

The Interactive Effects of Disability, Age, and Gender on Organization Performance at Telecommunication Sector Companies

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Abstract: Diversity in human resources can contribute to success if used effectively; on the other hand, diversity in the workplace could become the polar opposite if it is strategically controlled, disregarded, and lacks essential resources. This research aims to look into the elements that positively influence organizational performance and employees' performance regarding age, gender, and disability diversity. The study was based on data collected through a questionnaire. The primary method for gathering data was through a survey questionnaire distributed to all telecommunication companies in Jordan. Descriptive analysis, a reliability test, a correlation matrix, and linear regression were used to obtain the results; we also use a qualitative methodology to carry out an extensive analysis of the existing literature, using numerous databases, including Science Direct, Springer, Google Scholar, JSTOR, and Elsevier, to make a global comparison involving diversity and organizational performance. The outcomes revealed that diversity in age, gender and disability is prevalent in Jordanian telecommunication companies. Moreover, the results indicated that diversity support positively affected organizational performance as mediated by employee performance. The results supported all the hypotheses. The findings showed a favourable correlation between all variables, and the authors found that gender, age, and disability diversity could effectively influence organizational performance.

Keywords: diversity; performance; gender; age; disability; survey

Introduction

Ever since the late 19th Century, and continuing right up into the 21st Century, diversity management has received much attention from researchers because it has such a significant impact on the growth of working systems, production, and organizational performance. People are different due to differences in gender,

culture, colour, and other social, physical, and psychological traits. Organizations in the twenty-first century are undoubtedly becoming increasingly multicultural workplaces for communication. Consequently, a company or organization must deal with different people and various perspectives and be well-prepared to manage a business locally and globally. Many companies and organizations want to implement a diversity management program because it provides a competitive advantage [1]. Therefore, workplace diversity is essential to organizational leaders due to the dynamics and fluctuation of the business environment. Countless researchers have tried to explain this change in the workplace. Current socioeconomic developments and growing globalization have led to the free movement of labor [2], resulting in a workforce that is more diverse than ever before [3]. Recently, employees have been flowing to organizations from varied backgrounds, inspired by different expectations. Diversity also presents a vital opportunity for organizations to innovate and improve performance, and organizational performance is a guideline that gauges the area in which a company fulfills its aims and objectives [4]. However, numerous empirical and theoretical research studies have found that diversity has a favourable effect on performance. Hence, when productivity, innovation, and employee satisfaction are taken into account, firms with a diverse staff typically perform better overall [5]. Organizational performance is associated with product or service quality, innovation, customer happiness, employee retention, employee relationships, and management employee relations [6]. For businesses and nonprofit organizations, organizational effectiveness is the most important concern. Based on what has been mentioned earlier, this study intends to set up an integrated framework covering diversity at work and organizational and employee performance as a mechanism to improve and enrich companies' performance and analyse the extent to which age, gender, and disability diversity are used, and their influence on organizational and employee performance in Jordanian telecommunication companies. This paper also seeks to ascertain whether Jordanian telecommunication companies are involved in strategically managing diversity. The second objective is to investigate how diversity management practices affect organizational and personnel performance. The second part of this research paper provides a brief survey of the variables considered in this study, discussing the development of the four hypotheses and addressing them in detail. In the remaining sections, the methodology used in this study and the data collection and analysis steps for the hypothesis test are presented, as well as a global comparison of the effect of diversity on organizational performance in countries around the world. Finally, the paper presents conclusions, discussions, outcomes, and suggestions for the direction of upcoming and further research.

Additionally, in today's interconnected world, the dynamics of disability, age, and gender within organizations have far-reaching implications. Understanding their interactive effects is crucial for maximizing organizational performance on a global scale. Across continents and cultures, diversity in the workforce is increasingly recognized as a driver of innovation, productivity, and

competitiveness. Embracing differences in ability, age, and gender fosters a richer pool of perspective and talents, essential for thriving in diverse markets.

1 Literature Review

1.1 Diversity Concept Definitions

Diversity and inclusion are the main pillars on which 21st Century organizations build their mission strategies. So, according to current research, in order for diversity policies to be more successful in enterprises, the emphasis should switch to inclusivity and inclusion [7], as decisions made by diverse and inclusive teams are better, more influential, and more productive [8]. According to [9], worker diversity, in its broadest sense, refers to the differences and variability among employees of a company in terms of their race, age, ethnicity, cultural background, talents, religion, gender, sexual orientation, language, education, way of life, beliefs, and physical appearance, as well as their financial situation. In addition, diversity, which also means being different, is the state of being unique [10]. Diversity in the workforce is a phenomenon experienced globally. Moreover, [11] has proposed that diversity inclusion is a vital issue to which every company must give importance, as the effectiveness and productivity of the organization will be impacted by this.

1.2 Diversity at the Workplace

As we have mentioned, diversity can be classified under five headings; in this study, we focus on three types: age, gender and disability. A growing number of empirical studies that examine the effects of an age-diverse workforce on the organizational level of analysis have been produced in the field of organizational behavior and management as a result of research responding to these demographic problems. Therefore, depending on the situation and psychological processes, age diversity can have quite varied effects [12]. In the specific example of age diversity, teams or businesses may benefit from greater social capital, expressed via superior and better decision making due to the supplemental knowledge and competences of staff, both young and old [13]. Additionally, the domain's global orientation demonstrates that because gender diversity and inclusion have an overall impact on organizations, they are now essential for corporate success and growth. As a result, today's workers are more conscious of gender inequalities and the value of emphasising their performance for organizational development. Gender diversity has become a significant challenge for organizations. According to [14], gender issues and workplace discrimination against women have received

a great deal of attention in recent decades. Worldwide occurrences of gender issues and disability awareness are growing.

There are several ways to define disability. People with long-term physical, psychological, intellectual, and sensory impairments confront a variety of challenges and are prevented from fully and effectively participating in society on the basis of equal rights, according to the United Nations Convention on the Rights of People with Disabilities [15] [16]. Influenced by interactions between health conditions and environmental circumstances, according to the World Health Organization's definition, disability involves an impairment, a restriction on activity, or an inability to participate in an activity [17]. The literature on the benefits and successes of recruiting individuals with disabilities is increasing and expanding, despite many employers having misconceptions and concerns regarding the barriers to recruiting and retaining people with disabilities [18]. Combining this body of literature can demonstrate the benefits of employing people with disabilities and, ultimately, change attitudes about them. From a wider perspective, diversity in human resources, which includes disability inclusion, is acknowledged as a means of ensuring the competitiveness and sustainability of companies [19]. However, HR procedures should respect employee diversity and encourage the inclusion of employees with disabilities in order to foster the well-being and performance of such employees [20]. Furthermore, it is critical to develop other techniques for encouraging inactive people with disabilities to look for work and promote employment among people with disabilities which is acceptable to both employers and disabled employees [21]. Additionally, both the growth of the firm and the development of its employees depend on diversity. In order to recruit, develop, retain, and manage a diverse workforce, diversity in human resources management is essential [22].

1.3 Linking Workplace Diversity to Organizational Performance Improvement

One of the critical issues for all organizations is firm performance, which has been addressed in the past [23]. Performance is an indicator that defines the company's current position, how operations are going, and whether the organization is successful. Particularly likely to have a favorable impact on organizational performance is a climate of diversity and inclusion [24]. Performance is the objective of any organization because organizations can grow and progress through performance. Organizations work hard to create a work environment that inspires staff to give everything and boost productivity and profitability. Regardless of the industry, all organizations consider employee performance extremely important. Maintaining high performance becomes more complex as organizations diversify [25]. As a result, human resource management must be diverse, attracting, developing, retaining, and managing a diverse staff [26]. According to [27] organizations with a diverse workforce tend to have higher

levels of organizational performance, as measured by factors such as productivity, innovation, and employee satisfaction. Several studies have revealed a favorable and strong correlation between organizational, employee, and diversity success. Diversity can give a company a prolonged competitive edge, resulting in improved performance, according to researchers who consider it a competitive value [28]. Moreover, when a company has a variety of work teams or departments, the members of these teams have a variety of viewpoints and ideas, which allows them to generate fresh concepts, alternatives, and solutions, fostering creativity and innovation at work.

2 Hypotheses Development

2.1 Age, Gender, and Disability Diversity and Organizational Performance

In practically all group structures, including families, sports teams, and workgroups with members of various ages, age diversity is a valuable advantage. The demographic shifts in most industrialised countries are a severe problem for many organizations nowadays. In addition, we can see that companies face the reality of a workforce that is becoming older and more diverse in their workplace. Obviously in recent years, gender diversity in management has emerged as a "hot topic" [29]. [30] conclude that a company with a good balance of male and female personnel is more likely to be flexible with their responsibilities and perform better than one where one gender dominates. Nowadays, to survive in this competitive business world, every organization must consider the essential concerns of the long-term enhancement of the organization and revenue generation. Consequently, inclusion and gender workforce diversity are emerging as the guide components that might bring similar results. Therefore, after a review of the literature, it has been concluded that much research in gender inclusion and diversity has concentrated on its useful effect on an organization's growth. According to most available studies, people with impairments are not hired or retained by employers. Also, businesses that cater to all employees' needs, regardless of their disability status, might do better [31].

Thereby, the following hypothesis has been formulated:

H1. Workforce diversity (age, gender, disability) positively affects organizational performance.

2.2 Age, Gender, and Disability Diversity and Employee Performance

An employee is a valuable resource (asset) of the organization. The effectiveness of the organization's workforce determines whether it succeeds or fails. According to previous studies and research on workforce diversity, it can either be beneficial or harmful to employee performance in an organization; when an organization's climate promotes workforce diversity, employee productivity will always rise. Furthermore, these organizations need a diverse workforce to operate the business effectively. This can be accomplished by selecting, educating, and retaining workers from a range of backgrounds, regardless of race, gender, age, ethnicity, nationality, language, religion, functional ability, educational background, or disability [32]. There has been a lot of focus on gender diversity in the workplace and how it affects business performance. It is noteworthy that a number of theoretical frameworks contend that gender diversity might enhance business effectiveness. The fundamental premise is that gender diversity affects business performance by bringing varied information, experience, beliefs, and leadership philosophies to the table [33] [34]. Therefore, workforce diversity is a significant factor influencing employee performance [35]. In light of this, diversity presents organizations with significant opportunities to innovate and improve their performance both at home and abroad. Additionally, it is clear that promoting diversity and inclusion in organizational teams is an excellent strategy for enhancing originality, inventiveness, zeal, and organizational effectiveness [36]. Therefore, the researchers proposed the following hypothesis:

H2. Workforce diversity (age, gender, disability) positively affects employee performance.

2.3 Employee Performance and Organizational Performance

One vital source of employee performance is workforce diversity; if organizations decently manage employees' diverse considerations, they can achieve competitive advantage and organizational effectiveness. Indeed, the more diverse the workforce, the greater the social interaction among employees, which leads to improved employee performance and, as a result, improved organizational performance. In addition, [37] examined the impact of employee performance influenced by workforce diversity and discovered that employee performance was significantly and favourably impacted by age and gender diversity. Employee performance refers to how well a person performs; if a person fits the job's requirements, they are evaluated in terms of productivity, efficiency, and effectiveness [38]. Therefore, the study hypothesised that:

H3. Employee performance has a positive direct effect on organizational performance.

2.4 Age, Gender, Disability Diversity, Organizational Performance, and Employee Performance

The effects of gender, age, diversity, and organizational performance are moderated by employee performance, according to [37]. By providing employees with merit-based employment where they may put their skills to use for greater job performance, workforce diversity management in this method aids in maintaining a positive work environment [39]. According to [40], employee performance is influenced by workforce diversity. There have been several valuable research studies on the impacts of age, gender, ethnicity, caste, color, race, religion, culture, disability, and personality qualities of the workforce on organizational performance [41]. However, there has not been much research on how the elements above affect employee performance. Moreover, because organizational policy has a significant impact on an employee's performance, employee diversity, therefore, will have a positive effect on the workforce, and internal and external motivators will be available to them, assisting in employee cooperation and development. Therefore, the study hypothesized that:

H4. Employee performance mediates workforce diversity (age, gender, disability) on organizational performance.

3 Material and Methods

3.1 The Telecommunications Sector in Jordan

With reference to a report issued by the Telecommunications Regulatory Commission (TRC), the Jordanian telecommunications sector is among Jordan's most vital sectors. Its contribution to Jordan's Gross Domestic Product (GDP) is significant and influential in supporting the Jordanian economy. In addition, the telecommunications sector plays an essential role on a regional and global level [42].

Over the last few years, the Jordanian telecommunications sector has experienced rapid expansion. Jordan has one of the fastest-expanding telecom markets in the world. The region's markets, Jordan's economy and its image have shifted from a slow-growing low-income country to a fast-growing high-income country due to this growth of a much-desired market for new inventive investors in the digital industry. The IT services market likewise is evolving and stabilising the country's economy [43]. This industry has advanced significantly over the last few decades. According to research which gathered and analysed data for various companies, the telecommunications and information technology sectors, which employ many

Jordanians, have contributed significantly to the country's exports. Domestic revenues have surpassed hundreds of millions of dollars. As a result, the industry has emerged as a leader. In 1995, the Zain Jourdan company revolutionized telecommunications in Jordan by introducing a global system for mobile communications into the country. Zain quickly became the foremost telecom company in Jordan. Zain is considered the leading supporter of different sectors: education, youth, health and sports. The Zain Group is one of the leading companies in the field of mobile communications in the Middle East and Africa, and it enjoys a distinguished geographical spread, with a presence in 7 countries. In order to develop the Kingdom's information technology and telecommunications industries, the Orange Jordan Telecommunications Group, Jordan, was initially established in 1996. The business was privatised in 2000 to become a division of the massive international telecom Orange, which operates in 26 nations and important markets. The fixed-line, mobile, and Internet businesses were combined into one business in 2007 and were named Orange. With a large selection of fixed, mobile, Internet, and data services to meet the personal and professional needs of an expanding residential and business base of about 3.2 million customers across Jordan. Umniah is notable as the most reputable and rapidly expanding telecommunications company in one of the most competitive markets in the area. Umniah has established a significant position in the Jordanian telecom market since its start in June 2005 by providing premium mobile, internet, and business solutions while staying up-to-date with the most recent market developments and assuring customer satisfaction.

These companies (Zain, Orange, Umniah) were chosen for this study because they are the only accredited telecommunication companies in Jordan; in addition, the telecommunications sector in Jordan is significant and developed in the country.

3.2 Methodology

The primary goal of this study is to measure the impact of workforce diversity (age, gender, and disabilities) on organizational performance and the role of employee performance as a mediator variable. This section describes the method employed in conducting the research. In order to carry out the current study, the researchers use the quantitative approach: "Quantitative business research uses empirical evaluation to accomplish its study goals" [44]. A random sample method is adopted in the current research; this method is the most favourable in the business research field because it avoids bias and obtains results objectively; this method gives all objects in the population the same chance to be chosen for the analysis. The population of the study are those working in the telecommunications firms in Jordan (Zain, Orange, and Umniah). It is an adapted questionnaire given to department heads, managers, and employees at the targeted businesses (this research is a survey study). Each participant received a personal email along with the survey, and 227 people responded to the survey. The research

was cross-sectional and carried out in 2022. The total number of employees is 3200; using the formula of [45], the sample size is 344. The (227) samples were randomly selected from various sections of Jordanian telecommunication firms to accurately represent the targeted population of the current research, which was created with a Five Likert measure. This is considered the most favourable method for measuring the responses provided by the sample. They ranged from ‘strongly disagree’ to ‘strongly agree’ with the statements, giving weight to statistical considerations. Also the researchers use a systematic review methodology to study the relationship between workforce diversity and organizational performance in different countries.

Reliability

The Cronbach Alfa test was used to measure the reliability. Jnr and others (2007) indicated that Cronbach alpha values between 0.70 and 0.80 indicate high reliability; if the Cronbach value is between 0.60 and 0.70, the reliability is adequate, and if the value is less than 0.60, it indicates poor yet acceptable reliability.

Table 1
Reliability test results

| Constructs | Cronbach Alfa | Number of items |
|----------------------------|---------------|-----------------|
| Age diversity | 0.916 | 6 |
| Gender diversity | 0.711 | 6 |
| Disabilities diversity | 0.894 | 4 |
| Employee performance | 0.865 | 6 |
| Organizational performance | 0.882 | 6 |

Table 1 shows the reliability values of the variables, ranging from 0.711 for gender diversity to 0.916 for age diversity, which means the questionnaire has high reliability.

3.3 Characteristics of the Data

This section describes the respondents’ demographic data; it includes gender, age, place of work, educational level, job position, and work experience.

Table 2
Characteristics of data

| Demographic profile | Frequency | Percentage |
|---------------------|-----------|------------|
| Gender | | |
| Male | 99 | 43.6 |
| Female | 128 | 56.4 |
| Total | 227 | 100.0 |

| <u>Age</u> | | |
|---------------------------------|-----|-------|
| Less than 30 | 33 | 14.5 |
| 30-39 years | 108 | 47.6 |
| 40-49 years | 76 | 33.5 |
| 50 years and over | 10 | 4.4 |
| Total | 227 | 100.0 |
| <u>Place of work</u> | | |
| Zain | 128 | 56.4 |
| Orange | 46 | 20.3 |
| Umniah | 53 | 23.3 |
| Total | 227 | 100.0 |
| <u>Educational level</u> | | |
| Diploma or less | 13 | 5.7 |
| Bachelor | 186 | 81.9 |
| Master | 28 | 12.3 |
| Total | 227 | 100.0 |
| <u>Job position</u> | | |
| Employee | 157 | 69.2 |
| Division manager | 49 | 21.6 |
| Department manager | 16 | 7.0 |
| Vice president | 2 | .9 |
| Chief executive officer | 3 | 1.3 |
| Total | 227 | 100.0 |
| <u>Experience</u> | | |
| Less than 5 years | 31 | 13.7 |
| From 5 to 10 years | 82 | 36.1 |
| From 10 to 15 years | 59 | 26.0 |
| 15 years or more | 55 | 24.2 |
| Total | 227 | 100.0 |

In Table 2, it is clear that the proportion of women is higher than that of men by 12.8%, while respondents aged 30-39 years have the highest participation, at 47.6%. 56.4% of the respondents work for Zain, while 20.3% and 23.3% are from Orange and Umniah, respectively. As regards educational level, it is obvious that the majority of the respondents have a bachelor's degree; at the same time, no participants studied for a PhD. More than half of the respondents are working in the company's first line as employees (69.2%). The work experience categories do not show great differences, with 36.1% of the respondents having from 5 to 10 years' experience, 26% between 10 and 15 years', 24.2% more than 15 years', and 13.7% less than 5 years'.

Table 3
Correlations

| Variables | | Age_D | Gender_D | Disabilities_D | Employees_P | Organizational_P |
|------------------|-----------------|--------|----------|----------------|-------------|------------------|
| Age_D | Pearson Cor. | 1 | .543** | .103 | .585** | .352** |
| | Sig. (2-tailed) | | .000 | .000 | .000 | .000 |
| | N | 227 | 227 | 227 | 227 | 227 |
| Gender_D | Pearson Cor. | .543** | 1 | .371** | .510** | .490** |
| | Sig. (2-tailed) | .000 | | .000 | .000 | .000 |
| | N | 227 | 227 | 227 | 227 | 227 |
| Disabilities_D | Pearson Cor. | .103 | .371** | 1 | .422** | .527** |
| | Sig. (2-tailed) | .000 | .000 | | .000 | .000 |
| | N | .227 | 227 | 227 | 227 | 227 |
| Employees_P | Pearson Cor. | .585** | .510** | .422** | 1 | .558** |
| | Sig. (2-tailed) | .000 | .000 | .000 | | .000 |
| | N | 227 | 227 | 227 | 227 | 227 |
| Organizational_P | Pearson Cor. | .352** | .490** | .527** | .558** | 1 |
| | Sig. (2-tailed) | .000 | .000 | .000 | .000 | |
| | N | .227 | 227 | 227 | 227 | 227 |

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

The correlation analysis assisted in determining the relationship between the independent, mediated, and dependent variables. Pearson's correlation coefficient was used to demonstrate the relationship's direction, strength, and significance. Based on the results, Pearson's correlation of the variables is positive; age diversity has a positive correlation with employee performance ($r=0.585$, $P<0.01$) and with organizational performance ($r=0.352$, $P<0.01$). Moreover, gender diversity has a positive correlation with employee performance ($r=0.510$, $P<0.01$) and a positive relationship with organizational performance ($r=0.490$, $P<0.01$). Furthermore, the correlation between disability diversity and employee performance is $r=0.422$, $P<0.01$, and with organizational performance $r=0.527$, $P<0.01$.

4 Results

4.1 Descriptive Statistics

Table 4 illustrates the descriptive statistics of the study variables; the first column represents the variables of the study, which are, age diversity, gender diversity, disability diversity (independent variables), employee performance (the mediator variable), and organizational performance (the dependent variable). The second column indicates the mean value, the third column deals with the standard deviation values, and the N value is the number of respondents.

Table 4
Mean and Standard deviation of the variables

| Variable | Mean | Std. Deviation | N |
|------------------|--------|----------------|-----|
| Age_D | 3.2063 | 1.04408 | 227 |
| Gender_D | 3.7173 | .62342 | 227 |
| Disabilities_D | 4.0385 | .76091 | 227 |
| Employee_P | 3.9266 | .75241 | 227 |
| Organizational_P | 4.0830 | .57658 | 227 |

To analyse the study's hypotheses, the researchers used IBM SPSS version 25 to conduct multiple linear regressions to measure the independent variables' influence on the dependent variable.

Table 5
The regression results (workforce diversity and organizational performance)

| Model | Unstandardised Coefficients | | Standardised Coefficients | t | Sig. |
|----------------|-----------------------------|------------|---------------------------|-------|------|
| | B | Std. Error | Beta | | |
| (Constant) | 1.665 | .206 | | 8.067 | .000 |
| Age_D | .100 | .034 | .181 | 2.917 | .004 |
| Gender_D | .217 | .062 | .235 | 3.525 | .001 |
| Disabilities_D | .319 | .043 | .421 | 7.488 | .000 |

a. Dependent Variable: Organizational_P

The results in Table 5 indicate that workforce diversity represented by age, gender, and disability diversity affects organizational performance; the P-values of age, gender, and disability diversity are 0.004, 0.001, and 0.000, respectively; these values are lower than 0.05, which means that age, gender, and disability diversity predict the organizational performance. This allows us to accept the first hypothesis.

Table 6
The regression results (employee performance and organizational performance)

| Model | Unstandardised Coefficients | | Standardised Coefficients | t | Sig. |
|-------------|-----------------------------|------------|---------------------------|--------|------|
| | B | Std. Error | Beta | | |
| (Constant) | 2.405 | .170 | | 14.186 | .000 |
| Employees_P | .427 | .042 | .558 | 10.081 | .000 |

a. Dependent Variable: Organizational_P

The results in Table 6 show that employee performance significantly affects organizational performance, with a P-value of <0.05 , which can be considered a predictor of organizational performance. This leads us to accept the third hypothesis.

Table 7
The regression results (workforce diversity and employee performance)

| Model | Unstandardised Coefficients | | Standardised Coefficients | t | Sig. |
|----------------|-----------------------------|------------|---------------------------|-------|------|
| | B | Std. Error | Beta | | |
| (Constant) | .924 | .250 | | 3.769 | .000 |
| Age_D | .348 | .042 | .483 | 8.361 | .000 |
| Gender_D | .154 | .075 | .128 | 2.064 | .040 |
| Disabilities_D | .321 | .052 | .325 | 6.225 | .000 |

a. Dependent Variable: Employee_P

Table 7 shows that workforce diversity impacts employee performance as measured by age, gender, and disabilities. The P-values for age, gender, and disability diversity are 0.000, 0.040, and 0.000, respectively, which are less than 0.05, implying that age, gender, and disability diversity all predict employee performance. To test the mediation hypothesis for the current research, we used the computer software AMOS (v. 26) developed by Muller et al. (2014). We employed regression analysis to look at the effects of workforce diversity (age, gender, and disability) on organizational performance and the influence of employee performance as a mediator.

Therefore, the second hypothesis is accepted according to the results.

Table 8
Regression weights and mediation

| | | | Estimate | S.E. | C.R. | P |
|-------------|---|----------------|----------|------|--------|------|
| Employees_P | ← | Age_D | .348 | .034 | 10.105 | *** |
| Employees_P | ← | Gender_D | .154 | .058 | 2.673 | .008 |
| Employees_P | ← | Disabilities_D | .321 | .047 | 6.804 | *** |

| | | | Estimate | S.E. | C.R. | P |
|------------------|---|----------------|----------|------|-------|------|
| Organizational_P | ← | Employees_P | .229 | .053 | 4.335 | *** |
| Organizational_P | ← | Age_D | .021 | .033 | .627 | .530 |
| Organizational_P | ← | Gender_D | .182 | .046 | 3.917 | *** |
| Organizational_P | ← | Disabilities_D | .246 | .041 | 5.973 | *** |

In Table 8, the results explain the positive impact of the predictor variable on the predicted variable. The findings shown in the table indicate that age diversity has a positive and significant influence on employee performance ($P < 0.001$). Also, the estimation value is 0.348, which means that when the age diversity increases by 1 unit, the employee performance increases by 0.348. As for gender diversity, the estimation value is 0.154, and the P-value is 0.008, which is less than 0.01; this represents a significant predictor of employee performance. Regarding disability diversity, the outcomes illustrate the significant impact on the employee performance at $P < 0.001$, and the estimation value is 0.321. At the same time, the employee performance is considered a strong predictor of organizational performance in which the P-values are significant at 0.001.

4.2 Mediating Effect of Employee Performance on Age, Gender, Disabilities Diversity and Organizational Performance

Table 8 reveals that the influence of age diversity on organizational performance is completely mediated by employee performance. When employee performance is mediated, the effect of age diversity on organizational performance becomes insignificant or null ($P > 0.05$; estimate=0.021). In terms of gender diversity, employee performance partially mediates the influence of gender diversity on organizational performance, according to the findings. The estimation value is 0.182 and the P-value is < 0.001 ; in other words, gender diversity still significantly impacts organizational performance when the mediator (employee performance) affects it significantly. Regarding disability diversity, the results show that employee performance partially mediates the impact of disability diversity on organizational performance with an estimation value of 0.246. When disability diversity is raised by 1, the organizational performance increases by 0.246. The results in Table 8 confirm the fourth hypothesis, which proposes that employee performance has a mediation effect on workforce diversity and organizational performance. Furthermore, our results also match the point of view of our hypothesis with all the studies mentioned above in the literature review, in which we found that workforce diversity - particularly in terms of age, gender, and disability -, is considered a positive impact capability that can support organizational performance and employee performance, as well.

5 Systematic Review Methodology

Using a review technique, a literature review search was conducted (Table 9) on the relationship between workforce diversity and organizational performance in different countries between the years 2015 and 2020. The findings provided in this review give support for a significant positive relationship between workforce diversity and organizational performance.

Table 9 provides a general summary of selected literature, as well as the major findings, and highlights the countries featured in the research

Table 9
Summary of Systematic Review Methodology

| Author /Year | Country | Key Findings |
|-----------------------------------|---------------|---|
| [46] (Choi et al., 2017) | Korea | This study offers empirical insights that focus on the diverse consequences of diversity dimensions with varying degrees of status-relatedness, and also draws attention to the mediating mechanisms by which diversity improves several aspects of organizational performance. |
| [47] (Cho, 2017) | United States | Diversity management and workforce diversity are key elements that enhance organizational performance in the social enterprise sector in Los Angeles, California |
| [48] (Farmanesh et al., 2020) | Cyprus | Diversity within the workforce can have positive outcomes and have a direct and significant impact on the overall performance of the organization |
| [49] (Kundu & Mor A, 2017) | India | This research shed light on this issue and found that employee perceptions of promotion of gender diversity are significantly related to perceived organizational performance. |
| [50] (Lu, 2015) | Taiwan | Diversity is an issue in the organizational context; however, it can be pivotal in strengthening the organization performance in Taiwan's fashion styling industry |
| [51] (Nakagawa & Schreiber, 2014) | Japan | The study found a significant positive relationship between firm performance and both the percentage of managers who are women and, more broadly, gender diversity, in both management and the total workforce. |
| [52] (Okwurume & Onuoha, 2020) | Nigeria | Cultural diversity improves the overall performance of multinational companies in Rivers State |
| [53] (Shaari et al., 2020) | Malaysia | This paper reveals that workplace diversity and inclusion positively enhance company performance |

6 Limitations and Further Research

The current study has limitations, much like any research article, notwithstanding its merits. First, while assessing and analysing the impact of age, gender, disability diversity, and organizational performance mediated by employee performance, this study concentrates on specific diversities: age, gender, and disability. However, it must be admitted that other viewpoints on different diversity dimensions such as ethnicity, social background, cultural diversity, and religious and educational background influence organizational performance. These can be useful characteristics and might contribute to unrelated research findings. Moreover, the study sample consists of 3 firms in the telecommunications sector in Jordan. Research can be carried out in different and more prominent sectors or other company fields. Hence, the authors suggest that researchers examine a larger sample size with a broader range of companies in different sectors and other countries or regions (such as the Middle East) as a comparison study in future studies. Moreover, future research can concentrate on the effect of different dimensions of diversity on organizational and employee performance in different corporative fields in Jordan and, if possible, throughout the Middle East. Also, to accurately establish organizational and employee performance in the workplace, the impact of other dimensions of diversity such as race, ethnicity, educational background, and social background on different corporative fields should be explored. Future studies can look into various factors such as disability, age, gender, race, and sexual orientation.

Future research in many quantitative and qualitative fields is encouraged because the study only looked at quantitative data. Future research could delve deeper into the subject to better understand the impacts of work group diversity on employee performance in Jordanian organizations.

Discussion and Conclusion

This study addresses the links between age, gender, and disability diversity and how they influence organizational performance, mediated by employee performance in the telecommunication sector in Jordan. All assumptions were supported by statistical analysis, and the findings of our investigation revealed that age, gender, and disability diversity positively affect organizational and employee performance. We can summarise the above hypotheses and results in the following way: age, gender, and disability diversity positively influence the performance of Jordanian telecommunications firms; age, gender, and disability diversity positively influence employee performance in telecommunication companies in Jordan, and the influence of organizational performance by age, gender, and disability diversity was positively affected by employee performance. This review also revealed that there is relatively little research on disability generally and almost none on disability diversity. Because the number of people with impairments is increasing, this situation is undesirable. While research has

helped open this box, there is still an opportunity for improvement. Finally, age, gender, and disability diversity benefit the performance of telecommunication companies in Jordan. Moreover, age, gender, and disability diversity can be applied together and can work synergistically to develop and increase company and employee performance, especially in competitive business environments. In addition, employees' age, gender, and disability diversity indicate enhanced human resources homogeneity. If effectively managed, this can serve as a tool to improve organizational and employee performance.

The result of this study reflects on the global perspective understanding the interactive effects of disability, age, and gender on organizational performance is vital globally. By addressing these dynamics, organizations can foster inclusive cultures, drive innovation, and maximize workforce potential. Prioritizing diversity and inclusion not only enhances performance but also advances broader societal goals of equality. Thus, the imperative to embrace diversity transcends borders, shaping the future of work worldwide.

Acknowledgement

The publication is supported by the EU-funded Hungarian grant EFOP-3.6.3.-VEKOP-16-2017-00007, for the project entitled “From Talent to Young Researchers” – Supporting the Career-developing Activities of Researchers in Higher Education.

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