

Assessing the Impact of Workforce Diversity on Employee Performance in the Service and IT Sector of the Pakistan

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Abstract

This study investigates the effects of workforce diversity on employee performance in the service and IT sectors in Pakistan by focusing on dimensions of workforce diversity such as age, gender, and experience. Employing a descriptive research design, data were collected through a structured survey in the form of questionnaires which resulted in a total of 383 completed surveys. A multi-regression model was utilized to examine the hypotheses. The finding shows that age, gender, and experience diversity positively influence employee performance. The findings highlight the importance of promoting equal gender opportunities in hiring practices within organizations, as a diverse workforce not only enhances individual performance but also contributes to overall organizational success. The implications of this study highlight the need for companies to implement effective diversity management strategies to leverage the benefits of workforce diversity and improve the performance of employees.

Keywords: Workforce Diversity, Employee Performance, IT sector, Age Diversity, Gender Diversity

1. Introduction

Workforce diversity has become an important feature of modern organizations which is characterized by differences in cultural backgrounds, demographics, skills, creativity, educational experiences, and perspectives of employees. These variations are most commonly observed in aspects such as age, ethnicity, gender, and religion, which collectively contribute to the diverse nature of an organization's workforce. As highlighted by Adam-Samura (2023), diversity has gained prominence in contemporary organizations, far surpassing historical levels. The advent of globalization and technological advancements, particularly the internet, has narrowed the competitive gap between large multinational corporations and small and medium-sized enterprises. Today, organizations across industries are adopting innovative strategies to enhance performance, with workforce diversity playing a crucial role. Effective management of this diversity can significantly improve the performance of an employee, though it presents both

opportunities and challenges (Muktamar et al., 2023). Globalization, the increasing participation of women in the workforce, minority representation, and the rise of virtual workers have all contributed to a highly diverse workplace (Bader et al., 2024; Hamouche & Parent-Lamarche, 2023). In Pakistan, workforce diversity is evident, especially in the service and IT sectors, where employees hail from various cultural countries, backgrounds, and genders. This blend of diverse competencies presents new opportunities for organizational growth. Human resource management (HRM) plays an important role in shaping the ability of an organization to harness the potential of a diverse workforce.

Organizations with robust HRM strategies can effectively manage the diverse employees which thereby enhance the productivity and profitability. However, managing diversity comes with its own set of challenges, as employees differ in their cultural, educational, and social backgrounds, including race, gender, religion, and language. As new employees join organizations, the diversity of the workforce continues to evolve. Diversity, as noted by Lau and Murnighan (1998), is an ongoing process that organizations must continuously manage. Saxena (2014) emphasized that while workforce diversity can be challenging to manage, organizations that successfully navigate these challenges stand to benefit from an improved employee performance. Many researchers have investigated the relationship between workforce diversity and performance of an employee, concluding that diversity, when managed effectively, has a positive impact on performance. However, if left unmanaged, it can lead to issues such as low morale, high turnover, communication gaps, interpersonal conflicts, and decreased employee productivity (Erasmus, 2007). In addition, few studies have explored the impact of workforce diversity on the performance of employee in terms of age, gender, and work experience, particularly within Pakistan's IT and service sectors. Larger organizations often have more diverse age groups which range from younger employees to senior professionals (Ng et al., 2024) and there is a growing presence of female employees, raising issues of gender equality in the workplace. These diversities, if not properly managed, can result in formation of group and the isolation of certain employees which thus affect the overall performance.

The primary objective of this study is to examine the relationship between workforce diversity and the performance of employees within Pakistan's service and IT sectors. Specifically, it aims to assess how age, gender, and experience diversity influence employee performance. The research addresses the following key questions: What is the relationship between age diversity and employee performance in the service sector? How does gender diversity affect the performance of employee in the service sector of Pakistan? To what extent does experience diversity impact the employee performance in the service sector? Finally, is there a significant relationship between overall workforce diversity and employee performance? These questions will guide the study in understanding the dynamics of workforce diversity and its impact on productivity of an employee, particularly within Pakistan's service and IT industries.

This research contributes to the existing literature by focusing on the understudied relationship between workforce diversity and employee performance, particularly in the context of Pakistan's service and IT sectors. While prior studies have extensively examined the effects of

workforce diversity on the organization innovation (Chaudhry et al., 2021), workforce diversity and firm performance (Lee & Kim, 2020), performance of organization (Anwar & Andullah, 2021), productivity (Cherian et al., 2021), and workplace bullying and organization performance (Hasan et al., 2023) there remains a gap in exploring how workforce diversity impacts an individual employee performance, especially in developing countries like Pakistan (Mba et al., 2018; Naetor et al., 2016). This study addresses this gap by examining the effect of age, gender, and experience diversity on performance of employee. It aims to provide valuable insights for managers and HR professionals which enable them to better understand the implications of diversity in their workforce. The findings can help organizations recognize the positive or negative effects of diversity on motivation, commitment, skills development, and overall performance of an employee. Additionally, by targeting Pakistan a country with limited research on this topic this study highlights the importance of effective diversity management in enhancing the employee performance and contributing to overall organizational productivity.

The structure of the paper is organized as follows: Section 2 reviews the existing literature on impact of workforce diversity on employee performance. Section 3 discusses the methodology employed in this research which includes the quantitative approach and data collection through survey. Section 4 presents the findings and analysis, followed by Section 5, which concludes with the implications of the study and suggestions for future research directions. Lastly, section 6 discusses the conclusion of study.

2. Literature Review

2.1 Theoretical Background

Human capital theory highlights that organizations with a diverse workforce which encompasses both older and younger employees, can benefit from the wide range of skills and knowledge offered by such diversity (Marginson, 2019). Age often plays a significant role in shaping the performance of an employee. While older workers tend to bring valuable experience, they may learn new skills at a slower pace, which can influence their task efficiency (Schlick et al., 2013). Social similarity is also emphasized in this theory, as differences in social backgrounds within the workforce can hinder communication which leads to weakened performance. This theory has been widely used in previous researches to explore the role of age diversity in workplace performance. For instance, a study by Van Dalen and Henkens (2020) and Makhdoomi and Nika (2017) revealed that age diversity within teams could enhance the problem-solving abilities, while another by Boehm et al. (2014) discussed how age-inclusive HR practices improve employee engagement and organizational performance. This theory is applicable to our research, as this theory serves as a foundation for understanding how age diversity influences the performance of an employee in Pakistan's IT and service sectors. By investigating both the positive and negative impacts of age diversity, we aim to provide an actionable insight for organizations looking to manage diverse teams effectively.

2.2 Empirical Literature and Hypotheses Development

2.2.1 *Workforce Diversity and Employee Performance*

Workforce diversity means different individual with different cultural backgrounds, that is with different upbringings of different peoples. In order to provide outstanding customer service, and to retain a competitive edge an important organizational resource which needs to be recongnized is diversity (Kyalo & Gachunga, 2015). It is a multidimensional concept evolving globally as different people of various culture background are hired by an organization (Morfaki & Morfaki, 2022).The diversity of the workforce is the individual's discrepancies within an organization which can affect the relationship such as age, gender, ethnicity and education (Shrestha & Parajuli, 2021). The study of relationship between employee performance and workgroup diversity was done by Carrell et al. (2006). Workforce diversity comprise of different age group people both men and women and ethnicity with variety of physical and psychological abilities (Khan & Javaid, 2023).

In the field of human resources, the diversity of workforce operations really improves the productivity of staff and organisation as said by Anwar and Abdullah (2021). Workforce diversity involves other peculiar such as ethnicity, religious diversity, marital status, experience of work, and all those that opinions and maintain the key principles of the organization as said by Mehari et al. (2024). Organization having high levels of workforce diversity, they compete with great maximization of the value of diversity and decreasing the cost of operation. According to Maqsoom et al. (2023), workforce diversity can either proves to be productive or become a trouble-making for employee performance. The increasing trend of workforce diversity i.e. age, racial, gender diversity causes several results for employees and organizations.

Additionally, institution should provide a workforce diversity space by hiring employee of different age group having different education background with different ethnic and cultural background who can work to achieve specific aims and goals set by the institution. The study also shows workforce diversity has positive relationship on employee performance (Khan & Javaid, 2023). Thus, workforce diversity proves to be beneficial in bringing together different ideas, opinions, and thinking of the employees which increase the productivity of organization and employees.

2.2.2 *Age Diversity and Employee performance*

According to Yang and Matz-Costa (2018), age diversity means age differences among employees of the same work group in the same institution. This age diversity refers to intergenerational behaviour among younger and older employees which accounts for observation of differences in workplace behaviour (Tang & Martins, 2021). Different individuals of different age group is recognised by the company within the business environment. The treatment of ageing group in the organization has become the common factor. Age diversity has become part of many organizations. Different studies show older worker are more experienced, skilled, active as

compared to the younger ones (Ackerman & Kanfer, 2020). Age diversity is mainly connected with innovativeness, creativity, and skills which are important for attaining competitive advantage. The different age group will be thus more active, creative, skillful and productive than a same age group (Lee & Song, 2022). It is a general observation from many studies that older employees are more skillful and productive than younger employees.

Firms are not able to fully utilize the capabilities of older workers because they get into believe in false assumptions and stereotypes that old workers are unable to perform well, adapt to new technology, have poor health conditions, prove to be more expensive and a waste of investment on their training as compare to younger one (Carlsson & Eriksson, 2019; Hanrahan et al., 2023). Age diversity in an organization brings together various skills, and creativity of people and they can work together to solve a problem. Problem-solving requires a person with more innovativeness and creative skills. Hence, according to Paoletti et al. (2020), age heterogeneity may enhance the performance in creative tasks. There is also shown a positive effect of age heterogeneity on the productivity of the organization (Li et al., 2021). Another benefit provided by age diversity is that it prevents one particular age group from dominating and its age problem. Whereas, a homogenous age group increases the chance of turnover of employees as it may decrease the chance for career opportunities in the organization. As most of our young generation grows in a high-tech world which provided advantage our mature workers. Wisdom can be gained throughout life until the age of 50 through work experience so this way elder workers can make more realistic judgments on the basis of their wisdom according to Parker et al. (2021) as compared to younger workers. From these studies it can be hypothesized that:

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

2.2.3 Gender Diversity and Employee Performance

Gender means the classification of people into male and female (Lindqvist et al., 2021). It is the difference of femininity and masculinity (Bazel-Shoham et al., 2024). Gender is also defined as the physiological difference between someone being as male or a female (Areta et al., 2021). Various results were found from the studies that when the sample was male dominated there was a negative effect on group performance and when the sample was female dominated no effects were found. Gender diversity effects have shown on the service industry and manufacturing industry, that the service industry will benefit more from gender diversity than the manufacturing firm. Workforce gender diversity has been increasing all over the world according to International Labour Office (2007). This question is curious to many researchers that whether the gender diversity in the workforce will affect individual or group or the employee performance. Many researchers found that diversity can either prove beneficial or can harm the organization (Krishnan, 2020; Kumar & Suresh, 2018).

Gender diversity is positively linked to employee and organizational performance (Ferrary & Déo, 2023). Some organization holds the belief that men can perform better than women as they can better handle their jobs so hiring men is better and women are stereotyped according to Lawson et al. (2022). There is a positive relationship between the employee performance and the gender diversity (Galletta et al., 2022). This, the mixture of both male and female abilities will increase organizational creativity and innovation (Xie et al., 2020). Many previous studies show that men is not equal to women. In the organization all over the world, it is reported that about 80% of the male and 20% are female in the workforce (Bishu & Headley, 2020). Women do not get the same opportunities than men due to gender discrimination in education, promotion, etc (O'Connor, 2020). Team performance can only be improved if equal job opportunities is provided to both males and females (Sarsons et al., 2021). The performance of employees regarding recruitment and promotion is highly affected by gender discrimination (Dilrukshi & Ranasinghe, 2021). If these gender issues are identified and handled gender diversity would be effective for the workforce (Fan et al., 2023). From these studies, the following hypothesis can be proposed:

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

2.2.4 Experience diversity and Employee performance

Work experience is related to a person's age which means what a person experienced in his work is what he experienced in his life. Work experience mainly tells what a person experienced in his job duties now will be helpful for him in fulfilling his duties in the future. In other words, we can say that person which he experiences at work is the accumulation of all his strengths and weaknesses and successes and failures in carrying his work according to Mehta et al. (2020). Work experience is usually a good indicator of employee productivity. Many of the researchers proved that there exists a positive relationship between work experience diversity and employee performance (Yadav & Lenka, 2020). Many organizations can practice work experience by hiring employees so that they can share their knowledge, skills, and expertise, and also improve themselves.

H3: There exists a positive relation between experience diversity and employee performance.

2.3 Research Framework

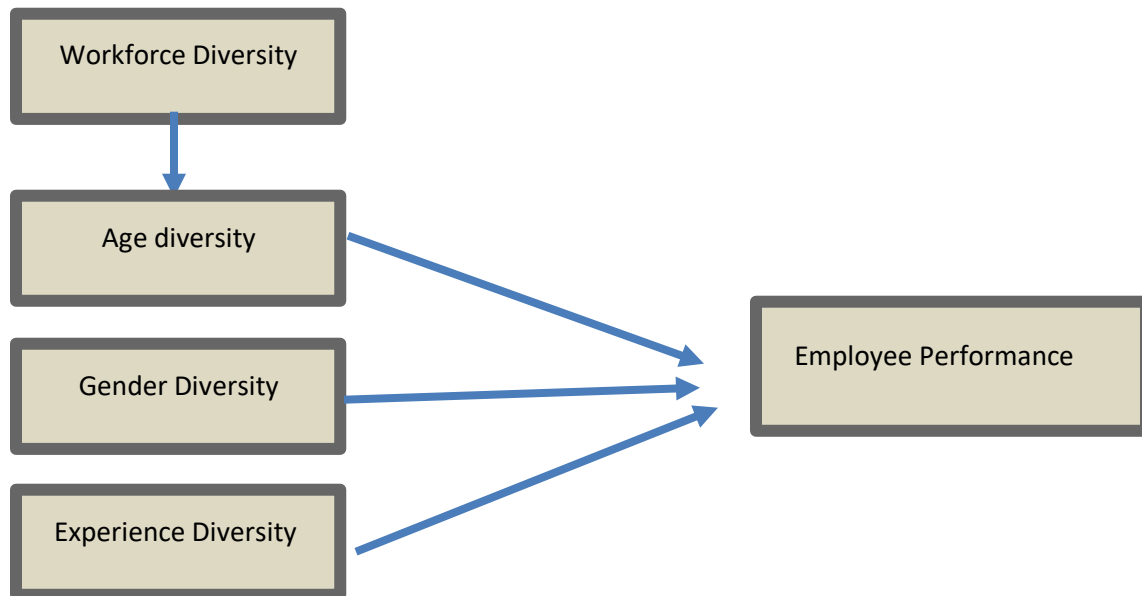


Figure 1: Theoretical Framework

3 Research Methodology

3.1 Sample and Population

The population for this study comprises employees from both the services and IT sectors in Pakistan. Specifically, the population includes 69,199 employees from five leading companies in the services sector which included Jubilee Life Insurance, Meezan Bank, Pakistan Retail Company, Cross Road Adventures, and PIMS Health Care Services. Additionally, 23,335 employees from four top IT companies which include NetSol Technologies, Systems Limited, Medical Transcription Billing Co., and Ovex Technologies, are part of the population. The total population across both sectors is 92,534. The services and IT sectors were chosen for this study due to their significant contributions to Pakistan's economic growth, employment, and technological advancement which make them relevant contexts for examining behaviors of employee and organizational dynamics. A sample of 383 employees will be selected using a simple random sampling technique to ensure representativeness and reduce bias.

3.2 Research Instruments

A structured questionnaire was employed to collect data. This study uses a quantitative survey method to examine the impact of dimensions of workforce diversity for instance, gender diversity, age diversity, and experience diversity on employee performance in the IT sector. The gender

diversity scale which consists of 9 items, is adopted from Abbas et al. (2010) and assesses gender fairness, opportunities for women, and inclusivity. The age diversity scale which is adapted from Avery and McKay (2010) with 5 items, evaluates the perceptions of age inclusivity, training opportunities, and team dynamics across age groups. The experience diversity scale is adapted from Kerga and Asefa (2018) with 5 items. These constructs employ a five-point Likert scale for responses ranging from "Strongly Disagree" to "Strongly Agree." The employee performance scale, which consists of 10 items and is adapted from Krishnan et al. (2017) measures engagement, motivation, collaboration, and satisfaction with performance outcomes. Data collected via the survey were analyzed using descriptive and inferential statistical techniques to explore relationships among the constructs. The reliability and validity of the questionnaire will be ensured through pilot testing and expert reviews. Items are present in the Appendix A.

4 Data Analysis and Results

4.3 Measurement Model

In assessing the measurement model, key indicators such as Factor Loadings, Cronbach's Alpha, Composite Reliability (CR), Average Variance Extracted (AVE), and Heterotrait-Monotrait Ratio (HTMT) are evaluated to ensure the reliability and validity of the constructs.

Table 1

Measurement Model

Construct Indicators	Factor Loadings	Cronbach's alpha	Composite Reliability	AVE	HTMT
Employee Performance		0.824	0.835	0.576	0.703 -0.835
		0.729			
		0.775			
		0.736			
		0.765			
		0.733			
Age Diversity		0.753	0.836	0.536	0.654 -0.734
		0.665			
		0.734			
		0.854			
		0.542			
		0.656			
Gender Diversity		0.787	0.898	0.687	0.675 -0.735

	0.825				
	0.765				
	0.724				
	0.776				
Experience		0.809	0.836	0.536	0.795 -0.835
Diversity					
	0.786				
	0.735				
	0.876				
	0.735				
	0.675				

Factor loadings measure the correlation between each indicator and its underlying construct. For all constructs in this model, factor loadings are above the threshold of 0.6, which is considered acceptable for ensuring indicator reliability (Hair et al., 2010). The five Employee Performance (EP) indicators have factor loadings ranging from 0.729 to 0.765, all of which are above the 0.6 cutoff point, indicating adequate indication reliability. Construct reliability is demonstrated by the Composite Reliability (CR) of 0.835, which is higher than the required minimum of 0.7, and the Cronbach's alpha of 0.824, which satisfies the 0.7 threshold for internal consistency dependability. AVE measures convergent validity which assesses the amount of variance captured by the construct to the variance due to measurement error. AVE values above 0.5 indicate adequate convergent validity (Fornell & Larcker, 1981). Discriminant validity ensures that constructs are distinct from one another. The Fornell-Larcker criterion compares the square root of the AVE with the correlations among constructs. The square root of the AVE for each construct should be greater than the correlations with other constructs which confirms discriminant validity. With an AVE of 0.576, which is higher than the necessary cutoff of 0.5, there is adequate convergent validity. The discriminant validity between constructs is indicated by the absolute HTMT score of 0.703, which is less than 0.85. Factor loadings for the Age Diversity (AD) construct range from 0.542 to 0.854. A high degree of internal consistency is shown by the Composite Reliability of 0.836 and Cronbach's alpha of 0.753, both of which meet the reliability threshold of 0.7. With an AVE of 0.536, the convergent validity threshold of 0.5 is exceeded. Age Diversity and other dimensions have acceptable discriminant validity, as indicated by the HTMT ratio of 0.654.

Furthermore, the Heterotrait-Monotrait (HTMT) ratio of correlations assesses discriminant validity more robustly. HTMT values below 0.85 (Henseler et al., 2015) suggest the acceptable discriminant validity. Reliable indicators are indicated by the Gender Diversity (GD) construct's factor loadings, which range from 0.724 to 0.825 and are all above the acceptable threshold of 0.6. Strong internal consistency is further confirmed by the Composite Reliability of 0.898 and

Cronbach's alpha of 0.787, both of which are above the 0.7 standard. The construct explains a significant amount of variance, as indicated by the AVE of 0.687, and discriminant validity is supported by the HTMT ratio of 0.675, which stays within acceptable bounds. Strong indication dependability is indicated by the Experience Diversity (ED) factor loadings, which range from 0.675 to 0.876. The construct's dependability is confirmed by the Composite dependability of 0.836 and Cronbach's alpha of 0.809, which is significantly higher than the 0.7 cutoff. Since the AVE of 0.536 is more than 0.5, it satisfies the requirements for convergent validity. When compared to other constructs, the HTMT ratio of 0.795 shows that the construct has sufficient discriminant validity.

4.4 Structural Model

After validating the measurement model, the structural model evaluates the relationships between latent variables. This involves assessing path coefficients, t-statistics, p-values, and the predictive power of the model.

Table 2

Direct Relationship Result

Hypothesis	Beta Coefficient	Standard Deviation	T statistics	P values
AD -> EP	0.453	0.042	10.78	0.002
GD -> EP	0.345	0.050	6.900	0.000
ED -> EP	0.457	0.048	9.520	0.000

The results in Table 2 provide insights into the direct relationship between workforce diversity dimensions such as, age diversity (AD), gender diversity (GD), and experience diversity (ED) and employee performance (EP). All three diversity factors show a significant positive impact on the performance of employee, as evidenced by the beta coefficients and their respective p-values. Age diversity (AD) has a beta coefficient of 0.453 which indicates a strong positive relationship with employee performance. The corresponding t-statistic of 10.78 and p-value of 0.002 further confirm the significance of this relationship which suggests that as age diversity within the workforce increases, employee performance improves notably.

Gender diversity (GD) also exhibits a positive impact on the employee performance, with a beta coefficient of 0.345. This relationship is statistically significant, as indicated by a t-statistic of 6.90 and a p-value of 0.000. This result implies that higher gender diversity is associated with the better employee performance in the studied sectors. Experience diversity (ED) has the highest beta coefficient of 0.457 which signifies the strongest positive effect on the performance of

employees among the three variables. The t-statistic of 9.52 and p-value of 0.000 underline the significance of this relationship which highlights that diversity in employees' experience contributes substantially to enhancing performance.

5. Discussion

The findings of this study demonstrate a significant positive impact of workforce diversity specifically age diversity (AD), gender diversity (GD), and experience diversity (ED) on employee performance (EP). These results align with previous research highlighting the beneficial role of diversity in enhancing the performance of the organization. Age diversity has a positive influence on employee performance supporting studies that have emphasized the importance of having a workforce comprising different age groups, which fosters a variety of perspectives, experiences, and problem-solving approaches (Odhiambo et al., 2018). In the context of an aging workforce and rapidly changing job demands, having a diverse age group allows companies to draw on both the innovative capacities of younger employees and the institutional knowledge of older ones. This diversity in perspectives improves adaptability and collective decision-making within teams (Li et al., 2021). Thus, supporting H1.

Gender diversity has a positive effect on employee performance which corroborates a growing body of literature suggesting that gender-diverse teams tend to outperform homogeneous teams. Research shows that gender diversity brings complementary skills, better decision-making, and broader thinking, which can lead to improved outcomes in terms of innovation, productivity, and overall performance (Hemmert et al., 2024; Kelemen et al., 2020). Additionally, gender diversity enhances the reputation and attractiveness of an organization which contributes to talent retention and overall organizational success (Latukha et al., 2022). Recent studies, such as those by Xie et al. (2020) reinforce the importance of gender diversity in driving performance, especially in knowledge-intensive sectors. Thus, supporting H2. Experience diversity which shows the strongest positive impact on employee performance, highlights the value of bringing together employees with varied professional backgrounds. This finding is consistent with studies that have demonstrated how employees with diverse work experiences contribute to enhanced creativity, knowledge-sharing, and problem-solving capabilities (Asada et al., 2021). By integrating diverse experiences, organizations can more effectively respond to complex challenges and adapt to market changes which supports H3.

5.1 Theoretical and practical implications

This study contributes to the broader understanding of Human Capital Theory by validating that workforce diversity, specifically in age, gender, and experience which serves as a vital component of organizational effectiveness. By establishing a clear link between a diverse employee backgrounds and enhanced performance outcomes, the research reinforces the notion that organizations can achieve competitive advantages through strategic diversity management. This implies that diversity should be viewed not merely as a demographic characteristic but as an important aspect of the human capital of an organization that influences overall productivity,

innovation, and adaptability. Furthermore, the findings encourage further exploration of the mechanisms through which specific diversity dimensions interact with various organizational processes and outcomes which foster a richer discourse in diversity and management literature.

From a practical point of view, organizations should implement targeted strategies to leverage the benefits of workforce diversity effectively. Specifically, companies can develop mentorship programs that facilitate knowledge exchange between employees of different ages which enhances collaboration and learning. To address gender diversity, organizations should focus on creating an equitable opportunity for women in leadership roles which ensures that diverse perspectives are included in decision-making processes. Additionally, businesses should prioritize hiring practices that emphasize diverse work experiences that incorporate training and development initiatives that allow employees to engage in cross-functional roles. These specific actions will not only improve employee performance but also create a more inclusive workplace culture that values diversity as a core asset for achieving organizational goals.

5.2 Limitations and Future Directions

This study has several limitations, including reliance on self-reported data, which may introduce biases that can affect result in accuracy and a sample that may not fully represent all sectors or regions which limits generalizability. Additionally, the cross-sectional design restricts causal inferences regarding the relationship between workforce diversity and employee performance. Future research should investigate the relationship of additional diversity dimensions, such as cultural diversity, and employ longitudinal designs to capture dynamic changes over time. Exploring contextual factors like industry type or organizational culture will enhance understanding of diversity's impact on performance. Furthermore, examining the specific mechanisms through which diversity dimensions contribute to performance improvements, as well as studying diversity in remote or hybrid work environments, can provide valuable insights into contemporary workforce dynamics and also enrich the discourse on diversity management.

6. Conclusion

This research aimed to investigate the impact of workforce diversity dimensions specifically age, gender, and experience on employee performance which is guided by Human Capital Theory. Utilizing a quantitative methodology, the study collected data through surveys administered to employees across various IT and service sectors. The analysis revealed that all three dimensions of diversity significantly contribute to enhancing the performance of an employee, with experience diversity demonstrating the strongest positive effect. The study employed robust statistical methods to validate the measurement model and establish causal relationships, which thus reinforce the importance of diversity as a strategic asset in organizations. These findings suggest that fostering an inclusive workplace that values diverse perspectives which can lead to improved organizational outcomes.

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Declaration

Competing Interests: The authors have not disclosed any competing interests

Appendix A

Scale design

Factors	Serial No	Items	References
Gender Diversity	1	The employees have not been discriminated by employer while hiring and recruitment process on the gender basis.	Abbas et al. (2010)
	2	The organization does a good job of attracting and hiring women	
	3	Fair treatment is given to all employees, whether they are male or female.	
	4	Opportunities for growth and advancement exist for women in our organization.	
	5	A career development that includes women is encouraged within our organization.	
	6	The organization's training and development program is developed to meet the criteria/requirement of the male and female gender.	
	7	Women are involved in the organization's decision making as much as men.	
	8	The performance criteria for success are expected to be higher for men than for women.	
	9	I am positive about gender diversity in this workplace	
Age Diversity	10	This organization provides me with equal opportunities for training and career development.	Avery and McKay (2010)
	11	My team leaders include all members at different ages in problem-solving and decision-making.	
	12	The age differences in work groups do not cause conflict.	
	13	At work, I experience a lack of bonding with people of different age groups.	
	14	I am positive about age diversity in this workplace.	

Experience Diversity	15	Our IT company attracts and hires employees with diverse work experiences in the technology field.	Kerga and Asefa (2018)
	16	Our IT company provides opportunities for career growth and advancement based on employees' varied work experiences.	
	17	Supervisors in our IT company involve team members with different levels of experience in problem-solving and decision-making processes.	
	18	In our IT company, I have positive relationships with colleagues from various work experience backgrounds.	
	19	Our IT company encourages collaboration among employees with different levels of experience in the technology sector.	
Employee Performance	20	I enjoy my tasks and the division's work approach.	Krishnan et al. (2017)
	21	I am committed to the mission and direction of my organization.	
	22	I am motivated to complete the task that is assigned to me	
	23	I co-operate well with my colleagues.	
	24	Opposite gender can perform well and I enjoy working with them.	
	25	My performance level affects my salary level.	
	26	I am satisfied with my current salary level. I am given the chance to try my own method of doing the job.	
	27	By learning more skills through courses/training, I can improve my task performance.	
	28	Good employee performance is important for the future growth of my organization.	

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