

WORKFORCE DIVERSITY AMONG WORKERS AND THEIR PERFORMANCE: A REVIEW OF LITERATURE

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ABSTRACT

Workforce diversity means dissimilarities and similarities among the employees in the terms of age, gender, ethnic diversity, physical abilities, culture, race and social background. Human resources are not only different in age, culture or gender but also in the way of thinking and making judgements. In today's organisations, the major issues faced by the employers are workforce diversity. This paper is to critically analyse the past literature of workforce diversity among organisations. The researcher after inspecting various journal papers and literature related to it and concluded that the workforce is the major asset of the organisation. If the diversity among them is managed properly then organisations can excel, otherwise there can be collapse in the system.

Keywords: Workforce diversity, diversity, workforce, productivity, performance.

I. INTRODUCTION

In 21st century, the major issue faced by the organisations is the differences in age, gender, culture, social values, moral values and perspectives among the employees of organisation. These similarities and dissimilarities among the employees are called workforce diversity. The diversity among employees can be on the basis of demographic, psychological, social, cultural or physiological factors. The major issue after recruitment and selection of best person for the organisation is to manage the workforce diversity. These differences are to be managed effectively if an organisation desires its smooth functioning as these dissimilarities can lead to decrease in productivity of an organisation. The productivity of an organisation is totally based on the employee performance. The employee performance can be affected by the differences among the workforce which can result in dysfunctional conflicts. Hence it may lead to the decrease in the productivity and efficiency of organisation.

II. OBJECTIVES

The main objectives of this research paper are as follows:

1. To review the past literature available in the field of workforce diversity among the employees of the organisations.
2. To explore the gaps in literature.
3. To find the factors affecting the workforce diversity among human resources.

III. REVIEW OF LITERATURE

(EHIMARE & OGAGA-OGHENE , 2011)in their research paper proposed to determine the relationship between group diversity and their performance outcomes in Nigerian bank. The data was collected from both primary data and secondary data sources. The secondary data sources are published annual reports of the Central Bank of Nigeria. The primary data was gleaned by drawing a sample of 120 work-teams using random sampling technique. A questionnaire method was used to collect the data from the 120 employees. It was established that

the gender and ethnicity are negatively correlated to worker efficiency and performance while age and tenure diversities are positivity correlated.

(**Rao & Bagali, 2014**) in their paper tried to discover the gender diversity among the IT organisations in Bangalore and the influence of policies and programmes designed to manage the workforce diversity, and also to find out the hindrances present in IT sector. The research was conducted using sample size of 600 employees of IT service companies and 15 ITES-BPO services companies situated at Bangalore through a questionnaire. The secondary data was collected from the research papers, company reports and journals related to IT companies. It was found that there was more negative impact of obstacles on the acceptance of gender diversity.

(**Saxena, 2014**) in their paper intended to explore the workforce diversity and its effects on the productivity of an organisation. This paper was totally secondary data based as the whole data was collected from the past literature and research papers related to the workforce diversity. It was found that there is a positive relationship between the workforce diversity management and productivity of an organisation. The researcher suggested some policies to manage the diversity such as keeping open communication channels among employees, use of common language and increase workers participation in organisations.

(**Dixit & Bajpai, 2015**) in their research work proposed to find the relationship between different diversity dimensions such as the workers perception and their performance. Data was gathered from a sample of sample size of 150 from It/ITES through a questionnaire of 25 questions. It was found that there is a positive relationship between the diversity climate and competitive advantage. The women in organisations at higher positions are very small in number. The researcher recommended different practices and policies to improve the diversity.

(**Selvar & R, 2015**) in their research paper aimed to find out the relationship between the various workforce diversity factors such as gender, age, ethnic diversity and employee performance in Singapore Organisations so as to find the impact of workforce diversity on the employee performance in the organisation. The researcher chose both service and manufacturing sectors as a target population. Data was collected through questionnaires from the sample of 316 chosen by convenience sampling technique. The findings showed that female employees' response was 27% less than the male employees as the female were reluctant to respond. It was found that the age diversity and ethnic diversity showed negative relationship with the employee performance. While the study showed that there was a positive relationship between gender and employee performance.

(**Foma**) in their study demarcated the workforce diversity, policies and programmes related to it and discovered the relationship between diversity and job satisfaction. This study was totally based on secondary data such as studies and PepsiCo's articles. The paper elaborated the benefits of workforce diversity and challenges faced by organisations due to diversity in the organisation.

(**Nika & Makhdoomi, 2017**) in their research paper tried to discover the impact of different factors related to workforce diversity on the workforce performance in the organizations. The data was collected through a structure questionnaire from the various telecom organizations in Delhi NCR. A sample of 120 respondents from private telecom companies was drawn by random sampling. The collected was analysed using SPSS version 20.0. The study proved that the different dimensions of workforce diversity such as age, gender, ethnic diversity and experience are not related to employee performance.

(**Prasad, 2017**) in their paper focused banking sector of Ethiopia so as to study the impact of diversity on the organisational effectiveness. The study is descriptive in nature in which the impact of diversity is critically assessed. The data was gathered using both the primary and secondary sources. The primary data was gleaned from a sample of 271 employees chosen by random sampling through the questionnaires. While secondary sources of data were files, records, policy papers from the banks in various towns. Analysis of data was done by SPSS version 20 and Chi-square test was used to analyse the data. It was found that there was no high degree of association between workforces and working conditions and the performance was not highly influenced by diversity.

IV. METHODOLOGY OF THE STUDY

The paper is descriptive by nature as the data is collected from the literature and papers related to workforce diversity and production. The data is collected from secondary sources i.e. different catalogues such as Research Gate, Science Direct, Google Scholar, Shodhganga etc.

V. ANALYSIS

By reviewing above literature it has been analysed that there is a positive relationship between gender and performance (Selvar & R, 2015). The age and tenure are positively correlated to the performance of the employees (EHIMARE & OGAGA-OGHENE, 2011). While it was also found that there is no strong relationship between the working conditions and workforce diversity (Prasad, 2017). It was found that factors such as age, gender, ethnicity and tenure play an important role in employee performance and productivity.

VI. CONCLUSION AND IMPLICATIONS FOR FURTHER RESEARCH

From the study it can be concluded that workforce diversity is an important issue in today's organisations. It is to be managed in such a way that there is employee commitment and higher retention of the employees. If it is not managed properly, there can be increase in absenteeism and attrition rate. The organisations should make proper policies and programmes to cope up with the diversity among employees.

From the past literature it has been studied that there are many dimensions of workforce diversity such as age, gender, ethnicity, tenure, working conditions etc. To tackle the workforce diversity, the organisations need to deal with these dimensions efficiently.

It has been identified that there is a lot of research gap in the study related to workforce diversity and employee performance. Some more studies are required in this field as it is an important and alarming issue in today's organisations. The study should be done by taking a large sample size.

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