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**ASSESSING THE IMPACT OF WORKFORCE DIVERSITY ON
EMPLOYEE PERFORMANCE: A STUDY OF THE FOOD AND BEVERAGE
RETAIL INDUSTRY IN MALAYSIA**



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UUM
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**School of Business Management
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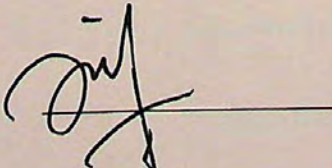
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ABSTRACT

Diversity in the workforce has been recognized as one of the key competencies that give firms an advantage over their competitors. Hiring and involving workers from a range of diverse backgrounds and identities within a business is known as workforce diversity. The most often varied demographic factors found in the workforces of many firms are age diversity, gender diversity, and ethnic diversity. Thus, this study focuses on assessing the impact of workforce diversity on employee performance in terms of age, gender, and ethnicity. Positive effects arise from effectively managing workforce diversity, while it could have unfavorable effects if not handled well. This study was conducted with employees from a few cafés in selected food and beverage retail industry in Malaysia and used a self-administered questionnaire to gather data from employees. The Cronbach's alpha of the questionnaire items indicated strong internal consistency and reliability. The empirical relationship between age, gender, and ethnicity of the employees and their performance was computed using the Software Package for Social Science (SPSS). The analysis reveals that age, gender, and ethnicity diversity have a significant impact on employee performance in the food and beverage retail industry in Malaysia.

Keywords: age diversity, ethnic diversity, employee performance, gender diversity, workforce diversity



ABSTRAK

Kepelbagaian dalam tenaga kerja telah diiktiraf sebagai salah satu kecekapan utama yang akan memberi kelebihan kepada firma berbanding pesaing mereka. Mengambil dan melibatkan pekerja daripada pelbagai latar belakang dan identiti yang pelbagai dalam perniagaan dikenali sebagai kepelbagaian tenaga kerja. Faktor demografi yang paling kerap berbeza-beza ditemui dalam tenaga kerja di firma ialah kepelbagaian umur, kepelbagaian jantina dan kepelbagaian etnik. Justeru, kajian ini memberi tumpuan kepada menilai kesan kepelbagaian tenaga kerja terhadap prestasi pekerja dari segi umur, jantina dan etnik. Kesan positif akan timbul daripada menguruskan kepelbagaian tenaga kerja secara berkesan manakala ia boleh mendatangkan kesan yang tidak baik jika tidak dikendalikan dengan baik. Kajian ini dijalankan dengan pekerja dari beberapa kafe industri makanan dan minuman terpilih di Malaysia dan menggunakan soal selidik yang ditadbir sendiri untuk mengumpul data daripada pekerja. Alfa-Cronbach bagi item soal selidik telah menunjukkan ketekalan dan kebolehpercayaan dalaman yang kukuh. Hubungan empirical umur, jantina dan etnik pekerja dengan prestasi dikira menggunakan Pakej Perisian untuk Sains Sosial (SPSS). Analisis menunjukkan bahawa umur, jantina dan kepelbagaian etnik mempunyai kesan yang besar terhadap prestasi pekerja di industri makanan dan minuman di Malaysia.

Kata kunci: kepelbagaian etnik, kepelbagaian jantina, kepelbagaian umur, kepelbagaian tenaga kerja, prestasi pekerja

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LIST OF ABBREVIATIONS

F&B:	Food and Beverage industry
LGBT:	Lesbian, gay, bisexual, and transgender
SPSS:	Statistical package for Social Science



CHAPTER ONE

INTRODUCTION

1.1 Background

Differences in people are experienced as vital, ordinary, and pleasing, enabling the world to appreciate diversity. The developing globalization of the world requires more connections between diverse individuals than before. Individuals no longer live or work in limited markets, but they are aware that they are also a part of the world's economy and can survive with their knowledge, skills, and experience. This situation allows organizations to be exposed to diversity and open to change. Maximizing and leveraging diverse workplaces has become a vital matter for organizations today (Ortega, 2023)

Diversity has become an important topic in society, as most countries have accepted diversity and initiated diversity inclusion in their part of life. Generally, workforce diversity is defined as the distribution of personal qualities and features among interdependent members of a company, which it turns to a requirement that everyone should accept a diverse workforce (Lee, 2020). Moreover, the increasing number of retired employee's day by day also leads to age heterogeneity (Lee, 2020), which can be described as younger employee's replacing the retired employees. This also creates age diversity in an organization, which other employees should adopt. The retired employee's also a golden staff to the organization because they are experts and have more experience in the organization. Losing an expert is a difficult condition for an organization, but sometimes elder or senior staff may not be as productive as the other employees in the organization and might take more leave due to having regular

checkups and easily falling sick. This situation might lead to poor employee performance too. Thus, the replacement of young-generation employees provides high productivity if the employees are well trained and adapt to working at a fast pace. Thus, an employee's performance is shown through their work attitudes, quality of work, values, and beliefs, as well as their environment, which encourages high performance at work (Lee, 2020).

In general, performance at work is the act of an employee performing the assigned task based on their skills, experience, sincerity, and adequate time (Sudiardhita, 2018). Therefore, losing a retired employee can be replaced with skilled, experienced, and sincere staff, which also directly improves organizational performance. It is difficult to find a skilled employee, but this is where the diversity takes place. Employers should find candidates based on skill, experience, work attitude, and sincerity from an unlimited source. Thus, organizations should welcome diversity by hiring candidates from different nations and cultures, which changes their overall perspective.

The world's population diversity has changed over time due to socioeconomic, geopolitical, ecological, and intellectual variables (Cletus, 2018). This dynamic has altered the structure of numerous societies and affected the way people interact, work, or live with one another. This situation resulted in many organizations beginning to explore alternative approaches to positively utilize the rising diversity in order to sustain and obtain a competitive advantage (Cletus, 2018). Through technology, the meaning of diversity was spread to kids, and they also understood and accepted diversity between them. Diversity becomes popular when the use of technology increases in the employment process. The statement can be described as saying that when an organization uses technology in the hiring process, they start to find

candidates from around the world and prioritize their skills and experience. Thus, when organizations received candidates from different backgrounds, nations, educations, and so on, they tried to give them the opportunity to attend online interview sessions, and moreover, COVID-19 created a starting point to work from anywhere that allowed other country candidates to work from their places with their parent company in a different region, which is also called a hybrid.

Moreover, diversity is also the key to achievement for many things, especially nowadays when organizations welcome diversity because management believes that diversity derives achievement and helps them achieve their goals. According to Lee (2020), one of the main challenges faced by an organization is facilitating efficient management among diverse members to improve organizational functioning and performance. Some organizations believe in the positive impacts of diversity, but to create positive vibes, management should undergo some surveys to analyze their employee performance. Organizations are also aware that employees are the heart of the organization, which needs to pump accordingly to achieve organizational goals and high performance. Thus, diverse employees should have a good relationship with each other and must have acceptance between them to achieve organizational goals. Besides that, the efforts to integrate workforce diversity might lead to negative impacts such as misunderstandings between employees, unfairness, prejudice, and the formation of similar groups (Lee, 2020). However, when inclusion of diversity is managed successfully, age, gender, and ethnic diversity help to improve the organization's performance by providing multiple viewpoints, improving the process of decision-making, and also affecting the output of the firm. Therefore, management needs to evaluate employee performance based on their workforce diversity to achieve high organizational performance.

Hence, the aim of this study is to assess the impact of work force diversity on employee performance in a selected food and beverage retail industry in Malaysia. This study was undertaken in the specific food and beverage (F&B) industry, which has outlets throughout Malaysia in around 150 cafés with approximately 1500 employees, including full-time Malaysian, Nepalese, and part-time Malaysians (Allegra, 2023). This F&B recently accepted Nepalese to join together at the operation and production site. This F&B was initialized in Malaysia in 1997, and only local employees worked until 2021. In mid-2022, HR hired an officer for the foreign worker affairs department to proceed with the influx of Nepalese to Malaysia to work under this F&B at the outlets located throughout Malaysia. Management also prepared accommodation and all necessary needs to work with the organization, while also building them up with training regarding the F&B procedures. Some Nepalese accepted Malaysian cultures and adopted them while others behaved differently and backed Nepal, making it very obvious that some of them couldn't adapt to and accept Malaysian cultures that were new to them (Emis, 2024).

1.2 Problem Statement

The workforce diversity nowadays is seen worldwide, and it has become a topic of interest and is trending in the workplace and the marketplace. Any firm that decides to increase performance and be extra dynamic must welcome a diverse workforce without any limitations in their daily business (Rosales, 2023). Even though nowadays organizations are advocating for the inclusion of diversity practices and creating opportunities for workforce diversity, it either has an impact or effect positively or negatively on employees' performance in an organization.

Therefore, diversity provides benefits in many ways if management creates an encouraging environment for a diverse workforce. It is important that organizations create an environment that welcomes workforce diversity because other employees enjoy the positive benefits of that, for example, variety of enthusiasm, exchange of information and skills, high level of inventiveness, and better decision-making, which make them a catalyst for the organization's growth and achievements (Rosales, 2023). Above and beyond, organizations also need to consider that if the workforce diversity at the workplace is not handled properly, there might be different issues that occur, such as separation of ethnic groups, and this might lead to issues between employees such as emotional conflicts, authority struggles between different groups, and miscommunication. Eventually, this led to high employee turnover and also destroyed the organization's achievements. This changes the opinion, as a diverse workforce is a barrier to the organization's growth (Maqsoom, 2023).

In addition, a study by Diamantidis (2019) reveals that a lack of management support for employee actions and behaviors has a direct negative impression on staff performance, and this negative vibe also shows an impact on the organizational climate and work environment, which leads to a series of negative effects on other factors.

Moreover, this negative impact affects the employee's attitudes by causing frequent absenteeism, bad quality of work, loss of concentration at work, and low motivation (Diamantidis, 2019). Those employees' attitudes result in a decrease in their level of flexibility and adaptability. Thus, this scenario reduces the level of employee productivity, leads to a decreased level of adoptability, and ultimately leads to low work performance (Diamantidis, 2019). Therefore, the organization must be supportive towards the employees to sustain their energetic level, high motivation, and acceptance level towards diversity, because sometimes the diversity might be a reason for the employee to have low motivation.

Besides that, according to Gomez (2019), diversity improves performance, and this study mentioned that diversity is connected with higher profitability and various financial rewards such as revolution, increased output, better accuracy in risk valuation, and has been connected to better patient health outcomes (Gomez, 2019). Nevertheless, diversity also opens rooms for conflicts with a diverse workforce, but the scholar believes that conflicts also breed innovation, which ends with good decisions (Gomez, 2019). Thus, conflict is a necessary issue that organizations must overcome to continue to strengthen employees' motivation levels and encourage work performance.

The organization should ensure that it creates a diverse environment that is easy and comfortable for all employees. This study focuses on employee performance because the selected organization welcomed diversity towards employees, but the organization did not realize the effect of the multiplicity on staff performance. Moreover, this study only indicated the dimension of internal workforce diversity, which is age, gender, and ethnic diversity, because the selected F&B industry is varied in terms of age, gender, and ethnic diversity of employees. Furthermore, this study

topic was relevant to the selected F&B industry because it started to import Nepalese for work due to issues with manpower. When outlets opened increases in Malaysia, this F&B industry had issues with a shortage of manpower, whereby fewer locals were available while Nepalese were doing any work assigned to them. So, the management decided to bring Nepalese to solve the shortage of manpower at F&B outlets.

This is also the biggest challenge for Malaysians to accept diversity because foreigners are willing to work harder than locals, which Malaysians should accept to grow together. There are differences in age, gender, and ethnicity because the Nepalese are mostly males, and previously, in most outlets, females were more than males who worked, and there are also more young staff compared to the Nepalese age who are older than the Malaysian staff, while also the ethnicity is more different from each other. The organization also did not take any initiatives to understand the Malaysian and Nepalese feelings towards working together. Thus, this study is the starting point for understanding whether mixed employees increase their work performance or have a negative impact on the organization. Therefore, this research discovered the impact of workforce diversity on employee performance in the selected food and beverage retail industry in Malaysia.

1.3 Research Questions

The research questions of the study are as follows:

- i. Is there relationship between age diversity and employee performance in the F&B retail industry in Malaysia?
- ii. Is there relationship between gender diversity and employee performance in the F&B retail industry in Malaysia?
- iii. Is there relationship between ethnic diversity and employee performance in the F&B retail industry in Malaysia?

1.4 Research Objectives

The research objective is to examine the factors of workforce diversity towards employee performance among employees in selected F&B industry in Malaysia.

- i. To examine the relationship between age diversity and employee performance in the F&B retail industry in Malaysia.
- ii. To determine the relationship between gender diversity and employee performance in the F&B retail industry in Malaysia.
- iii. To identify the relationship between ethnic diversity and employee performance in the F&B retail industry in Malaysia.

1.6 Significance of Research

This study is vital because there is no research yet on employees' performance in the food and beverage industry. This study focused on workforce diversity, including age, gender, and ethnicity, and their performance in the F&B retail industry.

Diversity provides the best result in synergistic and collaborative performance in groups or teams when employees can understand and accept their differences from each other, and a diverse environment also helps to gain the advantage of each other's experience, awareness, and insights. Thus, it is crucial to do this research in Malaysia's F&B sector in order to determine whether or not a diverse workforce improves employee performance.

The diversity mentioned in this study is about the different ages, genders, and ethnicities, even though they are Malaysians or Nepalese. This study is important to carry out in this selected F&B retail industry because there is a sudden implementation of including foreign workers, which are Nepalese and Malaysian. The Nepalese were well trained as well as the Malaysian staff, but we didn't know whether this mix of employees encouraged employees' performance or didn't affect their performance at work. Therefore, this study examines whether the Nepalese mix with Malaysian's, which creates a more diverse environment, provides positive or negative effects on employee performance. It is important for an organization to know whether employees are comfortable with the diverse working environment or if it affects their work performance level.

Through this study, management can understand and realize that workforce diversity affects employee performance, which directly impacts organizational growth and achievements. This research provides awareness and advanced knowledge to other organizations to implement workforce diversity in better condition and boost employees' performance to attain more success. This study also provides knowledge on the benefits of workforce diversity because when organizations create an encouraging environment for workforce diversity, the organization itself has extra advantages. Through this study, other organizations or other sectors can consider

workforce diversity and be more aware of the effect of workforce diversity on employee performance. Thus, this research is important for the organization to understand their employees' performance.

1.5 Scope of Research

The scope of this research is to understand the effect of workforce diversity on employee performance in a selected F&B retail industry in Malaysia. This study mainly focused on the employee performance of the diverse workforces in the F&B industry. This study is attentive to employees who are working in the selected F&B retail industry because there is a need to identify whether the diverse workforce has effectiveness or not in terms of performance because they are mixed up with Nepalese together. In the selected F&B retail industry, the workforce diversity is about the age differences, which are from the youngest (18) to the eldest (50), working in this F&B retail industry. The gender diversity stated is not equal between males and females because in this F&B industry, Malaysia's females are more compared to Malaysia's males, whereas there are many Nepalese males, around 400, who have been included, respectively, in most of the outlets of F&B in Malaysia. Thus, now there are more males compared to females as a prediction, but in reality, this study should find out whether there are more females or males working. Lastly, the ethnic diversity is about the employees being mixed race in this F&B industry, where the first level was Malay, followed by Nepalese, Chinese, and Indians. Therefore, this study would like to observe whether the effect of those diverse employees on their performance and their level of engagement with work is good or bad.

The outcome of this study is to help the management of the selected F&B retail industry and employees from different backgrounds access the value and impact of

workforce diversity on employee performance, which indirectly helps to view organizational performance. This is because employees from diverse backgrounds have the capacity to evaluate and solve issues from different viewpoints, create a common social reality, make appropriate arrangements for their work schedules, and have free communication with each other, which leads to high employee performance (Maqsoom, 2023). Thus, in order to enable appropriate action and foster a supportive work environment for employees, this study analyzed the effects of workforce diversity on employee performance.

1.6 Concept Definition

The following key definition terms were used in this study:

Workforce diversity: refers to a difference in employees that results from the various backgrounds they have. This background contains, but is not restricted to, gender, oldness, race, color, origin, and physical capacity (Inegbedion, 2020).

Age diversity: refers to the social characteristic that is quickly perceived by individuals, constituting itself as a basic unit of information that automatically triggers categorizations, labeling, and social judgements about others (Humboldt, 2023).

Gender diversity: refers to the differences in actions that reflect gender-related beliefs and attitudes that, in turn, portray people's conceptions of the social roles of males and females in the community in which they live (Kaur, 2024).

Ethnic diversity: refers to the existence of people from a variety of cultural and diverse backgrounds within a single area (Pineda, 2023).

Employee performance: is about their effectiveness, productivity, level of standards, energizing, and efficiency in the work, which lead to employee performance in an organization (Atatsi, 2019).

1.7 Chapter Summary

This is the first chapter, which is called the introduction part of this study. This introduction part covered a few subtopics. The background of the study was explained about the technology revolutions that affect the human lifestyle and also the organization's employment style, which welcomes diversity around the world, and the importance of diversity to an organization. Secondly, the statement of problem was explained about the reality, which is that if diversity is not managed properly, it might provide negativity to the organization, whereas a high level of managing diversity in an organization provides benefits. The next section is research questions, which are the relationships between the independent variable and the dependent variable, which are to find the effect of the independent variable on the dependent variable. Research objectives have been created to fulfill this study's path. Following with the importance of this research in the significant part, continue with explaining the research scope to make sure this study does not run out of scope. Last but not least, the concept of definition for the terms of workforce diversity and employee performance has been explained in relation to the terms used in this study. Thus, this is the summary of this chapter.

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

This unit explains the background of this research through literature reviews to help readers understand more about it. To examine the impact of workforce diversity on employee performance in a selected food and beverage retail industry in Malaysia, this chapter provides an in-depth analysis of the research on the subject of workforce diversity and employee performance. This chapter also discusses the literature that sheds light on the link between these constructs and focuses on the many studies and techniques writers use to gather information for their analysis, observations, and conclusions. Thus, the literature review emphasized the relationship between workforce diversity and employee performance and how the workforce diversity of organizations has grown as a result of globalization. Reviews have gone into great length about employee performance and workforce diversity in terms of age, gender, and ethnicity below.

2.2 Research Variables

2.2.1 Dependent variable of study

Employee performance is a general term that encompasses many different types of job performance, but it may also include a broader category of work-related behaviors that reflect how the job is performed (Sverke, 2019). Employee performance can also be described as one of the measures of individual behavior in the workplace that includes the quality and quantity of work done by employees, employed time, and

collaboration with colleagues (Sudiardhita, 2018). Therefore, actions in the workplace can also be a point of employee performance. Performance is also explained as a result of the work accomplishment by an employee in a good quality of performing tasks in accordance with the responsibilities assigned to that employee and also resulted from the contribution of an employee towards the organization (Sudiardhita, 2018).

The management must consider each employee's performance to achieve organizational goals. Employee performance is also a part of job performance that must be enhanced every day to achieve a high level of commitment towards individual tasks. According to Al-Hawary (2017), in a fast-paced environment, organizations are trying hard to be competitive compared to other similar businesses by providing high productivity and services to their stakeholders. In addition to focusing on their organizational strengths and offering high-quality services, some organizations are aware enough to consider the value of their core services as a strategy for competitive advantage (Al-Hawary, 2017). Management also anticipates the changing demands and needs of their stakeholders. Therefore, employee job performance is vital for service businesses, and managing high employee performance is a fundamental issue in managing the delivery of outstanding services to individuals at all levels.

Furthermore, employee performance on the job, based on Motowidlo (2012), refers to how well a person contributes to organizational objectives through their work. Task performance and environment performance should be considered when management assesses an employee's competence in contributing to organizational objectives (Motowidlo, 2012). There are experts who declare that workplace or employee performance is a multifaceted variable, which is task performance, and contextual or environmental performance are often the two dimensions that make up job performance (Motowidlo, 2012). According to Mohammad (2021), the knowledge,

expertise, abilities, and aptitudes of an employee are linked to the task performance behaviors specified in the job description and differ depending on the nature of the work. Additionally, contextual performance behavior is a characteristic of the individual employee rather than being specified in the job description. It is linked to other characteristics, such as the employee's motivation and personality. The organization's current social and psychological environment, which is the setting in which goods and services are produced, is influenced by contextual performance behaviors (Mohammad, 2021). Therefore, an organization should consider the employees work performance and contextual performance to sustain their employee's satisfaction as well as stakeholders' satisfaction by producing or providing better quality services and products.

2.2.2 Independent variable of study (Age, Gender, and Ethnic)

The independent variable of this study is workforce diversity, whose research has shown that diversity affects the accomplishment of numerous organizational tasks and functions, resulting in superior customer service and the maintenance of a long-term competitive advantage (Mohammad, 2021). Therefore, most of the organization accepted and adopted workforce diversity due to its benefits for the growth of the business. Moreover, the diversity of the workforce demonstrates factors such as gender, age, country, education level, religious beliefs, intellectual or physical handicap, and so on, which are all facets that differ from each other. Based on Kyalo (2015), workforce diversity highlights the unique equivalents and variances of each individual, such as age, job atmosphere, sexual orientation, perspectives, race, relationship status, area, employment history, earnings, and citizenship, which are all views of individuality that promote organizational core values.

In addition, according to Wambui (2013), workforce diversification is characterized by the population, physiological, interpersonal, and cognitive variations that distinguish individuals. Thus, workforce diversity is a group of employees working in the same location but having dissimilar appearances, circumstances, education, and so on, which differ from each other. This study focuses on workforce diversity of age, gender, and ethnicity only to explore the effect on employee performance.

a. Age

Age diversity is an unstoppable process in an organization because the employee is employed at a young age, but year by year, if the employee still sustains in the same organization, then the employee will be older. Therefore, the organization cannot select employees by age groups because some of the older staff are more productive than the younger staff, who are just fresh graduates. Based on Chew (2011), as summarized as a whole, age heterogeneity has a detrimental impact on production since dissimilar-age staff have diverse values and preferences. Conflicts that decrease efficiency of outcome have been demonstrated to happen more regularly when generation gaps are present (Chew, 2011). Age diversity may, however, be weighed against its potential advantages because, on occasion, working in a group might enable people to be more productive than working alone (Chew, 2011). Because people of dissimilar ages have varied talent outlines, opinions, and perhaps even behavioral traits, interactions between them can have significant productivity consequences. This is why age heterogeneity has its advantages.

b. Gender

Gender-based diversity is mostly stereotypes and biases between males and females. Some manufacturing industries prefer to hire males more than females, and some companies, such as those that need to handle administrative tasks and filling, hire more females. Thus, the management itself fixed the gender task roles, such as that males are more suitable for heavier tasks or higher management roles and are not suitable for filling or administration tasks, while females are always in a lower position than males. This gender stereotype should be removed because nowadays there is no comparison between males and females; nevertheless, females are also taking foreman courses and doing the same job as males. Thus, improving employee effectiveness in an organization requires giving equal employment opportunities to females as well (Chew, 2011). Based on the Chew (2011) study, firms that have a diverse workforce or gender representation provide better services since they have a deeper understanding of the stakeholders compared to those of similar genders because the customers or clients are also of diverse genders. According to Jayne (2004), while gender diversity may raise motivation, improve abilities, foster commitment, and reduce conflict, these benefits are not always the case. The study's conclusions provide credibility to the concept that an organization's strategy, culture, and situation, as well as its personnel and surroundings, all influence how beneficial diversity is to an organization (Jayne, 2004). Therefore, implementing training and practices based on diversity is required to foster employee dedication based on gender diversity.

c. Ethnic

Diverse ethnic groups might lead to differences in language, attire, culture, and beliefs that are totally dissimilar from each other. The growth of multicultural employees might bring benefits to some business sectors, but in some industries, different ethnicities might lead to conflict between employees. The multicultural expansion of enterprises is a result of the multicultural expansion or diversity development of our society, which also affects religious, educational, and family spheres (Chew, 2011). Based on Watson (2002), it was stated that when teams learned how to make use of these differences, having ethnically varied perspectives during problem-solving led to improved team performance. The differences in cultural traits were predicted by the team scores (Watson, 2002). Innovation can be developed by people who differ from each other to deliver high innovation and creativity because similar groups of people's creative solutions are less likely to be shared by diverse team members. According to Ostergaard (2011), innovation is a collaborative process that frequently involves interactions and conversations among the workforce of a company and relies on their diverse skills from across the board. Moreover, minority employees may report feeling discriminated against, having problems with identity, not being mixed around with majority group members, having poorer job satisfaction, and so on. Fortunately, some of the issues go away when the minority group expands because they are more ready to accept and adopt everything compared to majority teams (Ostergaard, 2011). The organization should also be aware of the level of diversity and degree of innovation in the organization because, based on Ostergaard (2011), there may be a positive correlation between creativity and certain levels of ethnic variety. Therefore, if organizations manage ethnic diversity appropriately, it might be favorable to the firm's inventive performance.

2.3 Theory related to Study

2.3.1 The Gilbert's Behavioral Engineering Model

The theory used in this study is Gilbert's Behavioral Engineering Model, which was developed by Gilbert in 1978. This model is a set of guidelines intended to maximize the environmental and behavioral variables that management may influence in order to achieve cost-effective accomplishments (Gilbert, 1978). This model also enables and helps HR specialists and management to organize and keep track of important aspects of the world's organizations workforces, or human resources. According to Gilbert (1978), a performance weakness might be linked to a problem with one's behavior repertoire or the environment that fosters it. Thus, HR professionals can influence these factors by using Gilbert's Behavioral Engineering model.

Consequently, through this model, Gilbert (1978) explicates that an organization or HR specialist may optimize the employee's behaviors by giving or delivering to employees the right information, tools, instruments, and motivation to complement their environments and their assortment of behaviors. In the model, there are 3 cells that represent the working atmosphere (information, resources, and incentives), and there are 3 cells that represent the factors that affect how well a person performs (knowledge, capacity, and motives) (Gilbert, 1978). Hence, to influence the employee's environment, the management should deliver timely, relevant data and get frequent feedback and clear expressive expectations to assist as a guide for performance, which falls under information categories in Gilbert's Behavioral Engineering Model, which is related to this study. The management can provide

related updates regarding the benefits of diversity for employee performance and so on, which offer information to employees (Gilbert, 1978).

Following the instrument category, which is that management should create appropriate tools, materials, and resources that are available for employees, such as diversity implementation, practices, inclusion, and so on, which work as tools for employees to enhance their performance. Thirdly, the motivation category is initiating reasonable financial incentives for desired performance, such as employees who adopt diversity and grow together receiving an amount of incentive or reward to continue their achievement (Gilbert, 1978).

Next is to influence the behavior of employees to improve their performance. First, the category of information is that management should provide sufficient knowledge to employees through training designed regarding the requirements of performance, such as diversity, to enhance their performance by welcoming diversity (Gilbert, 1978). Secondly, under the instrumentation category is capacity, which is the individual attitude, intelligence, and skills that are appropriate for the position they hold, such as the diverse team members who should hold the suitable position to settle their task efficiently and effectively. The last category under behavior is motivation, which is the motives for which management should determine whether the individual's motives are appropriate for the position. For example, a diverse work group should have personal aims to achieve through teams to attain high performance. Below is the figure for Gilbert's Behavioral Engineering Model (Gilbert, 1978).

Gilbert's Behavioral Engineering Model			
	Information	Instrumentation	Motivation
Environment	Data	Instruments	Incentives
	- Timely, relevant, frequent feedback of performance - Clear, relevant, descriptive expectations to serve as a guide for performance	Appropriate tools, materials, and resources that are readily available for use	- Reasonable financial incentives for desired performance - Non-financial motivators for desired performance
Behavior	Knowledge	Capacity	Motives
	- Systematic training designed to match the requirements of the desired performance - Appropriate job placement between individual & position	Determine if individual aptitude, intelligence, and skills are appropriate for the position	- Determine if individual motives are appropriate for position - Ensure individual has a grip on realities of position

Figure 2-1:
Gilbert's Behavioral Engineering Model

2.4 Hypotheses Development of study

2.4.1 Relationship between Age Diversity and Employee Performance

Some organizations place importance on age diversity because they assume that different age groups can provide a variety of ideas or plans for the organization, which allow management to make alternative choices during the decision-making process. But some organizations ignore the older employee's and do not use their talents effectively because they have some assumptions and stereotypes about elder staff that they are more expensive to pay since they have high experience, are more likely to have health issues, perform less well than the younger staff, and are unable to adjust to workplace changes and new technologies. Different organizations have a variety of opinions on age diversity. Some organizations allow elders or senior staff to work to monitor and be mentors for the juniors, as well as to reduce the organization's hiring costs. But some management expects to have more youngsters who can easily adapt to current trends and grow rapidly with technology development. Therefore, the selection of seniors or juniors is based on their organization style, culture, and the nature of the

business because they should be aware of the importance of age diversity in the organization that might influence employee performance.

In addition, Lee (2020) defines age diversity as the degree to which the personnel of a group or organization are not all the same age. Due to its high visibility and low degree of relations towards work, age diversity falls within the social category of diversity. Age is something that can be obviously observed, and these age differences might hinder workplace interactions between employees. This is because people prefer to be friends and build and maintain relationships with those in a similar age group. Therefore, most of the primary groups are formed by similar age groups, which last longer than diverse age groups. The combination of diverse age groups might lead to stereotypes, interpersonal biases, and prejudices, which create negative consequences in the diverse work group (Lee, 2020). Moreover, according to Lee (2020), age diversity has little relevance to work performance. This is because the differences in age groups have less influence on task-related discussion and interactions. Age variety hinders social integration in this way, making it harder for coworkers to trust one another, have a shared understanding, and share a goal at work (Lee, 2020). Therefore, age diversity might not impact employee performance positively, while in some organizations, age diversity leads to negative influences that impact organizational performance.

Furthermore, age diversity is important for an organization's employees' performance and organizational growth because differences in age diversity also leads to some issues between employees. According to Omotayo (2020), diverse age groups significantly influence performance, which is the different range of employee age that has contributed to employee and organizational performance. Furthermore, employees with diverse age groups have different levels of self-esteem and commitment, while

the study also found that different age group employees have more dynamics than similar age group employees (Omotayo, 2020). Thus, these different age groups face many challenges and opportunities and also experience miscommunication and disagreements between each other, but if they are handled in the right circumstances by the management, they will be more creative and productive towards the organization, and their performance will also be extraordinary (Omotayo, 2020). Therefore, the organization should handle the diverse age group of employees in a positive way to create an environment that benefits both employee performance and organization productivity by introducing the opportunities facing different age groups of employees to grab and achieve together.

Moreover, some studies support the idea that age diversity improves employee performance at work. According to Mohammad (2021), diversification by age has an impact on employee performance on the job. This is because some companies are using elder employees to provide guidance to younger team members by drawing on their wisdom and expertise (Mohammad, 2021). Therefore, it can be generalized that older staff are more skilled, efficient, and worthwhile than younger ones, but it's dependent on the nature of the business. Business nature is important to be concerned about because sometimes older staff are delayed in capturing the latest technological updates compared to younger staff who keep updates at their fingertips.

Last but not least, another scholar also supports that knowledge that the age diversity has a positive impact on employee performance. Based on the study of Akpaki (2017), there is a positive and significant relationship between diverse age groups and employee performance at Bank Nigeria. The result of the research demonstrates that the employees at Bank Nigeria were performing better regardless of age differences in the decision-making process. Meanwhile, although some employees

claim that working with a similar age group motivates them to finish their tasks, the majority of employees claim that they have no issue and feel comfortable working with diverse-age coworkers (Akpakip, 2017). Therefore, positive diversity practices in organizations always support improvements in performance and organization.

H1: There is a significant relationship between age diversity and employee performance.

2.4.2 Relationship between Gender Diversity and Employee Performance

Nowadays, gender diversity should be put on hold because, in many institutions and workplaces, the dominant or majority gender is female compared to males, who are getting less and less day by day. Moreover, gender differences are not only used to do heavy or light work; hence, sometimes management needs mixed genders to have other alternative choices or ideas for the decision-making process. Gender or sex is a crucial part of defining the responsibilities and roles for which females are more responsible and accurate on the task compared to males, who relax even though the deadline approaches. So, gender is important to be classified in the organization. In addition, there is a stereotype about gender that males lift heavier things than females, which clearly shows that there should be equal genders in an organization to complete all kinds of tasks, but nowadays females are also as strong as males to lift heavy things without the help of males. Thus, it is not necessary to have an equal amount of gender in an organization.

In addition, based on Cletus (2018), it is concerned with the LGBT (lesbian, gay, bisexual, and transgender) society that is surviving in the United States. There are very few studies that have focused on LGBT workforce diversity because most of the countries that do not welcome LGBT people include Malaysia. In foreign countries,

many employers create a better workplace benefit for those with alternative lifestyles, but the LGBT community is still significantly experiencing hostility, disrespect, and discrimination from colleagues, which leads to less focus on work and resigning at the end. Such behavior also brings challenges such as an uncomfortable atmosphere and poor productivity at work, which unknowingly reduce employee performance. (Cletus, 2018). The country that accepts LGBT people should consider this community an important aspect of gender diversity in organizations because gender diversity encompasses a broad range of identities beyond the traditional male-female binary. Moreover, by fostering an inclusive environment that values and supports LGBT employees, organizations can attract a diverse pool of talent because LGBT individuals can contribute unique perspectives, skills, and experiences to the workforce. Thus, gender diversity is an important point of concern for organizations according to their legal and ethical responsibilities, and according to Cletus (2018), gender diversity impacts employee performance either positively or negatively based on the organization's management's attitude towards the diversity workforce.

Furthermore, in some organizations, gender diversity plays an important role, such as in some departments, where only females are allocated while males are assigned to higher positions. The Omotayo (2020) study claims that gender variety has a significant effect on individual and organizational performance. This is because, based on this scholar study in Nigeria, the gender role is based on the department and job responsibility, such as men being stronger, and powerful, having high status, holding positions in political power, and formal organizations, while women are mostly assigned to the customer service department because women are soft, handle customers with care, and think positively about outcomes. Sustaining those gender roles in an organization is helpful to increase employee output and the efficiency of

the organization (Omotayo, 2020). The power among different genders should be equally used by the organization in the way employees' emotions, thoughts, and actions in the workplace affect the organization's function and decision-making process, as it helps the growth of the organization too (Omotayo, 2020). As an organization, we must manage gender diversity in a proper way because it is beneficial in many ways, such as providing unique opinions or perspectives, having better communication with diverse customers, creating better products based on diverse creativity and innovation, and increasing sales and quality of products based on diverse gender leadership skills. Thus, gender roles are important to be taken into action by the organization.

Besides that, Mohammad (2021) highlights the gender differences that have a significant impact on employee performance on the job. Mohammad (2021) carried out a study on hotel sectors, which found that hotel management prefers to have male employees more than females because they believe that males have the abilities and skills to work under pressure in hotel sectors compared to females, who undergo conflicts or issues on certain job scopes. To break this belief, the hotel sector also provides opportunities for females to work on certain job scopes, develop their skills, and give priority to decision-making roles in hotels. This study found that, compared to gender homogeneous teams, teams with a mix of genders had better problem-solving and decision-making skills (Mohammad, 2021). Therefore, Mohammad (2021) concluded that while gender diversity benefited the service industries, it had the opposite effect on the manufacturing and assembly sectors. Thus, gender multiplicity also depends on the type of industry or business nature, because some job scopes are more suitable for males than females.

Further, there was a study carried out in Kisumu Law Courts, Kenya, by Anyango (2019) regarding the impact of workforce diversity on performance. Anyango (2019) enlightens that the gender workforce in Kisumu Law Courts Kenya has significantly influenced the performance, as it was established that the performance of NGOs in Kenya was influenced by the gender diversity indicators (Anyango, 2019). The researcher also suggested in this study to manage workforce diversity strategically to accomplish organizational goals. Hence, it is good for the organization to provide or practice gender equality between all levels of employees to avoid workplace discrimination.

H2: There is a significant relationship between gender diversity and employee performance.

2.4.3 Relationship between Ethnic Diversity and Employee Performance

Ethnic diversity encompasses differences in traditions, customs, values, beliefs, languages, origins, backgrounds, or sometimes the country where one was born. Ethnic diversity means that people born from different places with different backgrounds, cultures, and religions were grouped in one place. Hence, ethnic diversity impacts the employee's performance and improves organizational performance because a variety of people group to create more opportunities in their surroundings. Ethnic diversity is everywhere, but mostly people like to be grouped up with the same ethnicity based on their comfortability in the dressing style, language, food type, and so on at most places, such as school, college, and offices or industries. Grouping with similar ethnic groups might have negative vibes compared to mixed ethnic groups. This is because mixed ethnic teams might have extra choices, different styles, and enhance knowledge on dressing style, language, and food type. Therefore, it is important to have mixed

ethnicity in a team, especially in an organization, because a firm is the place where everyone needs more choices and solutions to solve any issues.

Moreover, diversity in the workplace is the biggest challenge, and it is vital for an organization to consider the working population, which creates an atmosphere of multiracial and cultural dynamics. Based on Cletus (2018) studies, some individuals show unfair prejudice, bias, anger, and frustration towards other employees who differ from them. Thus, such behavioral tendencies result in the stereotyping of people from different cultures, ethnicities, or religions, which leads to poor cooperation, bullying, and workplace harassment (Cletus, 2018). Sometimes, workplace harassment occurs due to an employee's race, religion, or color, which impacts employee performance. Thus, an organization should handle the issues of diverse ethnic groups to avoid disruptions to employee or organization performance. Moreover, forming similar ethnic groups also creates issues between different ethnic groups, such as that different ethnic groups are isolated, and this isolation has an adverse impact on employee performance. According to Cletus (2018), ethnic diversity has a negative impact if the organization has issues and management does not identify and handle those problems with different ethnic groups. Therefore, ethnic diversity in workforce diversity initiatives is about recognizing, valuing, and embracing the diversity of ethnic backgrounds within an organization. By promoting ethnic diversity, organizations can harness the benefits of different perspectives, enhance cultural competence, drive innovation, and create an inclusive and successful workplace.

Besides that, Mohammad (2021) reveals that there is no relationship between ethnic diversity and employee performance in hotel sectors because performance depends on individual efficiency and effectiveness on the job, and ethnicity should not be an issue to enhance their skills and knowledge. The study demonstrated a

considerable effect of ethnic diversity on staff performance in Jordan's hotel industry (Mohammad, 2021). This is because the diversity that arises from the presence of many ethnicities in the workplace of hotels may foster an environment that is more creative, but on the other side, it may make it difficult to understand and communicate, which could affect the ability to make decisions and the operation of business as a whole (Mohammad, 2021). This could lead to a certain level of interpersonal friction and a weakening of teamwork and harmony among the workers. Therefore, diverse ethnic groups should be valuable for the organization, but misinterpretation and miscommunication between employees of diverse ethnic groups have an adverse impact on the organization.

Furthermore, according to Selvaraj (2015), there is also a negative correlation between the employee's ethnic status and their performance in the manufacturing industry in Singapore. The whole of Singapore is filled with workforce diversity, but that diverse environment did not impact their work performance because it is the nature of the country and the citizens have practiced in a diverse environment all the time. Therefore, it may be inferred that Singaporean employees are open-minded about workforce diversity and neither admire it as a benefit to them nor criticize it as a waste of time (Selvaraj, 2015). In relation to this sense, organizational principles, HR practices, job types, and business approaches differ from company to company, and these differences may conceal the ways in which different elements impact employees' performance in different organizations. Thus, it is not important whether the diverse workforce differs by ethnicity or nation, but the attitude towards doing work is vital because it increases the employee's work performance.

Lastly, there is another study that supports the idea that ethnic diversity does not depend on or be beneficial for employee performance in the banking business. Based

on Akpakip's (2017) study, there is no statistically significant correlation between ethnic diversity and employee performance. This study's results point out that, despite having varied ethnic or cultural backgrounds, employees' work performance is unaffected (Akpakip, 2017). This study proved that even though Bank Nigeria has different ethnicities, such as Igbo and Yoruba, this diversity of employees does not impact or affect the way they perform their tasks. Thus, it clearly shows that diverse ethnicities do not impact employee performance, but this research determines whether the food and beverage industry in Malaysia has an impact on employee performance.

H3: There is a significant relationship between ethnic diversity and employee performance.

2.5 Proposed Theoretical / Conceptual Framework

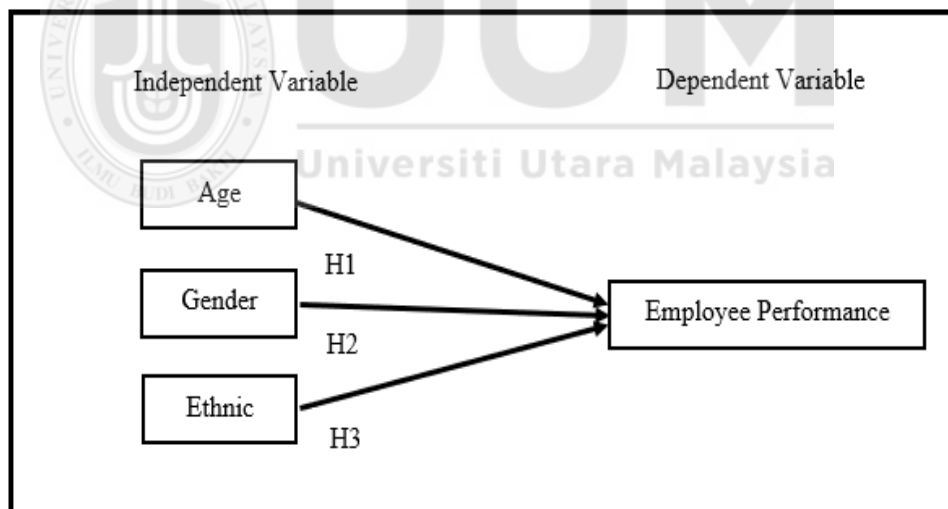


Figure 2-2:
Framework of the Study

The research model illustrates a general description of this study. First, the participants are diverse employees from the selected F&B retail industry in Malaysia. The participants, who differed in age, gender, and ethnicity, examined each employee's performance accordingly. The end of this study revealed that diversity in the workforce has a positive, negative, or no effect on employee performance in

analyzing the organization's performance. Thus, this study helps the organization realize the current employee performance in accordance with the diverse workforce, which was examined based on diverse age groups, genders, and ethnic groups. Therefore, this study explains whether diverse age groups, genders, and ethnicities have influenced employee performance or whether the employees did not accept the diversity.

2.6 Chapter Summary

This chapter basically discusses the variables used in this study by analyzing some related articles and journals. The first part is an overview of this section and continues discussion with the variables in the study, which are employee performance and workforce diversity, which are separated by age, gender, and ethnic diversity for better understanding. This study constructed 3 hypotheses to be discussed in the result and discussion part, which are H1: there is a significant relationship between age diversity and employee performance; H2: there is a significant relationship between gender diversity and employee performance; and H3: there is a significant relationship between ethnic diversity and employee performance. Thus, the literature review part has ended, and the hypotheses have been created and also added to a theory related to this study, which is Gilbert's Behavioral Engineering Model. The term mentioning a diverse workforce is easy to understand, but when analyzing the term of diversity separately, such as a diverse age group, gender, and ethnicity, it provides different concepts, benefits, and issues to organizations in a diverse way. Each diversity has a different issue and solution for the organization. Thus, organizations need to understand which diverse parts need to be considered to make employees feel comfortable at work and to improve their performance.

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction

This chapter aims to present and elucidate the research technique that underpins the study's data collection and analysis. The study design, which outlined the procedure for carrying out the investigation and the hypotheses to test, is covered in this chapter. It covers the protocol for gathering data, the instrument used to gather data, the sampling strategy to select the right respondents for this study, the method and technique for collecting data, and finally how the data analysis was carried out to achieve the desired result. Therefore, the study design, study population and sample, data collection techniques, research tools, and data analysis techniques are covered in this part. This chapter also covers the Cronbach's alpha results.

3.2 Research Design

Research design is vital for a research study, and researchers should be aware of the methodology part of their research. According to Abutabenjeh (2018), research design is a method that comprises decisions about what is investigated for what purposes and among which populations, as well as what research tools to use. So, researchers should plan their research goals earlier. A research design is a strategy for addressing the research question with empirical data. The research design must include a strategy for interpreting the studied data in order to produce a significant outcome and recommendations from the study that would enable the researcher to make suggestions or interpretations based on the study (Asenahabi, 2019). There are three

types of research designs: qualitative, quantitative, and mixed methods. Thus, it is the researcher's responsibility to choose an appropriate design for their study.

The research employed a quantitative research design, and this design has two categories: experimental and non-experimental. Based on Kothari (2007), quantitative design is a method and measurement that deliver quantifiable or discrete values. Furthermore, this study selected a non-experimental design, which is survey research, because a non-experimental design basically does not conduct experiments while gathering data (Kothari, 2007). Hence, the method used for this study is a survey method. A survey is the most common and popular way to collect data for quantitative research. This study used descriptive research to analyze the demographic data. Descriptive research is a sort of study design that describes the features of objects, individuals, groups, organizations, or situations. Studies that are descriptive are carried out with a thorough comprehension of the situation being investigated (Chew, 2011).

This study focuses on the effect of workforce diversity on employee performance in a selected food and beverage retail industry in Malaysia. In this study, a questionnaire survey was chosen as the instrument or technique to analyze the elements that affect employees' performance in this industry. Hence, a self-administered questionnaire was circulated to gather data to obtain findings for this study.

3.3 Population and Sampling

The population and sample are the most vital parts of a study. Research is carried out to address previously unexplored problem areas, to advance insight on current issues through the steps of data collection, analysis, and interpretation in order to describe, explain, or validate prior findings, or to comprehend the effects of particular

changes on current practices (Obilor, 2023). Moreover, a particular group from which a researcher gathers data is known as a sample, which is a representative of the research's population and makes up the sample of a study (Obilor, 2023). In simple words, a sample is a portion of the population. Based on Obilor (2023), the basic goals of a sample are to make the population more accessible, reduce costs, and save time so that researchers can study members of the community and utilize the findings to draw generalizable conclusions about the population. The target population for this study is the employees who work at the selected food and beverage outlets in Malaysia.

Furthermore, probability sampling and non-probability sampling are the two categories of sampling procedures. Non-probability sampling is the sampling method for this study, while convenience sampling is the strategy being used to collect data. The non-probability sampling technique is actually simple and less expensive, while the probability of selection cannot be precisely calculated and certain population units have no possibility of being selected (Obilor, 2023). Next, convenience sampling is selected which is a sample of the population that is nearby, easily accessible, or at a convenient location. Convenience sampling is a non-probability sampling approach that is frequently used by researchers to collect data from a pool of respondents who are easily accessible (Obilor, 2023).

Hence, this study uses a non-probability sampling technique rather than probability sampling because the potential food and beverage industry is reluctant to provide employee name list. As for that, researchers need to employ a non-probability sampling technique for this study. Convenience sampling refers to gaining answers or responses from a group of individuals or employees who are easily accessible to deliver the necessary data. Not every member of the population has the same chance of being selected. In exploratory research, it is frequently used as the most efficient,

economical, and quick technique to obtain data. Thus, employees who work in the selected F&B cafés are chosen as respondents for this study because those employees are more engaged with the diverse environment and work well with a diverse workforce.

So, this study gives them an opportunity to realize the effect of workforce diversity on their performance in their café. The selected food and beverage industry name was not stated to maintain confidentiality and prevent extrapolating findings to the specific sector being discussed. The targeted population for this study is 500 employees. To select the sample size, the researcher has used the Krejcie and Morgan (1970) table, which was developed to determine the sample size from a population size. Thus, based on the target population of 500 employees, the target sample that the researcher needs to achieve is 217 respondents (refer to the table in Appendix A). The survey link has been shared with the café managers to be shared with team members, and a total of 233 employees responded to the survey within two weeks.

3.4 Measurement Scale

A scale is a device or process that allows people to be identified according to their preferences, which vary based on the variables that are important to the study. Therefore, in this research, the nominal scale, ordinal scale, and interval scale, which is the Likert scale, were used to identify and characterize the respondents' responses accordingly.

Furthermore, based on Meenambigai (2023), the nominal scale used for the straightforward grouping of responses into a number of mutually exclusive groups. Next, the respondents have the option of rating particular options using an ordinal scale based on a common variable, which is used to compute measures like median and

mode (Meenambigai, 2023). An interval scale is a quantitative measurement device that has order, a meaningful and equal rate between the two variables, and an arbitrary zero presence. It measures variables that are located along the same scale at equal intervals (Meenambigai, 2023). The most popular psychometric scale in survey research is Likert scale, which means respondents rate statements according to their level of agreement or disagreement with the sentence based on their experiences (Gaviao, 2023). Thus, this study employed a five-point Likert scale with nominal, ordinal, and interval scales, which are designated as follows:

- 1 – Strongly Disagree,
- 2 – Disagree,
- 3 – Neutral,
- 4 – Agree, and
- 5 – Strongly Agree.

3.5 Pilot Test

This study used a questionnaire from previous research, which was adopted from Chew (2011) research, because a disseminated questionnaire from previous studies has a higher level of reliability than a new questionnaire. The pilot test was conducted with a limited number of participants, to ensure the reliability of the questionnaire's items. The reliability of the questionnaire was assessed using the reliability test in the SPSS software, and the pilot test result is displayed below.

Table 3-1:

Reliability Test

No.	Constructs	Coefficient's alpha	No. of Item
1	Gender	0.812	9
2	Age	0.797	5
3	Ethnicity	0.741	8
4	Employee performance	0.739	10

A Cronbach's alpha was conducted to assess each scale's internal consistency. According to the rule of thumb of Cronbach's alpha (Appendix B), the high level of value, or the value nearest to 1, is excellent, which means that a high alpha coefficient could indicate a strong correlation between the items. Thus, based on the table above, all four sections of items have good internal consistency and reliability because all of the items' coefficients are above 0.7. To maintain the high reliability index, no elements are eliminated from the scale. Therefore, a Cronbach's alpha rating above 0.7 on the questionnaires indicated good or strong internal consistency and reliability.

3.6 Data Collection Procedure

Primary and secondary data are the two main sources from which data is collected. In order to respond to the research questions and hypotheses, the primary data source was used. Information gathered by direct communication with others, such as focus groups, in-person interviews, meetings, and surveys, is referred to as "primary data" (Chew, 2011). The primary data for this study were obtained using a questionnaire survey. The questionnaire used for this study was adopted from Chew (2011) research because a well-designed questionnaire could guarantee greater validity of the inquiries made by the intended responders. The researcher has amended some of the items (questions) based on the perspective of the targeted respondents to this study. This researcher has asked the café managers to share the survey link with their colleagues.

This study survey was conducted through an online Google Form as a platform, while made it easy to share the link with the employees who work in the outlets, and the researcher also got responses on the spot from the respondents. Through Google

Form, the data was also stored instantly, and it's convenient because you can do it from anywhere and anytime through smart phones. This technique is also trendy nowadays, and people are more interested and have learned to do many things online rather than using conventional methods. The liaison person of the company was ensuring that the company name was not mentioned in the research, and the researcher informed them that only group data was represented. The researcher informed the contact person that there are three questionnaire sections that must be completed in their entirety. The researcher provides a timeframe of 2 weeks for the respondents to respond to the survey. After 2 weeks, the researcher gets a total of 233 responses, and the data are evaluated using the SPSS software.

3.7 Research Instrument

3.7.1 Origin of the Construct

The questionnaire of items for each construct was adopted from previous study by Chew (2011) as below:

Table 3-2:

The origin of construct in the research

Constructs	Adapted from
Gender	Chew (2011)
Age	Chew (2011)
Ethnicity	Chew (2011)
Employee performance	Chew (2011)

3.7.2 Items in the Constructs

3.7.2.1 Age

The 5 items used to gauge how age affects workers' performance in a particular F&B industry are displayed in the table below. The 5 items must be rated by respondents on a five-point Likert's scale, ranging from strongly disagree (1) to strongly agree.

Table 3-3: Age

No	Items
A1.	This organization provides me with equal opportunities for training and career development.
A2.	My team leaders include all members at different ages in the problems-solving and decision-making process.
A3.	The age differences in work groups might cause conflict.
A4.	At work, I experience a lack of bonding with co-workers of different age groups.
A5.	I am positive about the age diversity in this workplace.

3.7.2.2 Gender

The 9 items used to gauge how gender affects workers performance in a particular F&B industry are displayed in the table below. The 9 items must be rated by respondents on a five-point Likert's scale, ranging from strongly disagree (1) to strongly agree (5).

Table 3-4:
Gender

No	Items
B1.	My organization does not discriminate employees based on gender during the recruitment process.
B2.	My organization does a good job of attracting and hiring women.
B3.	Fair treatment is given to all employees, whether they are male or female.
B4.	Opportunities for growth and advancement exist for women in our organization.
B5.	A career development that includes women is encouraged in our organization.
B6.	My organization provides training and development programs equally to all employees regardless of gender to improve our skills.
B7.	Women are also involved equally as men in the organization's decision-making process.
B8.	The job performance criteria will be calculated fairly for male and female employees in my organization.
B9.	I am positive about gender diversity in this workplace.

3.7.2.3 Ethnicity

The table below shows the 8 items used to measure the effect of ethnicity in a selected F&B industry on employees' performance. The 8 items must be rated by respondents on a five-point Likert's scale, ranging from strongly disagree (1) to strongly agree (5).

Table 3-5:
Ethnicity

No	Items
C1.	My organization does a good job of attracting and hiring minorities.
C2.	Opportunities for growth and advancement exist for minorities in my organization.

C3.	My organization concerns about the employee's customs, cultures, and values.
C4.	Different languages that are used to communicate do not create issues amount us (employees).
C5.	At work, I developed a low self-esteem due to my ethnicity.
C6.	The ethnicity differences in education background do not encourage conflicts with my colleagues.
C7.	The team leader includes all members of different ethnicities in the problem-solving and decision-making process.
C8.	I am positive about ethnic diversity in this workplace.

3.7.2.4 Employee Performance

The 10 items that were used to gauge an employees' performance regarding workforce diversity in a particular F&B industry are displayed in the table below. The 10 items must be rated by respondents on a five-point Likert scale, ranging from strongly disagree (1) to strongly agree (5).

Table 3-6:
Employee Performance

No	Items
D1.	I enjoy my tasks and my division's work approach.
D2.	I am committed to the mission and direction of my organization.
D3.	I am motivated to complete the task that is assigned to me.
D4.	I cooperate well with my colleagues of different ethnicities.
D5.	Opposite gender can perform well, and I enjoy working with them.
D6.	My performance level affects my salary level.
D7.	I am satisfied with my current salary level.
D8.	I am given the chance to try my own method of doing the job.

D9.	By learning more skills through courses and training, I can improve my performance.
D10.	Good employee performance is important for the future growth of my organization.

3.8 Data Analysis

The data analysis section is the most significant area to be notified by the researcher because this is the part in which the researcher identifies techniques to examine the hypothesis of the study. The process of understanding, elucidating, and assessing data or information obtained from a survey is known as data analysis (Zikmund, 2003). Descriptive and inferential statistics are the two categories of statistics. In this investigation, both statistical methods were applied. As a result, the SPSS software was used to statistically evaluate the data obtained from the questionnaire. The link between independent and dependent variables was also examined using SPSS by using techniques such as independent sample t-tests, one-way ANOVA analyses, and multiple regression analyses.

3.8.1 Descriptive Analysis

The process of reorganizing, classifying, and altering unprocessed data in order to produce information that researchers can comprehend and analyze more readily is known as descriptive analysis. It is employed to identify the major trends in the variables. In descriptive analysis, certain metrics like mean, mode, standard deviation, and range are utilized to characterize the sample data matrix in a way that illustrates the representative respondent and reveals the broad patterns of replies (Burns, 2006). The information of the respondents in the study was presented in tables to facilitate

the researcher's understanding of the content of the data collected. The descriptive analysis usually used for this study is to recognize details regarding respondents' personal characteristics, such as gender, age, ethnicity, work experience, and position in the organization.

3.8.2 Inferential Analysis

The t-test, ANOVA, correlation, and regression are the four most popular tests that can be used to look at relationships between data. Each test includes a set of criteria that must be followed in order to provide findings that may be used to evaluate the strength of correlations between variables or the statistical significance of a relationship between variables (Statistics, 2018). Hence, the tests used in this study to analyze the relationship between workforce diversity of age, gender, and ethnicity and employee performance are independent sample T-tests, one-way ANOVA analyses, and multiple regression analyses.

3.8.2.1 Independent Sample T-Test

The independent samples t-test is used to examine the proposition that the mean scores of two independent samples or groups differ significantly from each other in some interval or ratio-scaled variable (metric). In this test, it shows that there is a significant difference between the independent and dependent variables when the significance value is less than the alpha value of 0.05 and vice versa (Zikmund, Business Research Method, 8th ed., 2010).

3.8.2.2 One-way ANOVA Analysis

The statistical variances between the means of two or more groups are evaluated using an ANOVA (Jnr, 2007). ANOVA, often known as analysis of variance, is a

statistical technique for comparing the means of two or more groups. However, because only one independent variable exists, a one-way ANOVA is utilized. Researchers can evaluate a study problem with multiple independent variables by using an ANOVA. In fact, the t-test and one-way ANOVA are equal for only two groups and always get the same p-value. However, there are a few presumptions that researchers must adhere to, including the fact that data were sampled at random, population variance was equal, and the distribution of scores within each group was normal. Researchers applied a one-way ANOVA to determine whether there was a relationship between employee performance in the food and beverage industry with age, gender, and ethnicity.

3.8.2.3 Multiple Regression Analysis

An extension of bivariate regression analysis is multiple linear regression analysis, which allows for the simultaneous examination of the effects of two or more independent variables on a single interval-scaled dependent variable (Zikmund, Business Research Method, 8th ed., 2010). It enables researchers to investigate which independent variables significantly affect the dependent variable. To determine the relationship between two or more independent factors and the single dependent variable, the researchers can examine the regression coefficients for each independent variable. Hence, multiple regression analysis was utilized to examine the effects of workforce diversity on employee performance in the selected food and beverage industry.

3.9 Summary

In summary, this chapter covered the research methodology parts, which include research design, population and sampling, measurement scale, data collection procedures, research instrument, data analysis, and finally a pilot test. This study used a quantitative research design that selected a non-experimental design by using the survey method. A self-administered questionnaire was distributed to the employees of the selected food and beverage industry, and the sampling size was 217 based on Krejcie and Morgan's (1970) table. The sampling method used is non-probability sampling, and the technique being used is convenience sampling to get the responses easier from the targeted respondents. The questionnaire used was a five-point Likert scale, and the questionnaire used for this study was adopted from Chew's (2011) dissertation. The data were evaluated using the SPSS software. Moreover, in the research instrument section, the items in the questionnaire have been shown, and this study used descriptive and inferential analysis to determine the relationship and significant effect of workforce diversity on employee performance in the selected food and beverage industry. The next chapter discussed the results of the analysis.

CHAPTER FOUR

DATA ANALYSIS AND FINDINGS

4.1 Introduction

The study aims to explore the effects of workforce diversity on employee performance, specifically looking at the interactions between age, gender, and ethnicity in the selected food and beverage retail sector in Malaysia. The research findings based on the data collected from respondents are presented in this chapter. Its purpose is to explain the findings and their discussion on them. In order to assess the study's hypotheses, it includes both descriptive analysis and inferential statistics, such as correlation, multiple linear regression, and ANOVA analysis. The study's quantitative findings are presented in this chapter. It discloses all statistical analyses that were performed in order to analyze the findings and discuss them. The analysis of the data was done with SPSS version 26.

4.2 Data Analysis

The sample of this study consisted of 233 respondents from a selected food and beverage retail industry. The population for this research is 500 respondents, and the target sample that must be achieved, according to Krejcie and Morgan (1970), is 217 respondents. Therefore, the researcher almost received 233 respondents who completed the survey successfully and were fit for the analysis section. The next part is about the respondents' demographic data and discussion on the central tendencies of the items.

4.2.1 Demographics of Respondents

This section elaborates on the respondent's profile in pie chart view. Each respondent has filled out the survey, which contains five demographic questions: gender, age, ethnicity, work experience, and position in the organization. The demographic characteristics of the respondents are as follows:

a) Gender

Gender diversity is a fundamental diversity that all organizations have. Below is Table 4-1 shows the percentage of counted gender employees who successfully filled out this survey. From the 233 respondents, 151 (64.8%) are males and 82 (35.2%) are females, which is less than male. There are more male respondents than female respondents due to the inclusion of Nepalese in their team. Before this, females worked more in this F&B industry, but Nepalese increased the male's percentage working in the F&B industry.

Table 4-1:
Gender of Respondents

	Frequency	Percent
Male	151	64.8
Female	82	35.2
Total	233	100.0

b) Age

Age is a common diversity that experienced by all the employees in the organization. From top to bottom, the organization have a diverse age group of employees working to achieve its goals. This study contains four different age ranges: 18-20 years are 8.2% (19), 21-30 years are 52.8% (123), 31-40 years are 35.2% (82) and lastly, 41-50 years are 3.9% (9) of the total 233 respondents. The age group with

the most employees working is between 21 and 30 years old, with 31 to 40 years old coming in second. The age group of 41-50 is made up of almost-old employees who have worked longer years in the organization.

Table 4-2:

Age of Respondents

Age Range	Frequency	Percent
18 – 20	19	8.2
21 – 30	123	52.8
31 – 40	82	35.2
41 -50	9	3.9
Total	233	100.0

c) Ethnicity

Most organizations nowadays combine more than two ethnicities to enhance creativity and innovation. Thus, this F&B organization has four ethics diversity, as shown in Table 4-3. The highest ethnicity in this F&B industry is Malay, and of the 233 respondents, 118 (50.6%) are Malay ethnicities, followed by Nepalese at 67 (28.8%), Chinese at 29 (12.4%), and Indians at 19 (8.2%) of them. Due to the shortage of manpower in Malaysia, Nepalese were helped more by working with this F&B industry. It is good that four ethnic groups are working together to improve productivity.

Table 4-3:

Ethnicity – Generated by SPSS 26

	Frequency	Percent
Malay	118	50.6
Chinese	29	12.4
Indian	19	8.2
Nepalese	67	28.8
Total	233	100.0

d) Work Experience

The work experience of an employee increase productivity. The more the experience, the more the staff be productive, and the longest year spend working in the same department. The years of work experience of the 233 respondents are as follows: Table 4-4. The highest years of work experience are 2 to 5 years, which is 147 (63.1%) of respondents from 233 respondents; 0 to 1 year are 63 (27%) of respondents; 6 to 10 years are 16 (6.9%); and lastly, there are 7 (3%) of respondents from 233 respondents working almost more than 10 years.

Table 4-4:

Respondents' Work Experience

Work Experience	Frequency	Percent
0 - 1 Year	63	27.0
2 - 5 Years	147	63.1
6 - 10 Years	16	6.9
> 10 Years	7	3.0
Total	233	100.0

e) Position in the organization

The position of the employees in an organization also makes the employee serve more years in the same organization to achieve the highest position. Therefore, in this F&B industry, there are 3 positions: café managerial level, the highest position in the café, and only one café manager in each café; café supervisory level; and lastly, team member or barista. The highest number of respondents to this survey were Barista (173 (74.2%)), followed by Café Supervisors (32 (13.7%)), and Café Managers (28 (12%)).

Table 4-5:
Position in the Organization

Position in the Organization	Frequency	Percent
Cafe Managerial Level	28	12.0
Cafe Supervisory Level	32	13.7
Team Member / Barista	173	74.2
Total	233	100.0

4.2.2 Central Tendencies Measurement of Constructs

In this section, the central tendencies measurement for each of the questions analysed using the five Likert scale. There are a total of 32 items in four sections, which are gender, age, ethnicity diversity, and employee performance. Each section shown with the mean, standard deviation, and percentage of the selected Likert scale, with an explanation below the table. This study used a Likert scale as below:

- 1: Strongly Disagree
- 2: Disagree
- 3: Neutral
- 4: Agree
- 5: Strongly Agree

The central tendencies measurement of constructs for each section are discussed.

Table 4-6:
Age Diversity

Items	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Mean	Std. Deviation
1. This organization provides me with equal opportunities for training and career development.	0%	0%	6.9%	71.7%	21.5%	4.15	.513
2. My team leaders include all members at different ages in the problems-solving and decision-making process.	0%	1.3%	11.2%	63.1%	24.5%	4.11	.631
3. The age differences in work groups might cause conflicts.	26.6%	63.9%	5.6%	3%	0.9%	4.12	.711
4. At work, I experience a lack of bonding with co-workers of different age groups.	27%	62.7%	6%	3.4%	0.9%	4.12	.731
5. I am positive about the age diversity in this workplace.	0%	0.9%	8.2%	67%	24%	4.14	.581

The above table shows the percentage for the Likert scale of each item from 233 respondents, the mean and standard deviation in age diversity section.

There are 71.7% agreed that their organization provides them equal opportunities for training and career development, and 21.5% strongly agreed, and 6.9% were neutral to this statement. 63.1% of employees agreed and 24.5% strongly agreed that their team leaders include all members of different ages in the problem-solving and decision-making process, while 11.2% were neutral and 1.3% disagreed with this statement. There are 63.9% who disagree and 26.6% who strongly disagree that the age differences in work groups might cause conflicts, but 5.6% are neutral, 3% are agreed, and 0.9% strongly agree with this statement. Furthermore, 0.9% were strongly agreed, 3% agreed, 5.6% were neutral, but 63.9% disagreed, and 26.6% strongly disagreed that at work they experience a lack of bonding with co-workers of different age groups. 67% agreed and 24% strongly agreed with the last item of this

section, which is that employees are positive about the age diversity in their workplace, 8.2% are neutral, and 0.9% disagree with this statement.

The highest mean for this section is 4.15, which falls under the statement “This organization provides me with equal opportunities for training and career development,” and the second highest mean is 4.14 for “I am positive about the age diversity in this workplace,” while the lowest mean is 4.11 for item “My team leaders include all members at different ages in the problem-solving and decision-making process.

“At work, I experience a lack of bonding with co-workers of different age groups” has the highest standard deviation, which is .731, and the second highest standard deviation is .711 for the item “The age differences in work groups might cause conflicts.” The item “This organization provides me with equal opportunities for training and career development” has the lowest .531 standard deviation in this section.

Table 4-7:
Gender Diversity

Items	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Mean	Std. Deviation
1. My organization does not discriminate employees based on gender during the recruitment process.	0%	0%	3.4%	73%	23.6%	4.20	.480
2. My organization does a good job of attracting and hiring women.	0%	0%	3.9%	62.7%	33.5%	4.30	.536
3. Fair treatment is given to all employees, whether they are male or female.	0%	0%	4.7%	64.4%	30.9%	4.26	.538
4. Opportunities for growth and advancement exist for women in our organization.	0%	0%	3.9%	67.4%	28.8%	4.25	.515
5. A career development that includes women is encouraged in our organization	0%	0%	6.9%	62.7%	30.5%	4.24	.565
6. My organization provides training and development programs equally to all employees regardless of gender to improve our skills.	0%	0%	5.6%	67.4%	27%	4.21	.530

7. Women are also involved equally as men in the organization's decision-making process.	0%	0%	6.9%	66.1%	27%	4.20	.547
8. The job performance criteria will be calculated fairly for male and female employees in my organization.	0%	0%	8.2%	64.8%	27%	4.19	.565
9. I am positive about gender diversity in this workplace.	0%	0%	6%	60.9%	33%	4.27	.565

The above table shows the Likert scale percentage, mean, and standard deviation for each of the items in the gender diversity section from 233 respondents.

The highest percentage for this section falls to the first item, which is that 73% of employees agreed, and 23.6% strongly agreed that their organization does not discriminate against employees based on gender during the recruitment process, but 3.4% of employees were neutral on this statement. Secondly, their organization does a good job of attracting and hiring women, which was strongly agreed upon by 33.5% and 62.7% were agreed, while 3.9% were only neutral to this statement. Fair treatment is given to all employees, whether they are male or female, as agreed by 64.4%, 30.9% strongly agreed, and 4.7% were neutral. 67.4% of them agreed and 28.8% strongly agreed that opportunities for growth and advancement exist for women in our organization, while 3.9% were neutral and 6.9% of them were neutral about the career development that includes women being encouraged by their organization, while 30.5% strongly agreed and 62.7% agreed with the statement. There is a similar percentage, which is 27% that strongly agrees with 3 sentences: their organization provides training and development programs equally to all employees regardless of gender to improve their skills; women are also involved equally as men in the organization's decision-making process; and the job performance criteria will be calculated fairly for males and females in their organization, while 67.4%, 66.1%, and 64.8% agreed and 5.6%, 6.9%, and 8.2% of them are neutral to the items, respectively.

The last item in this section is whether employees are positive about gender diversity in their workplace, which was agreed upon by 60.9%, strongly agreed upon by 33%, and 6% were neutral about this.

The highest mean for this gender in the employee performance section is 4.30 for the item “My organization does a good job of attracting and hiring women,” while the second highest mean is 4.27 for the statement “I am positive about gender diversity in this workplace,” and “Fair treatment is given to all employees, whether they are male or female, which is the third highest mean (4.26). The lowest mean is 4.19 for the item “The job performance criteria will be calculated fairly for male and female employees in my organization.”

Moreover, the highest standard deviation (.565) for this section fell to 3 items, respectively: “A career development that includes women is encouraged in our organization,” “The job performance criteria will be calculated fairly for male and female employees in my organization,” and “I am positive about gender diversity in this workplace.” The second highest standard deviation is .547 for the statement “Women are also involved equally as men in the organization’s decision-making process.” “My organization does not discriminate against employees based on gender during the recruitment process” is the lowest standard deviation (.480).

Table 4-8:
Ethnicity Diversity

Items	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Mean	Std. Deviation
1. My organization does a good job of attracting and hiring minorities.	0%	0.9%	7.3%	69.1%	22.7%	4.14	.563
2. Opportunities for growth and advancement exist for minorities in my organization.	0%	0%	6.9%	71.7%	21.5%	4.15	.513
3. My organization concerns about the	0%	0%	5.2%	67%	27.9%	4.23	.529

employee's customs, cultures, and values.							
4. Different languages that are used to communicate do not create issues among us (employees).	0%	3%	29.6%	52.4%	15%	3.79	.726
5. At work, I developed a low self-esteem due to my ethnicity.	68.7%	25.3%	3%	2.7%	0.4%	4.59	.714
6. The ethnicity differences in education background do not encourage conflicts with my colleagues.	0%	1.7%	15.5%	69.5%	13.3%	3.94	.596
7. The team leader includes all members of different ethnicities in the problem-solving and decision-making process.	0%	0.4%	5.6%	77.3%	16.7%	4.10	.480
8. I am positive about ethnic diversity in this workplace.	0%	0.4%	8.6%	66.1%	24.9%	4.15	.574

The above table shows the percentage, mean, and standard deviation for each item in the age diversity section.

There were 69.1% of employees who agreed and 22.7% who strongly agreed that their organization does a good job of attracting and hiring minorities, while 7.3% were neutral and 0.9% disagreed with this sentence. Opportunities for growth and advancement exist for minorities in my organization, which are strongly agreed by 21.5% and 71.7% agreed while 6.9% were neutral. Besides, 67% agreed and 27.9% strongly agreed that their organization is concerns about the employee's customs, cultures, and values, while 5.2% were neutral on this item. 3% disagreed and 29.6% were neutral to the statement that the different languages that are used to communicate do not create issues among employees, while 52.4% agreed and 15% strongly agreed. There are 68.7% who strongly disagree and 25.3% who disagree that at work, employees developed a low self-esteem due to their ethnicity, while 3%, 2.7%, and 0.4% are neutral, agree and strongly agree, respectively. Followed by, 69.5% agreed, 13.3% strongly agreed, 15.5% were neutral, and 1.7% disagreed that the ethnicity

differences in education background do not encourage conflicts with my colleagues. The team leader includes all members of different ethnicities in the problem-solving and decision-making process are agreed by 77.3%, 4.10% strongly agreed, and 5.6% were neutral, and 0.4% disagreed with this statement. There are 66.1% who agreed and 24.9% who strongly agreed with the last item, which is that employees are positive about ethnic diversity in their workplace, while 8.6% are neutral and 0.4% disagree with this item.

The highest mean is 4.59 for the statement “At work, I developed low self-esteem due to my ethnicity,” and this statement has the second highest standard deviation, which is .714 and the second highest mean is 4.23 for the item “My organization concerns about the employee’s customs, cultures, and values.” The third highest mean is 4.15, which falls under two items that are, “Opportunities for growth and advancement exist for minorities in my organization” and “I am positive about ethnic diversity in this workplace.” The item “Different languages that are used to communicate do not create issues among employees” has the lowest mean (3.79), while this statement has the highest standard deviation, which is .726. The lowest standard deviation is .480 for the item “The team leader includes all members of different ethnicities in the problem-solving and decision-making process.”

Table 4-9:
Employee Performance

Items	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Mean	Std. Deviation
1. I enjoy my tasks and my division's work approach.	0%	0%	2.1%	63.1%	34.8%	4.33	.514
2. I am committed to the mission and direction of my organization.	0%	0%	2.6%	57.5%	39.9%	4.37	.535
3. I am motivated to complete the task that is assigned to me.	0%	0%	2.6%	62.2%	35.2%	4.33	.522
4. I cooperate well with my colleagues of different ethnicities.	0%	0%	5.2%	55.8%	39.1%	4.34	.573
5. Opposite gender can perform well, and I enjoy working with them.	0%	0%	6.0%	59.7%	34.3%	4.28	.570
6. My performance level affects my salary level.	0%	0.9%	19.7%	51.1%	28.3%	4.07	.716
7. I am satisfied with my current salary level.	0%	1.7%	24.9%	45.1%	28.3%	4.00	.777
8. I am given the chance to try my own method of doing the job.	0%	1.7%	5.6%	64.8%	27.9%	4.19	.608
9. By learning more skills through courses and training, I can improve my performance.	0%	0%	6.4%	63.1%	30.5%	4.24	.559
10. Good employee performance is important for the future growth of my organization.	0%	0%	5.6%	64.4%	30.0%	4.25	.546

The above table shows the percentage selected on the Likert scale for each item by the total of 233 respondents, as well as the mean and standard deviation to find the highest and lowest in the employee performance section.

There are 63.1% of employees who agreed that they enjoyed their tasks and their division work approach, while 34.8% strongly agreed with this sentence and 2.1% were neutral about it. For the second item, only 2.6% of them neither agreed nor disagreed, but 57.5% agreed and 39.9% strongly agreed that they were committed to the mission and direction of their organization. Next, 2.6% of employees were neutral, as was item number 2 for the third item, while 62.2% agreed that they were motivated to complete the task that was assigned to them, and 35.2% strongly agreed with this

item. 39.1% strongly agreed and 55.8% agreed that they cooperate well with their colleagues of different ethnicities, while 5.2% agreed or disagreed. 59.7% agreed that the opposite gender can perform well, and they enjoyed working with them, while 6% of them selected neutral for this statement. The sixth item, that their performance level affects their salary level, was agreed upon by 51.1% and strongly agreed upon by 28.3%, while 0.9% of employees disagreed and 19.7% were neutral to this statement. 24.9% were neutral and 1.7% disagreed that they were satisfied with their current salary, but 45.1% agreed and 28.3% strongly agreed with this sentence. The next item, employees are given the chance to try their own method of doing their job, was agreed upon by 64.8%, strongly agreed by 27.9%, 5.6% were neutral, and 1.7% disagreed with this statement. 63.1% agreed and 30.5% strongly agreed that learning more skills through courses and training improved their performance, while 6.4% were neutral about this item. The last item, good employee performance is important for the future growth of their organization, is agreed upon by 64.4%, and 30% strongly agree and 5.6% are neutral with this statement.

Furthermore, the highest mean is 4.37 for the item “I am committed to the mission and direction of my organization,” and “I cooperate well with my colleagues of different ethnicities” is the second highest mean (4.34). The items “I enjoy my task and the division’s work approach” and “I am motivated to complete the task that was assigned to me” have the third highest mean of 4.33. The lowest median is 4.00 for the item “I am satisfied with my current salary.”

Next, the highest standard deviation is .777 for the item “I am satisfied with my current salary” and “My performance level affects my salary level” is the second highest standard deviation (.716), while the lowest standard deviation is .514 for the item “I enjoy my tasks and my division’s work approach.”

4.3 Inferential Analysis

Inferential analysis is the main part of this study, which draw conclusions from the small sample size of the population. This helped to generalize the population characteristics based on sample size.

4.3.1 Pearson's Correlation Coefficient

The first part identifies the relationship between two variables by using the Pearson correlation coefficient. The strength of the relationship can be identified from the number range of -1 to +1, but the number closer to +1 indicated a stronger relationship. Below are the hypotheses discussed to examine the relationship between two variables. The below table shows the Rules of Thumb about Correlation Coefficient Size by Van Belle (2011).

Figure 4-1:

Rules of Thumb About Correlation Coefficient Size

Coefficient range	Strength of Association
± 0.91 to ± 1.00	Very strong
± 0.71 to ± 0.90	High
± 0.41 to ± 0.70	Moderate
± 0.21 to ± 0.40	Small but definite relationship
± 0.01 to ± 0.20	Slight, almost negligible

Hypothesis 1: There is a significant relationship between age diversity and employee performance.

Table 4-10:

Correlation Between Age Group and Employee Performance (N=233)

	Age Diversity	Employee Performance
Age Diversity	1	.548**
Employee Performance	.548**	1

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

A bivariate correlation was conducted to investigate the relationship between age diversity and employee performance. There is a significant relationship between age diversity and employee performance ($r=.548$, $p<.01$). The result indicated that there is a significant positive relationship between age diversity and employee performance. According to the Rule of Thumb about Correlation Coefficient (Van Belle, 2011), the values from 0.41 to 0.70 have a moderate relationship, so the magnitude of age diversity and employee performance is moderate as the Pearson correlation value is 0.548. Thus, age diversity and employee performance have a moderate and significant positive relationship. Therefore, the hypothesis is accepted, which is that there is a significant relationship between age diversity and employee performance.

Hypothesis 2: There is a significant relationship between gender diversity and employee performance.

Table 4-11:

Correlation between gender group and employee performance (N=233)

	Gender Diversity	Employee Performance
Gender Diversity	1	.551**
Employee Performance	.551**	1

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

A bivariate correlation was conducted to investigate the relationship between gender diversity and employee performance. There is a significant relationship between gender diversity and employee performance ($r=.551$, $p<.01$). The result indicated that there is a significant positive relationship between gender diversity and employee performance. According to the Rule of Thumb about Correlation Coefficient (Van Belle, 2011), the values from 0.41 to 0.70 have a moderate relationship, so the magnitude of gender diversity and employee performance is moderate as the Pearson correlation value is 0.551. Thus, gender diversity and employee performance have a moderate and significant positive relationship. Therefore, the hypothesis is accepted that there is a significant relationship between gender diversity and employee performance.

Hypothesis 3: There is a significant relationship between ethnic diversity and employee performance.

Table 4-12:

Correlation between ethnic group and employee performance

	Ethnic Diversity	Employee Performance
Ethnic Diversity	1	.622**
Employee Performance	.622**	1

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

A bivariate correlation was conducted to investigate the relationship between ethnic diversity and employee performance. There is a significant relationship between ethnic diversity and employee performance ($r=.622$, $p<.01$). The result indicated that there is a significant positive relationship between ethnic diversity and employee performance. According to the Rule of Thumb about Correlation Coefficient (Van Belle, 2011), the values from 0.41 to 0.70 have a moderate relationship, so the magnitude of ethnic diversity and employee performance is moderate as the Pearson correlation value is 0.622. Thus, ethnic diversity and employee performance have a moderate and significant positive relationship. Therefore, the hypothesis is accepted, which is that there is a significant relationship between ethnic diversity and employee performance.

4.3.2 Multiple Linear Regression Analysis

Multiple linear regression analyses were carried out to identify more than one independent variable and explain the variance in detail with the dependent variable. The independent variables are age diversity, gender diversity, and ethnic diversity, while the dependent variable is employee performance. The below analysis is carried out to classify which independent variables (age diversity, gender diversity, and ethnic diversity) are most significant with the dependent variable (employee performance).

Table 4-13:
Multiple Linear Regression Analysis

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.650 ^a	.422	.415	.31337

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

The correlation coefficient between the independent and dependent variables is represented by the R value. The above model summary table indicates that the correlation coefficient (R) between the three variables – age diversity, gender diversity, ethnic diversity (an independent variable), and employee performance (a dependent variable) is 0.650. As a result, the three independent variables and the dependent variable have a moderately positive relationship.

In addition, the above model summary table provides information on the coefficient of determination (R square), which aids in the explanation of variance. The three independent variables, which are age diversity, gender diversity, and ethnic diversity, have an R square value of 0.422. This also indicates that 42.2% of the variation in employee performance (a dependent variable) can be explained by age

diversity, gender diversity, and ethnic diversity (independent variables). But still, 57.8% (100% - 42.2%) of the data is unexplained. It means that this research has not taken into account other significant factors that are relevant in understanding the employee performance.

Table 4-14:
ANOVA Analysis

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	16.446	3	5.482	55.824	.000 ^b
	Residual	22.488	229	.098		
	Total	38.935	232			

a. Dependent Variable: Employee Performance

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

Based on the above ANOVA table, the p-value is .000 which is $p < .01$. Aside from that, the F value is 55.824, which indicates significance. As a result, the model accurately describes the relationship between the predictors and the dependent variable. Thus, the independent variables, which are age diversity, gender diversity, and ethnic diversity, significantly explain the variance in the perception of employability.

Table 4-15:
Coefficients

Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.
	B	Std. Error	Beta		
(Constant)	1.166	.240		4.864	.000
1 Gender Diversity	.160	.077	.159	2.089	.038
Age Diversity	.165	.071	.173	2.341	.020
Ethnic Diversity	.414	.087	.386	4.754	.000

a. Dependent Variable: Employee Performance

Table 4-16:

Ranking of Independent Variables based on Standardized Coefficient, Beta

Independent Variables	Standardized Coefficients, Beta	Ranking
Ethnic Diversity	0.386	1
Age Diversity	0.173	2
Gender Diversity	0.159	3

From the above coefficient table, ethnic diversity is the first in the ranking and a more significant independent variable compared to gender and age diversity in this study because the t-value for this ethnic diversity is 4.754 and the p-value is .000 ($p < .01$). The p-value less than 0.01 shows that this independent variable is highly statistically significant in relation to employee performance. This further demonstrates that ethnic diversity is a more significant predictor of employee performance compared to other predictors which are age diversity and gender diversity. Moreover, ethnic diversity has the largest beta value, which is 0.386, and becomes the most significant influence on employee performance.

Furthermore, age diversity is the second significant variable, whose is t-value is 2.341 and p-value is 0.020 ($p < 0.05$), considered statistically significant towards

employee performance. Moreover, gender diversity, the third significant variable with a t-value of 2.089 and a p-value of 0.038 ($p < 0.05$), is also considered significant for employee performance. Age diversity is the second-highest predictor of employee performance with a beta value of 0.173, and gender diversity is the third-highest predictor of employee performance with a beta value of 0.159. Thus, age and gender diversity are only contributing less to employee performance, but ethnic diversity is contributing more to employee performance. Therefore, there is a high and significant relationship between ethnic diversity and employee performance, while there is a significant relationship between age and gender diversity towards employee performance.

4.4 Summary

As a summary, this chapter discussed the overall interpretation of the data collection from the targeted sample size to generalize towards the population. This chapter also explains in three sections, which are about demographic information's, central tendency measurement of constructs, and inferential analysis used to test the research hypothesis, while also using multiple linear regression analysis to understand in detail the relationships between independent variables and dependent variables. The chapter also recognized which variables contributed more to employee performance.

CHAPTER FIVE

DISCUSSION AND CONCLUSION

5.1 Introduction

This research explores the effect of workforce diversity on employee performance in a selected food and beverage retail industry in Malaysia. This chapter presents the general assumptions based on the statistical findings and computations in Chapter 4. The key findings of the study discussed in this chapter compare the hypotheses tested and the results with those of past researchers. At the end of this chapter, we also discussed the study's limitations and future recommendations for more comprehensive research.

5.2 Discussion

This section replies to the research questions that were built in Chapter 1 previously, discusses the three hypotheses that developed in Chapter 2, and also discusses the findings in Chapter 4. The discussion on findings started as follows:

5.2.1 Relationship between age diversity and employee performance

The hypothesis created was accepted, which is that there is a significant relationship between age diversity and employee performance, as discussed by previous scholars. The finding in Chapter 4 shows that there is a significant positive relationship between age diversity and employee performance by indicating the Pearson correlation and p-value ($r = .548$, $p < .01$). Even though the relationship between age diversity and employee performance is moderate, it still indicates a positive

relationship. Therefore, there are many organizations welcoming varying age groups of individuals to collaborate to increase other employees' productivity, which indirectly helps boost employee performance. The organization should allow elders to work till retirement age because elder staff can be a mentor and guide to a fresh graduate staff, and elder staff know all the processes and procedures of the organization. Meanwhile, some organizations have thoughts that elder staff easily fall sick, and due to elder staff working long years in the organization, there is no opportunity for young people to join the organization to develop creativity in the organization.

Moreover, the above statement has also been supported by other scholars, who believe that age diversity benefits the workplace and is positively correlated with worker performance. This statement was supported by Omotayo (2020) that employee performance is positively impacted by age groups in an organization by sharing knowledge of the work, technologies, talents, and opportunities. Also, this scholar said that a workforce with diversity is more inventive and creative than one with homogeneous age groups. Omotayo (2020) also shared that it is important for an organization to handle age diversity in a positive way to provide advantages to the organization because more age groups might also have misunderstandings and overwhelming information, which create conflicts between employees. Therefore, it is vital to manage the labor force diversity in an organization to be balanced in both ways.

Furthermore, Mohammad (2021) also agreed that age diversity improves employee performance in the workplace by having elder staff as mentors, sharing experience, and guiding younger staff. But Mohammad (2021) also declares that the nature of the business makes it important to have age diversity among employees because technology-related businesses might make older employees lack knowledge

compared to newer staff. But older employees are more helpful at the paper work site due to having more experience in this section. Besides that, Lee (2020) disagreed with the statement that diverse age groups have a positive effect on employee performance, as Lee (2020) believes that diverse age groups might create issues in organizations and that communication between employees is less effective compared to similar age groups. Thus, Lee (2020) suggests that employees improve their performance by sharing knowledge with similar age groups of people.

Next was Akpakip (2017), who agreed and claimed that age diversity has a favorable impact on employee performance. This is because the Akpakip (2017) study knows that employees at Bank Nigeria are happy and feel comfortable working with heterogeneous age groups compared to similar age groups. The studies also show that the majority of employees accept age diversity in the workplace and adopt it. Consequently, many scholars agree that age diversity positively affects employee performance, but some scholars also argue that age diversity has a negative impact on employee performance. Thus, the positive or negative impact is based on some other reasons, while this study supports the idea that age diversity positively impacts employee performance. Therefore, it is good to have age differences in organizations, especially in the F&B retail industry, to improve employee performance by sharing their knowledge with each other. This study accepted the hypothesis that there is a significant relationship between age diversity and employee performance.

5.2.2 Relationship between gender diversity and employee performance

The hypothesis was accepted in the analysis, which is that there is a significant positive relationship between gender diversity and employee performance, as indicated by the Pearson correlation and p-value ($r = .551$, $p < .01$). This result

demonstrates that gender diversity has a moderately positive and significant relationship with employee performance. Gender diversity is also important for an organization to share values and knowledge. Similar genders might lack creativity and innovation, but mixed or diverse genders are more creative and innovative while also sharing the workload equally. Nowadays, female workers are more than males, whereby most of the heavy-duty work is also done by females, similar to males. Therefore, gender diversity is important in an organization for many reasons, such as providing alternative choices, helping in the decision-making process, sharing talents, exchanging knowledge, and so on.

There are also many scholars who agree and accept that gender diversity has a positive influence on employee performance. There is also one study that concerns LGBT (lesbian, gay, bisexual, and transgender) employees in the United States by Cletus (2018), which claims that mixed genders provide advantages to the company while LGBT employees contribute unique perspectives, skills, and experiences with other colleagues. This is because, through birth itself, LGBT people are unique and have their own talents in all the work they carry out, but society disrespects them because they are not similar to others. The society and organization should encourage LGBT people to join the company by providing a better environment for them. This benefits the company by having more unique outputs for the business, which also increases the image and reputation of the organization. Cletus (2018) also shared that gender diversity impacts employee performance in a positive or negative way, but it all depends on the organization and how the management manages the diversity attitudes in the working areas. Thus, Cletus (2018) agreed that gender diversity should include LGBT people in addition to males and females.

Furthermore, Omotayo (2020) also agreed with the statement that gender diversity has a significant influence on individual and organizational performance, based on a simplification from the study carried out in Nigeria. Omotayo (2020) claims in the study that in Nigeria, gender diversity is divided based on job responsibilities, such as men being in a higher position while women being assigned to the customer service department because they believe that men are stronger, powerful, and suit high status, while women are too soft and caregiving, which makes them a suitable person for the customer service site. Omotayo (2020) also shares that the power of different genders should be utilized accordingly based on the individual and not by assuming based on gender. This is because not all women are soft; there are some who are stronger than men, while women are also naturally stronger because they can bear the pain of childbirth. Thus, generalizing individual strength based on gender is actually not suitable for everyone, but Nigeria's culture might be that following the task depends on gender.

Next, Mohammad (2021) also agreed with the statement that gender diversity has a significant impact on employee performance by proving it through the study of hotel management. The hotel sector believed that male employees are more suitable to work in hotel management sites compared to females because females have more conflicts if they work under pressure, while males are willing to work in the hardest circumstances. To breakdown this belief, the hotel management has created opportunities for females to join the hotel sector, which provides an advantage for the hotel management. Females also work similarly to men and provide input in the decision-making process, which increases productivity. Therefore, Mohammad (2021) highlights that diverse gender teams performed better at problem-solving and making decisions than gender homogeneous teams did. Muhammad (2021) also concludes that

gender diversity impacts employee performance based on the type of industry or business.

Lastly, Anyango (2019) also agreed that gender diversity impacts employee performance. Anyango (2019) also proposed that the organization should manage the workforce diversity strategically to achieve the organizational goals because the management should create an environment of accepting a diverse workforce. Therefore, in order to prevent workplace discrimination, it is advisable for the organization to provide or practice gender equality among all employee levels. Hence, gender diversity is important to be managed in the F&B retail industry to achieve higher productivity because gender differences also provide alternatives to the industry. This study accepted the hypothesis that there is a significant relationship between gender diversity and employee performance.

5.2.3 Relationship between ethnic diversity and employee performance

Ethnic diversity is common in most countries, including Malaysia, due to the multiracial society living in this country. Even though Malaysia is a multicultural country, involving other people from other countries to work together is the hardest to accept by Malaysians, and accepting Malaysian culture is also difficult for other foreigners. This study focused on ethnic diversity because, in this selected F&B industry, Malaysians and Nepalese have adopted and are working in it. Therefore, the hypothesis created was accepted, which is that there is a significant relationship between ethnic diversity and employee performance, but most of the previous study scholars discussed that there is no impact between ethnic diversity and employee performance. The findings in Chapter 4 also show that there is a significant positive relationship between ethnic diversity and employee performance, as indicated by the

Pearson correlation and p-value ($r = .622$, $p < .01$). Even though the relationship between ethnic diversity and employee performance is moderate, it still indicates a positive relationship. Ethnic diversity is important to be considered by management because similar ethnic groups might provide moderate energy, but different ethnic groups might deliver unique ideas to the team or organization to achieve the goals.

Furthermore, this study accepted the significant relationship between ethnic diversity and employee performance, but most of the scholars have claimed that ethnic diversity has no impact on employee performance. Cletus (2018) agreed that there is no relationship between ethnic diversity and employee performance because, based on Cletus (2018) studies, diverse ethnic groups increase stereotypes, workplace harassment, and isolation, which decrease the performance of employees due to facing several issues in the workplace. Thus, Cletus (2018) claims that ethnic diversity has a negative impact on employee performance if the organization does not manage the diverse workforce accordingly between employees.

Moreover, Mohammad (2021) also agreed to Cletus (2018) statement, which is that there is no relationship between ethnic diversity and employee performance because, based on Mohammad (2021) studies, the performance of the employee depends on individual ability, while ethnic diversity does not contribute towards the work in the hotel sector. This is because the study carried out at the hotel demonstrates that diverse ethnic groups create negative impacts that also weaken team collaboration. Hence, the management should handle the diverse ethnic group appropriately to avoid any miscommunication between them.

Next, Selvaraj (2015) also supports that there is no significant relationship between ethnic workforce and employee performance because previous research in the manufacturing industry in Singapore reveals that Singapore has a diverse workforce

environment, which everyone is aware of. Thus, in Singapore, being diverse is not an issue, while the performance of an organization depends on the individual's working style, as the citizens have already accepted a diverse environment no matter what their ethnicity or nation.

Lastly, Akpakip (2017) also supports Selvaraj (2015) findings that ethnic diversity does not impact or be beneficial for employee performance in banking factors in Nigeria. Akpakip (2017) study also discloses that there are diverse ethnicities working at Bank Nigeria, but it does not affect the way they perform duties. Thus, most of the studies claim that there is no significant relationship between ethnic diversity and employee performance because most organizations believe that performing their tasks does not depend on diverse ethnicities, while performance can be enhanced through individual skills and knowledge.

But this study changed the generalization of previous scholars, which is that in this F&B industry, there is a significant relationship between ethnic diversity and employee performance because, due to the analysis, it's shown that there is a moderately positive relationship between ethnic diversity and employee performance. Thus, the mix of Malaysian and Nepalese was providing benefits to the organization, as Nepalese also accepted the Malaysian culture and worked together with Malaysians to improve their personal performance, which also increased their working performance. This study revealed that welcoming Nepalese into this F&B industry benefits the organization by increasing productivity in cafés.

5.3 Implication of the study

The conclusions drawn from this study address a significant knowledge gap and offer valuable insights into the connection between workforce diversity and employee performance in the selected F&B industry in Malaysia. Consequently, this analysis is vital in revealing the primary motivators behind adopting diversity.

Besides that, more awareness needs to spread among management about the inclusion of diversity. There are lots of benefits to individuals who adopt a diverse workforce, such as improved performance, productivity, and increased efficiency levels due to innovative advancements that gives the F&B industry a competitive advantage.

An organization must embrace a more diversified labor pool in order to attract top talent. Secondly, in order to properly manage a customer base that is becoming more and more diverse, businesses operating in a global economy must have a diversified workforce. Therefore, having a diversified staff might result in a larger market share, whereas having a homogenous workforce can result in a smaller market share (Michele, 2004). Additionally, a diverse workforce fosters innovation, creativity, and better group problem solving, all of which raise an organization's performance and competitiveness. Regardless of the financial consequences, it is just the morally and ethically correct thing for corporations to promote diversity in the workforce in a multicultural society (Michele, 2004). It is obvious that diversity management is critical for every firm, particularly in the service sector, where stakeholders and customers can assess performance. According to Michele (2004), the growing focus on diversity management is a natural result of both demographic shifts and a global economy. Therefore, the F&B industry can reap significant benefits by successfully achieving a diversified workforce.

5.4 Limitations of the study

The researcher ran into a few obstacles when doing this research. The first constraint of this study is the generalization of the samples to the population. The total participants of 233 employees may not be as representative compared to a larger sample size. This is because the selected F&B industry did not cooperate fully because the researcher could not get a full list of employees while the company only allowed the researcher to complete the survey with the willingness of the employee. This is because the company could not force the employees to complete the survey since this survey is not official from the global company and was only carried out for study purposes. Due to the fact that the researcher could not get full details of employees, researcher used non-probability sampling, which is convenience sampling, to collect data from employees. Thus, this data could not be generalized because some employees only willingly participated in this study. Therefore, in order to draw a more generalized conclusion, it is important to obtain the entire list of employees to be researched.

Next, there is a limitation in this study in terms of the respondents' participants because the researcher only sends the survey linked to the café that has Nepalese workers and mixed Malaysians because most cafés only have locals of the same ethnicity working, which might differ from the findings due to the title of the study itself, which should be focused on a diverse workforce. This matter quite challenged the researcher to find out the cafés with a diverse workforce to share the link. This study was not conducted on a large scale because some cafés did not practice a diverse workforce and had limited workforces. So, this survey was conducted in a smaller range, and only a targeted sample was involved in this study to adhere to the study purpose.

Moreover, the researcher also realized that there were some respondents who were not aware when answering the survey. Maybe this is because this survey is not conducted under organizational concerns, and the employees might have an opinion as it is just a survey to be filled out as requested by the researcher. The researcher also experienced language barriers with Nepalese workers and some locals because some of them are not good at English and might not really understand the items in the survey. It is possible for respondents to choose the incorrect information in the questionnaire and misunderstand the questions. Thus, researcher have helped some employees who referred regarding the survey questions. But misinterpreted questions and unstructured responses may lead to unreliable research results. The researcher also had difficulties finding related articles due to time and money constraints. Many research publications that are important to this study are not readily accessible to the researcher. Consequently, allocating more resources is time-consuming and may impede the advancement of this project. Even though the researcher faced obstacles, still completed the study successfully.

Finally, the researcher realized that the elements or independent variables in this study were also one of its limits because employee performance is influenced by a wide range of other circumstances. The R square results presented in Chapter 4 indicate a value of 0.422, signifying 42.2% of the variance in employee performance attributed to the three research variables: age, gender, and ethnic diversity. There were 57.8% of employee performance data that was left out of this analysis. Consequently, this finding indicates that there exist additional factors that may impact the variation in employee performance but were not examined in this investigation.

5.5 Recommendation / Suggestion for future direction

Here are some suggestions that may be helpful for future directions. This research was carried out in a quantitative research design, but future studies can carry out this research in mixed methods, which include qualitative methods by interviewing related respondents and quantitative methods by collecting data through surveys. The mixed methods of research design provide more accurate and exact data, but it is also necessary to consider the study population. The researcher recommends a qualitative approach because the interviewer can deeply understand the level of changes in employee performance due to a diverse workforce. This also helps to generalize the population based on the findings.

Furthermore, this study only analyzed the relationship between age, gender, and ethnic diversity and employee performance, which is a limited variable. Hence, we can also add more variables that support employee performance to find out which factors influence employee performance more. The researcher would also like to suggest doing bilingual questionnaires to make it easier for respondents of mixed ethnicities to complete the survey. To create more convenience for the respondents, the researcher can also create the questionnaire depending on the respondent's language, which avoids the respondent's misinterpretation of the questions.

The next step is to increase the number of participants and the samples being drawn. Subsequent researchers can concentrate on samples that yield an exhaustive list of potential participants and use more effective sampling techniques, including simple random sampling. This guarantees that each person in the population has the same chance of being chosen, and it is also advised to get a larger sample size than what is used in this study. As a result, the samples can be applied to the population under study by the researchers.

5.5 Conclusion

This study was completed successfully on the topic of assessing the impact of workforce diversity on employee performance in a selected F&B industry in Malaysia. This study focused on the selected F&B industry because this F&B recently had mixed people, which created a new environment for the employees. Therefore, the study carried out to identify the diverse workforce based on age, gender, and ethnicity impacts positively or negatively on employee performance because there is no survey made based on workforce diversity and employee performance. Ultimately, the results show that there is a positive impact on the diverse workforce and employee performance. This impact can be seen in the quality of the work done by employees and in increases in sales. The research method employed for this study was distributing questionnaires via Google link to targeted respondents, who received up to 233 replies. The analysis was made to generalize the conclusion that there is a significant relationship between age, gender, and ethnicity and employee performance.

Moreover, based on the findings, it is evident that employee performance in this selected F&B retail industry is significantly impacted by workforce diversity, which includes diverse age, gender, and ethnic groups of employees. This study's objectives were acceptable and answered the research question, while the hypothesis developed in the chapter literature review was also accepted as there is a significant relationship between workforce diversity (age, gender, and ethnicity) and employee performance. Therefore, this research paper can be a guideline for future researchers on this topic while also adding some limitations and recommendations to be considered in future studies.

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Appendix

Appendix A

TABLE 1
Table for Determining Sample Size from a Given Population

<i>N</i>	<i>S</i>	<i>N</i>	<i>S</i>	<i>N</i>	<i>S</i>
10	10	220	140	1200	291
15	14	230	144	1300	297
20	19	240	148	1400	302
25	24	250	152	1500	306
30	28	260	155	1600	310
35	32	270	159	1700	313
40	36	280	162	1800	317
45	40	290	165	1900	320
50	44	300	169	2000	322
55	48	320	175	2200	327
60	52	340	181	2400	331
65	56	360	186	2600	335
70	59	380	191	2800	338
75	63	400	196	3000	341
80	66	420	201	3500	346
85	70	440	205	4000	351
90	73	460	210	4500	354
95	76	480	214	5000	357
100	80	500	217	6000	361
110	86	550	226	7000	364
120	92	600	234	8000	367
130	97	650	242	9000	368
140	103	700	248	10000	370
150	108	750	254	15000	375
160	113	800	260	20000	377
170	118	850	265	30000	379
180	123	900	269	40000	380
190	127	950	274	50000	381
200	132	1000	278	75000	382
210	136	1100	285	100000	384

Note.—*N* is population size.
S is sample size.

Appendix B

Rules of Thumb about Correlation Coefficient Size

Coefficient range	Strength of Association
± 0.91 to ± 1.00	Very strong
± 0.71 to ± 0.90	High
± 0.41 to ± 0.70	Moderate
± 0.21 to ± 0.40	Small but definite relationship
± 0.01 to ± 0.20	Slight, almost negligible



Appendix C



The Effect of Workforce Diversity on Employee Performance

Dear participants:

Thank you for agreeing to take part in this survey. I am Harshini, student from Universiti Utara Malaysia taking Master of Human Resource Management doing research on the effect of workforce diversity on employee performance in a selected food and beverage retail industry in Malaysia.

It is expected that this questionnaire takes about 10 minutes to complete. All information provided will be handled with utmost confidentiality and used for academic purposes only. The period of this survey will be for 2 weeks.

If you have any questions regarding this survey or the research, feel free to reach me at harshini1806@gmail.com. Your cooperation is highly appreciated. Thank you for your time and consideration.

Yours sincerely,

Harshini Sandrasegar



Section A: Demographic Information

Please specify your answer by placing a (✓) on the relevant answers provided.

The following questions will be used only in determining our sample demographics.

1. Gender

- ☐ Male
- ☐ Female

2. Age

- ☐ 18 – 20
- ☐ 21 – 30
- ☐ 31 – 40
- ☐ 41 – 50

3. Ethnicity

- ☐ Malay
- ☐ Chinese
- ☐ Indian
- ☐ Nepalese
- ☐ Others

4. Work Experience

- ☐ 0 – 1 years
- ☐ 2 – 5 years
- ☐ 6 – 10 years
- ☐ More than 10 years

5. Position in the organization

- ☐ Café Managerial Level
- ☐ Café Supervisory Level
- ☐ Team Member / Barista



Section B: The Workforce Diversity based on Gender, Age and Ethnicity.

Please decide on the most appropriate opinion or response using the scale below based on your views.

- (1) Strongly Disagree (SD)
- (2) Disagree (D)
- (3) Neutral (N)
- (4) Agree (A)
- (5) Strongly Agree (SA)

i. Gender

No	Items	SD	D	N	A	SA
1.	My organization does not discriminate employees based on gender during the recruitment process.	1	2	3	4	5
2.	My organization does a good job of attracting and hiring women.	1	2	3	4	5
3.	Fair treatment is given to all employees, whether they are male or female.	1	2	3	4	5
4.	Opportunities for growth and advancement exist for women in our organization.	1	2	3	4	5
5.	A career development that includes women is encouraged in our organization.	1	2	3	4	5
6.	My organization provides training and development programs equally to all employees regardless of gender to improve our skills.	1	2	3	4	5
7.	Women are also involved equally as men in the organization's decision-making process.	1	2	3	4	5
8.	The job performance criteria will be calculated fairly for male and female employees in my organization.	1	2	3	4	5
9.	I am positive about gender diversity in this workplace.	1	2	3	4	5

ii. Age

No	Items	SD	D	N	A	SA
1.	This organization provides me with equal opportunities for training and career development.	1	2	3	4	5
2.	My team leaders include all members at different ages in the problems-solving and decision-making process.	1	2	3	4	5
3.	The age differences in work groups might cause conflict.	1	2	3	4	5
4.	At work, I experience a lack of bonding with co-workers of different age groups.	1	2	3	4	5
5.	I am positive about the age diversity in this workplace.	1	2	3	4	5

iii. Ethnicity

No	Items	SD	D	N	A	SA
1.	My organization does a good job of attracting and hiring minorities.	1	2	3	4	5
2.	Opportunities for growth and advancement exist for minorities in my organization.	1	2	3	4	5
3.	My organization concerns about the employee's customs, cultures, and values.	1	2	3	4	5
4.	Different languages that are used to communicate do not create issues among us (employees).	1	2	3	4	5
5.	At work, I developed a low self-esteem due to my ethnicity.	1	2	3	4	5
6.	The ethnicity differences in education background do not encourage conflicts with my colleagues.	1	2	3	4	5
7.	The team leader includes all members of different ethnicities in the problem-solving and decision-making process.	1	2	3	4	5
8.	I am positive about ethnic diversity in this workplace.	1	2	3	4	5

Section C: Employee Performance

The following questions concern how you view your own performance. Please use the scale below to select the most appropriate opinion or response based on your experiences and understanding.

(1) Strongly Disagree (SD)

(2) Disagree (D)

(3) Neutral (N)

(4) Agree (A)

(5) Strongly Agree (SA)

No	Items	SD	D	N	A	SA
1.	I enjoy my tasks and my division's work approach.	1	2	3	4	5
2.	I am committed to the mission and direction of my organization.	1	2	3	4	5
3.	I am motivated to complete the task that is assigned to me.	1	2	3	4	5
4.	I cooperate well with my colleagues of different ethnicities.	1	2	3	4	5
5.	Opposite gender can perform well, and I enjoy working with them.	1	2	3	4	5
6.	My performance level affects my salary level.	1	2	3	4	5
7.	I am satisfied with my current salary level.	1	2	3	4	5
8.	I am given the chance to try my own method of doing the job.	1	2	3	4	5
9.	By learning more skills through courses and training, I can improve my performance.	1	2	3	4	5
10.	Good employee performance is important for the future growth of my organization.	1	2	3	4	5

END OF QUESTIONNAIRE. APPRECIATE YOUR ANSWER.

THANK YOU.