



# IMPACTS OF WORK FORCE DIVERSITY ON EMPLOYEE PERFORMANCES IN EDUCATION AND LITERACY DEPARTMENT GOVT: OF SINDH ON COLLEGE LEVEL

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**Abstract-** Workforce diversity is acknowledged as one of the tactical abilities that will give importance to the organizations over their competitor. The determination of this research was to study the impact of workforce diversity on employee performance in public colleges of Sindh (college department) in Khairpur, Sindh. There were various dimensions of diversity which could impact on performance of the employees, but this research has selected most important dimension of diversity which are age, gender, educational and work-experience dimensions as independent variable and see the impact on the employee performance which are independent variable and employee performance in the organization is dependent variable. In this study, the simple random sampling technique has been applied and data had been collected by personally distribution of 320 questionnaires to the employees in education sector (college department) Khairpur, Sindh. Regression analysis technique had also been applied to find out the impact of work force diversity on employee performance. The results of finding had shown that there was a significant and positive impact of age diversity, gender, educational and work-experience diversity on employee performance.

**Keywords:** Workforce Diversity, age, gender, educational, work-experience, Employee Performance.

## I. INTRODUCTION

The modern workforce is far more diverse in its composition than it remained in past. The productivity of any business depends on the workers or workforce of organization because they perform the task of the organization. The word 'diversity' means the range of worker differences including, but are not restricted to age, race, gender, abilities, education, disabilities, culture, and religion (Srivastava&Agarwal, 2012). Over last two decade, it is becoming clearer that organizations kept to follow workforce diversity as an economical requisite and acknowledged and used it as one of the most essential elements. Any business that wants to be productive must have a great opinion and guarantee to make sure that workforce diversity is part of their day-to-day business actions. Workforce diversity can create greater challenges as well as opportunities to the business (Childs Jr, 2005). If organizations could manage these variances of employees, they would be more effective. With the mixture of talents of diverse cultural backgrounds, gender, age, educational backgrounds, abilities, and religion an organization can reply to business opportunities more quickly and innovatively (Srivastava&Agarwal, 2012). This is one of the essential administrative goals to be achieved. More importantly, if the organizational atmosphere does not encourage diversity largely, there will be a possibility for greater voluntary worker turnover, trouble in communication, and interpersonal clashes (Christian, Porter, & Moffitt, 2006). Overall, if management does not know the factors which give to effective diversity management they will unable to deal effectively to diversity-related problems. There will be confrontational to the organization's productive (Childs Jr, 2005). Therefore, this paper examines the impact of workforce diversity on employee performance in public colleges of Sindh (college department) in Khairpur, Sindh.

### 1.1 Problem Statement

With the fast rise of changing happen in the present world the organizational culture is also getting transformed with a fast pace. In the same way, variations occur in the workforce who is dissimilar from past

years which is known as diverse in the employee or a diversified workforce. Now, therefore it is essential to examine the significances of workforce diversity. It is stated that varying in work force will diversity impact on the employee performance. Therefore, this research tries to analysis the impact of work force diversity on employee performance of public colleges in Khairpur, Sindh.

## 1.2. Research Questions

What is the impact of the diversity of age on employee performance?

What is the impact of the diversity of gender on employee performance?

What is the impact of the diversity of educational background on employee performance?

What is the impact of the diversity of work experience on employee performance?

## II. LITERATURE REVIEW

### Employee Performance

ODHIAMBO (2014) explained performance as the successful completion of jobs for which one is appointed to perform. Zhuwo (2017) explained performance of employee is successfully finishing of jobs by selected employee, while Krishnan Gowrishankar, and Kanagaraj (2017) acknowledged it as the using all the present resource efficiently and effectively with in varying atmosphere.

### Workforce Diversity

Childs Jr (2005) explained workforce diversity as the range of difference among workers that is specifically restricted to particular cultural characteristics such as: age, class, ethnicity, gender, physical and mental ability, race, economic status, educational background, marital status, union affiliation, work content, attitudes, morale, beliefs, and interests(Choi & Rainey, 2010).

### Dimensions of Diversity

Sartorius, et-al (2005), divided the diversity into three dimensions primary, Secondary and Tertiary. Primary dimension, which comes in the terms of age, gender, race, disability, ethnicity while Secondary dimension comes in the terms of religious, living standards, marital status, educational level, nationality, political identity, language, values, working experience and geographical location etc and Tertiary dimensions which contain assumptions, beliefs, feelings, values, group norms, attitudes, and perceptions. Given the above, age diversity, gender diversity, educational background diversity and work-experience diversity have been used in this research to analyze the impact of workforce diversity on employee performance. According to the previous research, these four dimensions have confirmed to have a strong impact on employee performance than other dimensions Elsaid (2012) Zhuwao (2017).

### Age Diversity

According to Kunze, Boehm, and Bruch (2013), age diversity is well-defined as the variances in age distribution among employees and is used to describe the structure of the organization or the composition of employee-groups in an organization. Increasing age diversity has turned out to be central part of most of organizations.

### Gender Diversity

Connell (2002), describes gender as a description of maleness or femaleness. Most of research studies backed the argument that gender diversity had a positive influence on the business and also on employee's performance. McMillan-Capehart (2003), observed through the resource-based view that gender diversity offers a economical benefit to an organization. But according to Brown, 2008; CarrRuffino, 2003, gender

diversity remains unproductive unless it is first acknowledged and managed. Furthermore, according to Jackson, et-al (2003), giving an equal job opportunity to females is essential to increase the performance of employees in an organization. But according to Rothman, et-al 2003 the higher gender diversity is related with lesser quality because it appoints lesser performing employee in position for which employee is not matched. this means organization gives preference to male employee as compare to female employee because organization understand that male employee perform well and have more ability and skills for managing the jobs.

**Educational Background Diversity**

Tracy and David (2011) revealed that organization generally employ those employees whose training, experience, or education is sufficient for performing of job. This meant that educational background is essential to individual. Employees can not to find a job and work well without sufficient educational background. Pretty et al. (2009) showed education diversity as diverse levels of education and different educational qualifications. Most organizations using educational diversity initiatives to encourage and help workers to do successfully with employee so that organizational objectives may be accomplished (Lieu et al., 2011).

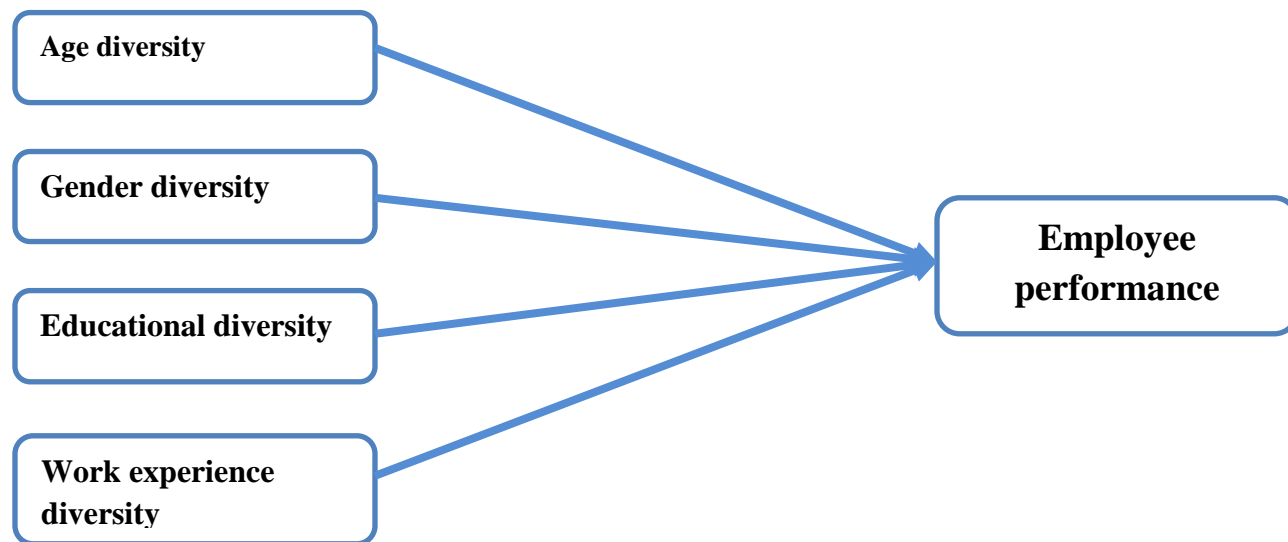
**Work Experience Diversity**

Employee diversity in experience is defined by Carr, Pearson, Vest, and Boyar (2006) as the differences in knowledge, skills, and talents acquired in a particular job. According to Carr et al. (2006), work experience has been defined as the length of experience in a given work.

III. METHODS

**Research Method**

To inspect the impact of workforce diversity on employee performance, this research applied statistical analysis tools. The researcher used a quantitative approach and applied questionnaire surveys to collect the mandatory data.



**Figure 1: Conceptual Framework**

This research is used descriptive research designs.' The unit of analysis is individual employees. The theoretical population is production level employees of public colleges of Sindh (college department) in

Khairpur, Sindh. The study population is production level employees in public colleges of Sindh (college department) in Khairpur, Sindh. The careful sample which took from population was 263 though the intention was to collect 301 responses from employees, due to the response rate; the researcher was forced to reduce the number of response target to 263. This study used Simple Random Sampling (SRS) technique. The data was collected through questionnaire survey method. The questionnaires were distributed physically. Then the responses were analyzed conducting SPSS version 20. After reading broad literature review, four hypotheses have been made to cover the scope of the study. These were formulated by considering past done research. Most of the researchers agreed that growing age diversity had positive impact on employee performance (Zhuwao, 2017). After considering these facts, the first hypothesis was developed as H1: There is a positive impact of age diversity on employee performance. Most of researcher found that gender has positively related to employee performance (Dipanker Sharma & Swati 2019) then second H2 was prepared. Most of the researchers also agreed that educational diversity had positive on employee performance (Elsaid, 2012). Thus, the next hypothesis was established as H3: There is a positive impact of education background diversity on employee performance. Based on the literature, Most of the researchers revealed that work experience had positive impact on employee performance (Kotur & Anbazhagan, 2014). After considering these facts, a hypothesis was developed as H4: There is a positive impact of work experience diversity on employee performance.

### Questionnaire Design

The questionnaire has been prepared on the bases of hypothesis. Figure 1 displays the conceptual framework developed in order to get a clear idea about the relationship between those factors in the questionnaire. The questionnaire was prepared in a the way where the first section included the general questions, section two comprised of all the questions related with independent variables and finally the third section of the questionnaire which included questions asked on the dependent variables. Five-point Likert-scale has been applied to get responses from the employees, which allowed them to mark their level of the agreement such as strongly agree, agree, neutral, disagree, and strongly disagree

## IV. DATA ANALYSIS AND RESULTS

### Reliability Analysis

Variable	Cronbach's Alpha	Items
Age diversity	.628	7
Gender diversity	.603	9
Educational diversity	.623	7
Work-experience	.743	6

### Reliability test

A reliability test has been used to measure the internal consistency of the variables. Reliability is basically being analyzed by conducting the "Cronbach Alpha Method." The test was significant when Alpha value resulted in greater than 0.7. George and Mallery (2003) provided the following rules for alpha values: (Alpha value > 0.9 - Excellent, Alpha value > 0.8 - Good, Alpha value > 0.7 - Acceptable, Alpha value > 0.6 - Questionable, Alpha value > 0.5 - Poor, Alpha value < 0.5 - Unacceptable). The values of Cronbach's Alpha were depicted in Table 4, the reliability test achieved by all constructs was adequate as they remained more than 0.60; thus it evidenced high levels of reliability within the collected data of this research

### Correlation Analysis

The correlation analysis has been used to decide degree of association between the independent variables and the dependent variable. Correlation was utilized to depict the direction, strength, and significance of the

association. From the findings, it found that there was a positive association of age diversity, gender education background diversity and work experience on employees' performance.

### Correlations

The above cited table:2 displays that age value stand with [  $r_s = 0.492^{**}$ ,  $n = 263$ ,  $p = 0.000$ ] correlation which explain significant and positive impact on employee performance that tells moderate level of association between the independent and dependent variable which is age diversity and employee. While gender diversity also positively impacted on the employee performance and shows moderate level of association between gender diversity and employee performance because value of gender stood with [  $r_s = 0.325^{**}$ ,  $n = 263$ ,  $p = 0.000$ ]. Educational has also shown positive and significant impact on the employee performance it value remained [  $r_s = 0.636^{**}$ ,  $n = 263$ ,  $p = 0.000$ ] while impact of work-experience also shown positive and significant on employee performance and its value stood [  $r_s = 0.636^{**}$ ,  $n = 263$ ,  $p = 0.000$ ]. So it is confirmed that all four independent variable has shown positive and significant impact on employee performance on the basis of correlation result all four hypothesis is approved.

### 4.3. Multi-regression

Regression is used to investigate which independent variables (age diversity, gender educational diversity, work experience diversity on the job) forecast to employee performance.

**Table: 3 Model Summary**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.684 <sup>a</sup>	.468	.460	.35921

A. Predictors: (Constant), Work experience diversity, Gender diversity, Educational diversity, Age diversity

Above table: 3 explained the R square value that explains variance in employee performance. Results in Table: 3, showed that the R square value stood with 0.468 which tells

Variable		Employees Performance
<b>Age Diversity</b>	Pearson Correlation	.492 <sup>**</sup>
	Sig. (2-tailed)	.000
	N	263
<b>Gender Diversity</b>	Pearson Correlation	.325 <sup>**</sup>
	Sig. (2-tailed)	.000
	N	263
<b>Education Diversity</b>	Pearson Correlation	.636 <sup>**</sup>
	Sig. (2-tailed)	.000
	N	263
<b>Work Experience</b>	Pearson Correlation	.539 <sup>**</sup>
	Sig. (2-tailed)	.000
	N	263

46.8% variation in the dependent variable due to the impact of the independent variables.

**ANOVA<sup>a</sup>**

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	29.313	4	7.328	56.794	.000 <sup>b</sup>
	Residual	33.291	258	.129		
	Total	62.604	262			

A. Dependent Variable: Employee performance

B. Predictors: (Constant), Work experience diversity, Gender diversity, Educational diversity, Age diversity

The ANOVA was used to analysis the significance of the regression model on whether it was good in forecasting variables that influenced the dependent variable. From the results, the significant value stood 0.000 which showed lower than 0.05 and therefore the model is good in forecasting how the four independent variables impacted employee performance.

**Coefficients<sup>a</sup>**

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	1.339	.197		6.786	.000
Age Diversity	-.925	.224	-.919	-4.127	.000
Gender diversity	.245	.062	.256	3.946	.000
Educational diversity	.400	.062	.417	6.502	.000
Work Experience diversity	.908	.187	1.061	4.853	.000

a. Dependent Variable: Employee performance

Here in the coefficient Table: 5, the standardized beta value has been taken into consideration. When analyzing the four independent variables, the significance values should be less than 0.05 to accept as significant and the value of beta is positive which shows that the impact is positive. The impact of age diversity on employee performance was -.925. It was significant as stood by a significant value of 0.000. Age is not contributing to employee performance while gender diversity contributes 24.5% to employee performance and its significant value stood of 0.000. the educational diversity contribute 40% to employee performance and its significant value stood 0.000 while contribution of work experience stood 908% to employee performance and its significant value remained 0.000. Thereby it is confirmed that the three variables contribute to employee performance while age did not contribute to employee performance.

V. DISCUSSION

The objective of research study was to inspect the impact of workforce diversity on employee performance. The impacts of workforce diversity were analyzed in terms of age diversity, gender diversity educational diversity and work experience diversity on job. According to the results obtained by the regression analysis, it is shown that work force diversity has positive impact on employee performance. The correlation results showed that age had positive impact on employee performance. The results of all these research work stated that increasing age diversity and gender diversity were positively related to employee performance while educational diversity have positive impact on employee performance. Previous research work by ODHIAMBO (2014), Elsaid (2012), all had made similar decisions asserting that educational diversity had positive impact one employee performance. Yet again, the previous result was proved through the results obtained from the present study. The results display that work experience diversity has positively and significantly impacted on employee performance. Previous research work by Dokko, Wilk, and Rothbard (2009) all had reached on same decision saying work-experience had positively impacted on employee performance. Therefore, this study recommended that senior administration of the college education department must heed higher on diversity management to increase the performance employee within the organization. It was also recommended that organization should make laws and policies on equal employment, irrespective of their cultural background, ethnic group, and gender in other to encourage creativeness and invention in the organization and that ensured that the most qualified employees were recruited. These human resources policies benefited the working-place by rising employee performance.

## VI. CONCLUSION

This study analyzed the impact of workforce diversity on employee performance. Under that age diversity, gender diversity educational diversity and work experience diversity, were proved to have a positive and significant impact on employee performance. The correlation of result depicted that all four variables are positively and significantly impacting on employee performances. This research provided strong evidence to prove their impact. But this research was limited to one organization and therefore more research studies should be carried out to emphasis on other areas also. In addition, future researchers can focus on additional independent variables which could have a more significant impact on employee performance. Therefore, the study suggests that future research more in this area. This study would serve as a guide for future research.

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