

## **A Study on Different Dimensions on Workforce Diversity in Different Sectors with Reference to Chennai City**

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### **Abstract:**

In today's world, diversity isn't something that can be left to chance; it's a must-have phenomenon that any organization must embrace if it wants to compete globally. The performance of employees in the organization is influenced directly or indirectly by this diversified workforce with various characteristics. Employee performance is a crucial determinant of the organization's overall performance. Because there is a paucity of literature in the Indian context on organizational members' perceptions of the impact of workforce diversity on employee performance, the purpose of this study is to determine the relationship between workforce diversity parameters and employee performance from the employee's perspective. Data was gathered from both primary and secondary sources. The study's sample size is 150 people. Employees believe that workforce diversity characteristics have a major impact on employee performance, and the results show that age diversity, gender diversity, ethnicity diversity, and education diversity are all positively connected with employee performance.

**Keywords:**Diversity, Workforce Diversity, Employee Performance, Perception, Age Diversity, Gender Diversity, Education Diversity, Education Background Diversity

### **Introduction:**

Diversity in workforce can be defined as recognizing, considerate, valuing and accepting dissimilarities among people with respect to their ethnicity, age, gender, physical and perceptual ability, sexual orientation and race. Diversity has different connotations according to different people, but one thing is for sure that one of the most important goals of the country's most progressive organizations is to foster a culture that celebrates the diversity of perspectives based on race, age, gender, language, educational background, and physical limitations. Workforce diversity is a valuable asset for any firm seeking a competitive advantage in today's global economy. Age, colour, ethnicity, language, religion, sex, and other factors all contribute to workforce diversity. Organizations are increasingly becoming a diverse mix of people. An organization's efforts to achieve a harmonious connection among employees are hampered by a racially and ethnically diverse workforce. Women are now more self-reliant and educated, and they can stand shoulder to shoulder with males. Working in an organization is also influenced by age and ability. Beliefs, values, points of view, and methods of acting are all examples of diversity.

### **Reasons for Diversity at the Workplace**

The following are some of the reasons for the rise in workplace diversity:

- India has seen significant demographic changes in the last two decades; many people from traditionally agricultural populations have now joined the middle class; and, in this traditionally male-dominated society, women are now a large part of the organization.
- The migration factor also contributes to increased variety, as a substantial group of young unemployed people emigrates to find work outside of their own nation, whether due to a push from the developing country or a pull from the established country.
- As the health-care system improves, the ageing population becomes more engaged and stays with the organisation for longer periods of time.
- Many Indian companies are actively working to increase diversity in their workforce. Some of them have taken best practises from other organisations throughout the world and put them into practise.

### **Advantages of Workforce Diversity**

**Increased adaptability** – Hiring a diverse staff allows organisations to have a broader diversity of creative and novel solutions to challenges and resource allocation. Employees from all backgrounds contribute their abilities, ideas, and experiences to develop concepts that are adaptable to changing market demands as well as client needs.

**Broader service** – Due to a diversified workforce in terms of skills and experiences, languages, education, social and cultural background, organisations may now give service to their consumers on a global scale.

**Diverse views** – Diverse employees express a wide range of perspectives, ideas, and proposals, resulting in a broader pool of ideas. As a result, the firm can benefit from that pool of new ideas and thoughts in order to better satisfy business plans as well as customer needs, thereby enhancing productivity.

**Effective execution** –Businesses that promote workplace diversity inspire their entire workforce to perform at their best. Following that, business strategies and policies are put into action, resulting in enhanced production, profit, and return on investment.

**Productivity increased**–Proper diversity management brings disparate talents together to work toward a single goal, which they achieve utilizing various sets of abilities, increasing their loyalty, retention, and hence productivity.

**Problem solving and Increased creativity** –There are many more explanations for achieving a better answer when so many distinct minds come together with different methods of thinking, problem viewing features, and various decision making processes. "Creativity thrives on diversity," argues innovation guru Garreth Morgan.

**Retain talent** – It gives any company a competitive advantage. When an employee feels included and acknowledged, it increases loyalty and a sense of belonging to the company.

**Personal growth is increased** –Employees discover new ideas and connect with other employees as a result of workplace diversity, which gives them a greater sense of working together in a business.

**Enhances communication skills and increases team spirit** –Diversity management increases communication skills, fosters better teamwork, and aids in the adoption of new attitudes and approaches that benefit the entire team.

### **Workforce diversity in IT Industry**

Employees in the IT industry come from a variety of countries, genders, ages, races, languages, religions, and ethnic groups. The IT sector's workforce diversity has been improved by educational opportunities, societal transformations among various regional groups, and women's career orientation, among other factors. This is increasingly apparent in India as a result of globalization. Globalization attempts to facilitate the free flow of all types of resources, including money, machines, materials, and personnel, to suit the demands of organizations. The following are some of the important variables that lead to a diverse workforce in the IT industry:

1. **Increase in Educational prospects:**All emerging countries, including India, have seen significant improvements in educational facilities and technical education as a result of liberalisation and globalisation (Agarwal, 2006). These educational possibilities in India aided people in obtaining the qualifications required to work in the IT industry.
2. **Changing gender roles:**Women's education facilities have improved, allowing them to better utilize their abilities and talents. In the IT industry, the recruitment process is the same for both men and women, and equal opportunity is provided. As a result, the number of women working in the IT industry has increased.
3. **Mobility of human resources:**MNCs, particularly those in the IT industry, began relocating in their target markets in search of better opportunities, resulting in human resource mobility.

### **Age Diversity**

Age diversity, according to Kunze, Boehm, and Bruch (2013), is defined as the variances in age distribution among employees and is used to describe the organization's or workgroup's makeup. Many organizations have discovered that increasing age diversity is a necessary component.

### **Educational Background Diversity**

Education diversity was highlighted by Pretty et al. (2009) as varied degrees of education and different educational certifications. Most businesses use educational diversity efforts to motivate and encourage employees to collaborate productively in order to achieve corporate goals.

### **Religious Diversity**

Religious diversity refers to the reality that religious views and practices differ significantly. The advantage of having different religious views for team problem-solving

resulted in increased team performance after the teams learned how to use these differences to their advantage, which can be interpreted as the advantage of having different religious views for team problem-solving resulted in increased team performance after the teams learned how to use these differences to their benefit.

### **Work Experience Diversity**

Employee experience diversity refers to variances in knowledge, skills, and talents acquired over the course of a career. The length of experience in a certain occupation has been defined as work experience.

### **Educational Background Diversity**

Different levels of education and educational certifications represent educational diversity. Most businesses use educational diversity efforts to motivate and encourage employees to collaborate productively in order to achieve corporate goals.

### **Statement of the problem:**

India's enterprises, notably in the IT sector, are increasingly global. As a result, employee heterogeneity has increased, making it more challenging for businesses to manage diverse workforces. The major challenge for any company is absorbing different people and their perspectives. Failure to manage diversity can result in a lack of skills, competencies, and interests among employees, which can lead to higher employee turnover and a considerable drop in individual and organizational performance. Employees are more dedicated, pleased, and perform better in organizations that manage diversity. Motivation, skill transfer, and employee engagement rise when a company develops a culture of workforce diversity and has nondiscriminatory views toward its employees. On the other hand, workforce diversity is left unmanaged, resulting in low morale, higher turnover, interpersonal friction, and significant communication problems. These issues develop as a result of leadership's lack of experience managing workforce diversity, as well as human resource management's lack of awareness of how to manage workforce diversity successfully and what factors contribute to effective diversity management.

### **Rationale of the Study**

In today's world, Indian businesses will be worldwide. This has resulted in a more diversified workforce, as well as a greater difficulty for businesses to manage diverse people in order to maximize efficiency and profit. Effective diversity management ensures that all employees have an equal opportunity to reach their full potential, raise their self-confidence, generate fresh inventiveness, and contribute their best to the company. It values individuals from diverse backgrounds who bring new ideas, perspectives, and perceptions to the table, allowing the task to be completed more efficiently and with higher productivity and service. Each individual has a specific working style that influences organizational success in some way. Thus, in order to determine the impact of workplace diversity on employee performance and, as a result, organizational effectiveness, the goal of this research is to expand research on

the impact of workforce diversity by investigating the impact of specific workforce diversity variables such as age, gender, educational background, and ethnicity.

### **Scope of the Study:**

Employees' attention is drawn to the research since it is conducted in the IT / ITes sector of Chennai, with the goal of determining the influence of workforce diversity on employee performance. The IT and ITES businesses are regarded as the lifeblood of the Indian economy. The IT sector has experienced enormous expansion since liberalization. By being a knowledge-based sector with a pool of highly talented engineers, India has been able to influence the global market. Due to its IT and ITES sector in the world, the IT industry has achieved brand distinctiveness as a knowledge economy today.

### **Review of literature**

**Yadav &Lenka(2020)** a systematic literature review of quantitative, qualitative, theoretical studies from 1991 to 2018 is taken into consideration. The researchers investigated demographic characteristics such as (age, gender, race,) relational demography, racial diversity, cultural diversity, and team diversity. The majority of research is done in the United States, Canada, and Europe. Diversity management research has mostly disregarded relationship-oriented aspects such as LGBT, disability, religion, and language, as well as job-oriented dimensions such as functional, education, and tenure diversity. Cultural variety, racial diversity, and relational demography were investigated on an individual level. At the group level, team diversity, workgroup diversity, and top management team diversity, as well as diversity management strategies, are all important.

**Akbaba(2020)** examines the relationship between diversity management and organizational performance. The nature and characteristics of diversity, the nature and meaning of diversity management, cognitive resource diversity theory, social network theory, demographic diversity, and organizational performance, as well as socio-cultural diversity and performance, are all defined in this study. In an organization, diversity as informational/decisional supports innovation/creativity, decision-making, and workplace diversity management techniques and performance. It claims that having a diverse workforce has a good impact on company performance. Diversity that is well-managed promotes organizational performance and decision-making. Organizational performance benefits from ethnic and cultural diversity. Cognitive resource theory promotes decision-making and creativity. If diversity is not adequately managed, it will result in poor performance, conflicts, and an inefficient organization

### **Objectives of the Study**

1. To study the dimension of Workforce Diversity among Employees Working in IT sector.
2. To analyze the relationship between demographic factors of the respondents and employee's performance working in IT sector.
3. To find and give valuable suggestions to improve the workforce of organization in IT sector.

### Research Design

For the purpose of structuring the subsequent process, the research uses both exploratory and descriptive design. To gain insight into the subject field, an expert opinion survey and focus group interview are undertaken. Several IT experts participated in focus groups to provide useful feedback on diversity inclusion in IT organizations and employee responsiveness to diversity concerns. The questionnaire was created based on the findings of the exploration study. A five-point Likert rating scale<sup>6</sup> was used to record survey responses, and these questionnaires were distributed among respondents to collect data for the study, as is common in attitudinal research. To augment the information from the poll, various internal documents were inspected, and a number of interactions with workers of IT firms were undertaken.

### Data Collection

The primary data was gathered from IT organizations in the Chennai city. The study's sample size is 150 people. Personal contact and e-mails were used to obtain responses for this study. Company websites, magazines linked to the information technology industry, websites relating to IT corporations, and published interviews with industry leaders have all been used to gather secondary data.

### Statistical tools:

The following tools has been used for this study:

1. Descriptive analysis
2. Independent sample t-test
3. One way ANVOA
4. Multiple regression analysis

**Table 1**  
**Descriptive statistics between age and factors of employee's performance**

Factors	Age	N	Mean	Std. Deviation	Std. Error
Employees carry out their responsibilities to the best of their abilities	Upto 20 years	18	3.2778	.89479	.21090
	21-35 years	57	3.2308	1.25531	.16627
	36-50 years	26	3.3878	1.27460	.24997
	Above 50 years	49	3.3933	1.30410	.18630
Employees take part in activities that have a direct impact on their performance evaluation	Upto 20 years	18	3.7222	.95828	.22587
	21-35 years	57	3.2105	1.19129	.15779
	36-50 years	26	3.2308	1.21021	.23734
	Above 50 years	49	3.5306	1.13838	.16263
Employees regularly neglect to fulfil vital tasks	Upto 20 years	18	4.1111	.96338	.22707
	21-35 years	57	3.2632	1.24680	.16514
	36-50 years	26	3.6154	1.35873	.26647
	Above 50 years	49	3.2245	.17317	3.4133

Employees carry out all obligations that have been assigned to them	Upto 20 years	18	3.3333	1.32842	.31311
	21-35 years	57	3.1404	1.24554	.16498
	36-50 years	26	3.9231	1.01678	.19941
	Above 50 years	49	3.2857	1.30703	.18672
Employees fulfil the job's official performance requirements	Upto 20 years	18	3.0000	1.41421	.33333
	21-35 years	57	3.2982	1.28125	.16971
	36-50 years	26	3.3077	1.31967	.25881
	Above 50 years	49	3.3469	1.25085	.17869
Employees fail to accomplish components of their jobs that are required of them	Upto 20 years	18	3.8333	.98518	.23221
	21-35 years	57	3.3158	1.18258	.15664
	36-50 years	26	3.2692	1.48479	.29119
	Above 50 years	49	3.0408	1.24095	.17728
Employees complete all of the things that are required of them	Upto 20 years	18	3.5000	1.42457	.33578
	21-35 years	57	3.0175	1.34285	.17787
	36-50 years	26	3.1923	1.47022	.28833
	Above 50 years	49	3.3673	1.26974	.18139
Employees are given appropriate career opportunities in order to increase their morale	Upto 20 years	18	3.6111	1.37793	.32478
	21-35 years	57	3.5614	1.23949	.16417
	36-50 years	26	3.3077	1.19228	.23383
	Above 50 years	49	3.0204	1.26639	.18091

The mean comparison shows that the highest mean score 3.3933 indicates that respondents from the age group of above 50 years are highly satisfied about employees carry out their responsibilities to the best of their abilities. The highest mean score 3.7222 reveals that respondents from the age group of upto 20 years are highly satisfied about employees take part in activities that have a direct impact on their performance evaluation. The highest mean score 4.1111 shows that respondents from the age group of upto 20 years are highly agreed about employees regularly neglect to fulfil vital tasks. The highest mean score 3.9231 indicates that respondents from the age group of 36-50 years are highly satisfied about employees carry out all obligations that have been assigned to them. The highest mean score 3.3469 reveals that respondents from the age group of above 50 years are highly satisfied about employees fulfil the job's official performance requirements. The highest mean score 3.8333 shows that respondents from the age group of upto 20 years are highly satisfied about employees fail to accomplish components of their jobs that are required of them. The highest mean score 3.5000 indicates that respondents from the age group of upto 20 years employees complete all of the things that are required of them. The highest mean score 3.6111 reveals that respondents from the age group of upto 20 years are highly satisfied about employees are given appropriate career opportunities in order to increase their morale.

**Table 2**  
**Descriptive statistics between gender and factors of employee's performance**

Factors	Gender	N	Mean	Std. Deviation	Std. Error
Employees carry out their responsibilities to the best of their abilities	Male	107	3.2897	1.22866	.11878
	Female	43	3.6512	1.21270	.18494
Employees take part in activities that have a direct impact on their performance evaluation	Male	107	3.4112	1.15704	.11186
	Female	43	3.3023	1.16568	.17776
Employees regularly neglect to fulfil vital tasks	Male	107	3.2523	1.27452	.12321
	Female	43	3.5814	1.19985	.18298
Employees carry out all obligations that have been assigned to them	Male	107	3.2523	1.28924	.12464
	Female	43	3.3488	1.28885	.19655
Employees fulfil the job's official performance requirements	Male	107	3.2056	1.25697	.12152
	Female	43	3.4651	1.22180	.18632
Employees fail to accomplish components of their jobs that are required of them	Male	107	3.2243	1.34100	.12964
	Female	43	3.2093	1.38973	.21193
Employees complete all of the things that are required of them	Male	107	3.2804	1.31604	.12723
	Female	43	3.5116	1.14168	.17410
Employees are given appropriate career opportunities in order to increase their morale	Male	107	3.2243	1.26124	.12193
	Female	43	3.4651	1.38614	.21138

The mean comparison shows that the highest mean score 3.6512 indicates that female respondents are highly satisfied about employees carry out their responsibilities to the best of their abilities. The highest mean score 3.4112 reveals that male respondents are highly satisfied about employees take part in activities that have a direct impact on their performance evaluation. The highest mean score 3.5814 shows that female respondents are highly agreed about employees regularly neglect to fulfil vital tasks. The highest mean score 3.3488 indicates that female respondents are highly satisfied about employees carry out all obligations that have been assigned to them. The highest mean score 3.4651 reveals that female respondents are highly satisfied about employees fulfil the job's official performance requirements. The highest mean score 3.2243 shows that male respondents are highly satisfied about employees fail to accomplish components of their jobs that are required of them. The highest mean score 3.5116 indicates that female respondents employees complete all of the things that are required of them. The highest mean score 3.4651 reveals that female respondents are highly satisfied about employees are given appropriate career opportunities in order to increase their morale.



**Table 3****Descriptive statistics between marital status and factors of employee's performance**

<b>Factors</b>	<b>Marital status</b>	<b>N</b>	<b>Mean</b>	<b>Std. Deviation</b>	<b>Std. Error</b>
Employees carry out their responsibilities to the best of their abilities	Married	107	3.4324	1.20319	.11420
	Unmarried	43	3.2821	1.31687	.21087
Employees take part in activities that have a direct impact on their performance evaluation	Married	107	3.5424	1.12510	.10679
	Unmarried	43	3.2308	1.24523	.19940
Employees regularly neglect to fulfil vital tasks	Married	107	3.2793	1.25170	.11881
	Unmarried	43	3.5385	1.27416	.20403
Employees carry out all obligations that have been assigned to them	Married	107	3.3694	1.29283	.12271
	Unmarried	43	3.0256	1.24578	.19948
Employees fulfil the job's official performance requirements	Married	107	3.2613	1.28425	.12190
	Unmarried	43	3.3333	1.15470	.18490
Employees fail to accomplish components of their jobs that are required of them	Married	107	3.3333	1.36404	.12947
	Unmarried	43	2.8974	1.27310	.20386
Employees complete all of the things that are required of them	Married	107	3.4144	1.18681	.11265
	Unmarried	43	3.1538	1.47859	.23676
Employees are given appropriate career opportunities in order to increase their morale	Married	107	3.2432	1.34986	.12812
	Unmarried	43	3.4359	1.14236	.18292

The mean comparison shows that the highest mean score 3.4324 indicates that married respondents are highly satisfied about employees carry out their responsibilities to the best of their abilities. The highest mean score 3.5424 reveals that married respondents are highly satisfied about employees take part in activities that have a direct impact on their performance evaluation. The highest mean score 3.5385 shows that unmarried respondents are highly agreed about employees regularly neglect to fulfil vital tasks. The highest mean score 3.3694 indicates that married respondents are highly satisfied about employees carry out all obligations that have been assigned to them. The highest mean score 3.3333 reveals that unmarried respondents are highly satisfied about employees fulfil the job's official performance requirements. The highest mean score 3.3333 shows that unmarried respondents are highly satisfied about employees fail to accomplish components of their jobs that are required of them. The highest mean score 3.4144 indicates that married respondents employees complete all of the things that are required of them. The highest mean score 3.4359 reveals that unmarried respondents are highly satisfied about employees are given appropriate career opportunities in order to increase their morale.

**Table 4**  
**Descriptive statistics between educational qualification and factors of employee's performance**

<b>Factors</b>	<b>Educational qualification</b>	<b>N</b>	<b>Mean</b>	<b>Std. Deviation</b>	<b>Std. Error</b>
Employees carry out their responsibilities to the best of their abilities	Schooling	72	3.2083	1.33150	.15692
	Under graduate	31	3.6452	1.01812	.18286
	Post graduate	17	3.5882	1.17574	.28516
	Professionals	30	3.4667	1.19578	.21832
Employees take part in activities that have a direct impact on their performance evaluation	Schooling	72	3.3472	1.23516	.14557
	Under graduate	31	3.4516	.96051	.17251
	Post graduate	17	3.2941	1.35852	.32949
	Professionals	30	3.4333	1.07265	.19584
Employees regularly neglect to fulfil vital tasks	Schooling	72	3.4167	1.21898	.14366
	Under graduate	31	3.3871	1.17409	.21087
	Post graduate	17	3.2353	1.30045	.31541
	Professionals	30	3.5333	1.40770	.25701
Employees carry out all obligations that have been assigned to them	Schooling	72	3.1944	1.27422	.15017
	Under graduate	31	3.5806	1.33602	.23996
	Post graduate	17	3.5294	1.00733	.24431
	Professionals	30	3.3667	1.27261	.23235
Employees fulfil the job's official performance requirements	Schooling	72	3.3472	1.23516	.14557
	Under graduate	31	3.3548	1.25295	.22504
	Post graduate	17	2.9412	1.51948	.36853
	Professionals	30	3.2333	1.33089	.24299
Employees fail to accomplish components of their jobs that are required of them	Schooling	72	3.3889	1.19336	.14064
	Under graduate	31	3.0323	1.30343	.23410
	Post graduate	17	2.7647	1.39326	.33792
	Professionals	30	3.5667	1.16511	.21272
Employees complete all of the things that are required of them	Schooling	72	3.2639	1.32147	.15574
	Under graduate	31	3.3871	1.43009	.25685
	Post graduate	17	3.6471	.99632	.24164
	Professionals	30	2.7000	1.41787	.25887
Employees are given appropriate career opportunities in order to increase their morale	Schooling	72	3.1944	1.30696	.15403
	Under graduate	31	3.3871	1.17409	.21087
	Post graduate	17	3.4118	1.27764	.30987
	Professionals	30	3.6333	1.27261	.23235

The mean comparison shows that the highest mean score 3.6452 indicates that respondents from the qualification group of under graduate are highly satisfied about employees carry out their responsibilities to the best of their abilities. The highest mean score 3.4516 reveals that respondents from the qualification group of under graduate are highly

satisfied about employees take part in activities that have a direct impact on their performance evaluation. The highest mean score 3.5333 shows that respondents from the qualification group of professionals are highly agreed about employees regularly neglect to fulfil vital tasks. The highest mean score 3.5806 indicates that respondents from the qualification group of post graduate are highly satisfied about employees carry out all obligations that have been assigned to them. The highest mean score 3.3548 reveals that respondents from the qualification group of under graduate are highly satisfied about employees fulfil the job's official performance requirements. The highest mean score 3.5667 shows that respondents from the qualification group of professionals are highly satisfied about employees fail to accomplish components of their jobs that are required of them. The highest mean score 3.6471 indicates that respondents from the qualification group of post graduate are highly satisfied employees complete all of the things that are required of them. The highest mean score 3.6333 reveals that respondents from the qualification group of professionals are highly satisfied about employees are given appropriate career opportunities in order to increase their morale.

**Table 5**  
**Independent sample t-test between gender and marital status with employee's performance**

Factors	Gender		Marital status	
	t-value	Sig.	t-value	Sig.
Employees carry out their responsibilities to the best of their abilities	4.367	.000	4.674	.000
Employees take part in activities that have a direct impact on their performance evaluation	1.364	.256	5.271	.000
Employees regularly neglect to fulfil vital tasks	2.851	.039	2.935	.038
Employees carry out all obligations that have been assigned to them	2.836	.047	2.113	.148
Employees fulfil the job's official performance requirements	3.332	.012	.172	.679
Employees fail to accomplish components of their jobs that are required of them	4.824	.000	5.328	.000
Employees complete all of the things that are required of them	.881	.453	1.019	.314
Employees are given appropriate career opportunities in order to increase their morale	1.928	.128	4.056	.006

It is found that when gender is compared with the factors of employees performance, the factors of employees carry out their responsibilities to the best of their abilities (.000), Employees regularly neglect to fulfil vital tasks (.039), Employees fulfil the job's official performance requirements (.012) and Employees fail to accomplish components of their jobs that are required of them (.000) are statistically significant at 0.05 significant level as well as the factors of Employees take part in activities that have a direct impact on their performance evaluation (.256), Employees complete all of the things that are required of them (.453) and Employees are given appropriate career opportunities in order to increase their morale (.128)

are not statistically significant at 0.05 significant level. Therefore there is significant relationship between gender of the respondents and employee performance and the null hypothesis is rejected and the alternative hypothesis is accepted.

When marital status is compared with the factors of employees performance, the factors of employees carry out their responsibilities to the best of their abilities (.000), Employees take part in activities that have a direct impact on their performance evaluation (.000), Employees regularly neglect to fulfil vital tasks (.038), Employees fail to accomplish components of their jobs that are required of them (.000) and Employees are given appropriate career opportunities in order to increase their morale (.006) are statistically significant at 0.05 significant level as well as the factors of Employees carry out all obligations that have been assigned to them (.148), Employees fulfil the job's official performance requirements (.679) and Employees complete all of the things that are required of them (.314) are not statistically significant at 0.05 significant level. Therefore there is significant relationship between marital status of the respondents and employee performance and the null hypothesis is rejected and the alternative hypothesis is accepted.

**Table 6**  
**One way ANOVA test between age and educational qualification with employee's performance**

Factors	Age		Educational qualification	
	f-value	Sig.	f-value	Sig.
Employees carry out their responsibilities to the best of their abilities	6.429	.013	11.156	.000
Employees take part in activities that have a direct impact on their performance evaluation	7.877	.001	9.109	.000
Employees regularly neglect to fulfil vital tasks	10.017	.000	13.209	.000
Employees carry out all obligations that have been assigned to them	11.226	.000	8.129	.000
Employees fulfil the job's official performance requirements	2.078	.152	2.291	.081
Employees fail to accomplish components of their jobs that are required of them	5.048	.043	2.055	.109
Employees complete all of the things that are required of them	1.218	.271	5.124	.041
Employees are given appropriate career opportunities in order to increase their morale	.634	.427	.879	.454

It is found that when age is compared with the factors of employees performance, the factors of employees carry out their responsibilities to the best of their abilities (.013), Employees take part in activities that have a direct impact on their performance evaluation (.001), Employees regularly neglect to fulfil vital tasks (.000), Employees carry out all obligations that have been assigned to them (.000) and Employees fail to accomplish components of their jobs that are required of them (.043) are statistically significant at 0.05 significant level as well as the factors of Employees fulfil the job's official performance requirements (.152), Employees complete all of the things that are required of them (.271)

and Employees are given appropriate career opportunities in order to increase their morale (.427) are not statistically significant at 0.05 significant level. Therefore there is significant relationship between gender of the respondents and employee performance and the null hypothesis is rejected and the alternative hypothesis is accepted.

When educational qualification is compared with the factors of employees performance, the factors of employees carry out their responsibilities to the best of their abilities (.000), Employees take part in activities that have a direct impact on their performance evaluation (.000), Employees regularly neglect to fulfil vital tasks (.000), Employees fail to accomplish components of their jobs that are required of them (.000) and Employees complete all of the things that are required of them (.041) are statistically significant at 0.05 significant level as well as the factors of Employees fulfil the job's official performance requirements (.081), Employees complete all of the things that are required of them (.109) and Employees are given appropriate career opportunities in order to increase their morale (.454) are not statistically significant at 0.05 significant level. Therefore there is significant relationship between marital status of the respondents and employee performance and the null hypothesis is rejected and the alternative hypothesis is accepted.

**Table 7**  
**Multi regression analysis between demographic variables of the respondents and employee performance**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.857 <sup>a</sup>	.651	.632	.14215

- a. Predictors: (Constant), Attitude Diversity, Education Background Diversity, Work experience Diversity, Religious Diversity, Age Diversity.

The model summary illustrated the Adjusted R square value which helped in explaining variance in the dependent variable; employee performance. Based on the results in above table, the Adjusted R square value was 0.651. This means that there is a change of 65.1% in the dependent variable due to the effect of the independent variables.

#### ANOVA

Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	5.318	3	4.106	3.541	.045 <sup>b</sup>
Residual	28.542	146	.195		
Total	28.860	149			

- a. Dependent Variable: Employee performance

- b. Predictors: (Constant), Attitude Diversity, Education Background Diversity, Work experience Diversity, Religious Diversity, Age Diversity.

The ANOVA was performed to test the statistical significance of the regression model on whether it was good in predicting variables that influenced the dependent variable. From

the findings, the significant value was 0.045 which was less than 0.05 and hence the model was good in predicting how the five independent variables influenced employee performance.

#### Co-efficients

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.324	.679		7.412	.000
	Age diversity	.218	.079	.384	2.964	.007
	Educational background diversity	.327	.069	.365	3.254	.000
	Religious diversity	.116	.078	.421	3.548	.000
	Work experience diversity	.163	.073	.484	3.478	.000
	Attitude diversity	.175	.084	.241	2.984	.006

Dependent Variable: Employee performance

It is found that the standardized beta value would be taken into consideration. When analyzing the five independent variables, the significance values need less than 0.05 to accept as significant and the value of beta is positive which states that the impact is positive. The impact of age diversity on employee performance was 0.384. It was significant as shown by a significant value of 0.007. Increase in educational background diversity would lead to an employee performance by 0.365. This impact was significant as shown by the significant value of 0.000. Increase in religious diversity impact to employee performance by 0.421 within a significant value of 0.000. The impact of work experience diversity on employee performance was 0.484 by a significant value of 0.000. The last one was attitude diversity on the job, that impact employee performance by 0.241. This impact was significant as shown by a significant value of 0.006. Thereby it proved that these five factors had a positive and significant impact on employee performance. Thus, those five hypotheses were accepted.

#### Findings of the study:

- It is understood that there is significant relationship between gender of the respondents and employee performance and the null hypothesis is rejected and the alternative hypothesis is accepted.
- It is found that there is significant relationship between marital status of the respondents and employee performance and the null hypothesis is rejected and the alternative hypothesis is accepted.
- It is found that there is significant relationship between gender of the respondents and employee performance and the null hypothesis is rejected and the alternative hypothesis is accepted.
- It is found that there is significant relationship between marital status of the respondents and employee performance and the null hypothesis is rejected and the alternative hypothesis is accepted.

- It is understood that there is a change of 65.1% in the dependent variable due to the effect of the independent variables.

### **Suggestions:**

Age, educational background, religious diversity, work experience diversity, and attitude diversity on the job were all used to quantify the effects of workforce diversity. It is suggested that the organization's senior management pay greater attention to diversity management in order to boost employee performance. It was also suggested that organisational executives draught rules and policies on equal employment for all employees, regardless of their cultural background, ethnic group, or gender, in order to foster creativity and innovation in the workplace and ensure that the best individuals were hired. Employee job performance was improved as a result of these human resource policies.

### **Conclusion:**

The primary goal of this research was to determine the impact of workforce diversity on employee performance at the operational level. Age, educational background, religious diversity, work experience diversity, and on-the-job attitude diversity were all found to have a favourable and significant impact on employee performance. This study gave solid evidence to back up their claims. However, because this study was limited to one organisation, more research should be undertaken to include other sectors. Furthermore, future research can concentrate on additional independent variables that may have a greater impact on employee performance variance.

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