below?

B	Statements regarding Age	1	2	3	4	5
1	Age has an effect on mobility					
2	Young employees are more proactive					
3	Older people possess better problem solving skills					
4	Younger people can lift heavy items					
5	Younger employees can perform their duties that requires them standing for a long time					

C	Statement regarding Gender					
1	Male employees can work for long hours and that has an impact on organizational performance					
2	Male employees can perform difficult tasks that influence corporate performance.					
3	Females find it difficult to work night shifts					
4	Female employees attract more customers than their male counterparts					
5	Females always want to be given lighter tasks					
D	Statement regarding Ethnicity					
1	ethnic diversity has emerged as an economic driver					
2	Highly ethnically diverse organizations are in a better position to be creative and innovative					
3	Ethnic diversity has a positive impact on performance					
4	More ethnic diversity would be related to					

	more difficult communication					
5	Ethnic diversity would benefit team performance due to a more diverse pool of skills and knowledge that leads to complementary and mutual learning					
E	Statement regarding Education					
1	An individual's level of formal education reflects cognitive abilities and qualities					
2	Educated individuals show themselves to be more able in complex situations					
3	Highest levels of education tend to be associated with receptivity to innovation					
4	A diverse workforce with different educational background/qualification impact on any company's service quality and its performance					
5	Educational diversity lead to better decision-making as a result of the calibre of employees					

SECTION C: ORGANISATIONAL PERFORMANCE

Based on the following assertions, how satisfied are you with organization performance at your organization?

E	Organisational performance	1	2	3	4	5
1	High productivity					
2	Customer satisfaction					
3	Employee satisfaction					
4	High employee retention					
5	Highly competitive					

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