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RESEARCH ARTICLE

THE EFFECTS OF WORKFORCE DIVERSITY TOWARDS THE EMPLOYEE PERFORMANCE IN IT COMPANIES, SALEM DISTRICT

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Abstract

Diversity is increasingly recognized and utilized as an important organizational resource in regards to whether the goal is to be an employer of choice, to provide excellent customer service, or to maintain a competitive edge. Workplace diversity is a multi-faceted concept that will continue to evolve as more industries move toward a global marketplace. It also has proven to have led to a perception of being fundamental for employee performance. This fundamental belief forces managers to embrace and comprehend the concept of workplace diversity, its barriers and benefits.

The purpose of this research is to investigate the effect of work force diversify towards employee performance in an organization which focus into IT Companies , Salem District. The research also focuses on workforce diversity which includes the gender, age, ethnic and education background of the employees which is the most critical variables among all the others. The investigation was done by distributing 100 questionnaires to the IT Companies management team in Salem District. The questionnaire results show that there is a significant impact on performance when different workforce is working in the IT Companies Salem District. It is founded that the overall effects of workforce diversity (gender, age, ethnicity and education background) towards employee performance in an organization (airline industry) is significant in most of the ways.

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Introduction:-

Diversity can be termed as the presence of dissimilarities amidst the affiliate of a common unit. It plays a vital role in the present organization in terms of age, education background, gender, and ethnicity of the persons, origin of the country and various uniqueness of the member who are working in an organization, because of globalization. Since IT companies have a direct impact on the growth of the Indian economy in employment opportunity, export of goods, generation of reverse and subsequently it has improved the living standard of the people.

Today workforce diversity is no longer just about anti-discrimination legal compliance. The spotlight of concept of workforce diversity is the impact of inclusion and corporate performance. Corporations see diversity as a competitive advantage that brings economic benefits when diversity is realigned to the strategic business goals of the corporations. The world's increasing globalization requires more interaction among people from diverse cultures, beliefs, and backgrounds than ever before. People no longer live and work in an insular marketplace; they are now part of a worldwide economy with competition coming from nearly every continent. For this reason, profit and non-profit organizations need diversity to become more creative and open to change. Maximizing and capitalizing on workplace diversity has become an important issue for management today.

Workforce Diversity is defined as Similarities and differences among employees in terms of age, cultural background, physical abilities and disabilities, race, religion, sex, and sexual orientation. Diversity describes people's differences. Differences can come from individual characteristics and life experiences, such as where you went to school or where you live. Being married or in a civil partnership, being a parent, your political affiliation, career path or level of income can also influence your personal perspectives. These factors make us react, approach challenges and solve problems differently.

Diversity describes people's differences. When people refer to 'diversity', especially in a business context, they often focus on a particular set of key characteristics or differences. These differences are protected by law. This means staff and customers have the legal right to be treated fairly and equally in relation to these characteristic. For a business, employing a diverse workforce enables it to use a wider range of talents and skills. These lead to creativity and innovation. Businesses need to mirror the communities and cultures they work in so they can understand and anticipate the diverse needs of their customers.

Benefits of Workplace Diversity:-

An organization's success and competitiveness depends upon its ability to embrace diversity and realize the benefits. When organizations actively assess their handling of workplace diversity issues, develop and implement diversity plans, multiple benefits are reported such as:

Increased adaptability:-

Organizations employing a diverse workforce can supply a greater variety of solutions to problems in service, sourcing, and allocation of resources. Employees from diverse backgrounds bring individual talents and experiences in suggesting ideas that are flexible in adapting to fluctuating markets and customer demands.

Broader service range:-

A diverse collection of skills and experiences (e.g. languages, cultural understanding) allows a company to provide service to customers on a global basis.

Variety of viewpoints:-

A diverse workforce that feels comfortable communicating varying points of view provides a larger pool of ideas and experiences. The organization can draw from that pool to meet business strategy needs and the needs of customers more effectively.

More effective execution:-

Companies that encourage diversity in the workplace inspire all of their employees to perform to their highest ability. Company-wide strategies can then be executed; resulting in higher productivity, profit, and return on investment.

Challenges of Diversity in the Workplace:-

Taking full advantage of the benefits of diversity in the workplace is not without its challenges. Some of those challenges are:

Communication - Perceptual, cultural and language barriers need to be overcome for diversity programs to succeed. Ineffective communication of key objectives results in confusion, lack of teamwork, and low morale.

Resistance to change - There are always employees who will refuse to accept the fact that the social and cultural makeup of their workplace is changing. The "we've always done it this way" mentality silences new ideas and inhibits progress.

Implementation of diversity in the workplace policies - This can be the overriding challenge to all diversity advocates. Armed with the results of employee assessments and research data, they must build and implement a customized strategy to maximize the effects of diversity in the workplace for their particular organization.

Successful Management of Diversity in the Workplace - Diversity training alone is not sufficient for your organization's diversity management plan. A strategy must be created and implemented to create a culture of diversity that permeates every department and function of the organization.

Objectives:-

1. To study about the workforce diversity in IT Companies in Salem District
2. To Study about the various factors affecting the Workforce diversity among employees in the perspective of age, gender, ethnicity and education qualification.
3. To study the relationship the Diversity factors and employee performances.
4. To study about whether the employees performance is affected by the workforce diversity

Review of literature:-

According to Hasan Muhammed, Imbran(2009) study it is founded that the difference of relationship between team member by infestible, pressure and less ability to manage them. Once the relationship conflict erupted each individual display varying difference. If conflict continues it result in nervousness, rivalry, strees and discontent, which result in reduction of performance of employee in the organization.

According to Morrison 1992, managing diversity involves leveraging and using the cultural difference in people skills, ideas and creativity to contribute to a common goals and doing it in a way that gives the organization and competitive edge.

According to Kochan, Bezrukova, Ely, Jackson, Joshi, Jehn, Leonard, Levine, and Thomas (2002)) providing an equal job opportunity to women is vital to improve performance of employee in a organization. It eliminates formal policies that discriminated against certain diverse of work and raised the cost to organization that failed to implement fair employee practices.

According to Zgourides et al the difference in the work culture characteristic were predicted of team scores, which can be interpreted as the advantage of having ethnicity different views for team problem solving results in increased team performance after the team learned the how to utilize the difference to these benefits.

Research methodology:-

The types of non-probability sampling that were used in this research are convenience sampling. Questionnaires were distributed to the valid respondents who have met the two requirements needed in order to be a respondent; they were asked to fill up the questionnaire form that is distributed directly to them. A total of 100 questionnaires were distributed. The respondents are employees in the IT companies in Salem District. Questionnaire used for this research was constructed by adopting and then modifying the questionnaire of several related research journals. The research is separated into 3 sections namely Section A, B and C. Section A consist of Demographic Information and Section B consist of independent variable and Section C consist of Employees performance. The Liker's Scaling is used in Section B and C questions.

Hypothesis of the study:-

In this study, employee performance is our dependent variables. Meanwhile gender, age, ethnicity and education background will be our independent variables. Thus, our hypothesis is that there are significant relationship between these dependent variables and independent variables. Either one of these independent variables or some of them do have positive effect to influence employee performance in an organization.

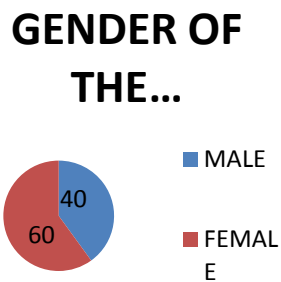
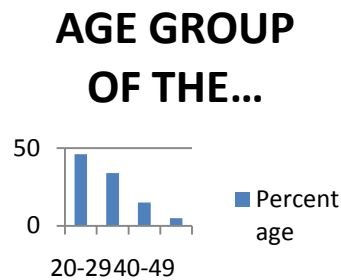
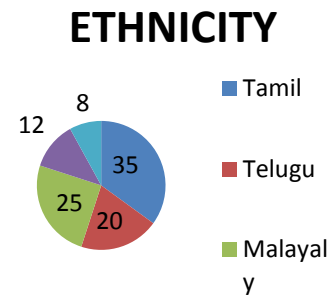
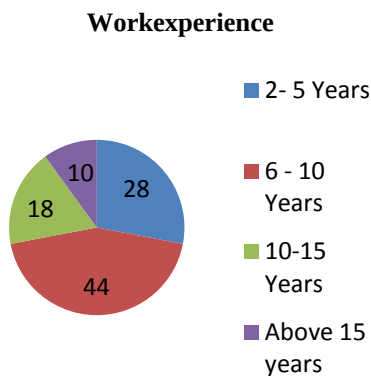
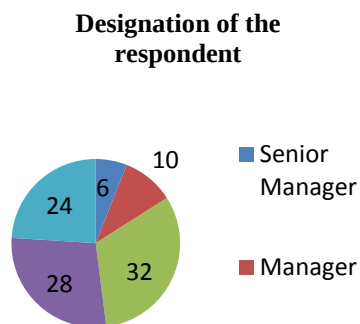
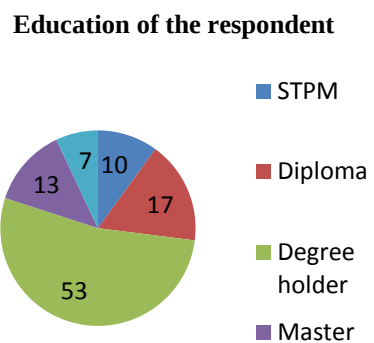
H1 : There is significant relationship between gender and employees performance

H2 : There is significant relationship between age diversity and employee performance

H3 : There is significant relationship between ethnicity and employee performance

H4 : There is significant relationship between education background and employee performance

H5 : The four variables (gender, age, ethnicity, and education background) are significant in explaining the variance in employee performance.

Analysis and interpretation:-**Gender of the respondents****age group of respondent****ethnicity of respondent****Work experience of respondent****designation of the respondent****education of the respondent**

Factors that facilitate the workforce diversity in the employee performance

GENDER ON EMPLOYEES PERFORMANCE								
Factors	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Total	Mean	WA
No discrimination in hiring and recruitment on gender basis.	12	10	5	19	54	100	3.93	393
Good job of attracting and hiring women	8	11	26	43	12	100	3.4	340
Fair treatment is given to male or female employees.	48	28	8	12	4	100	1.96	196
Opportunities for women growth and advancement	56	11	24	2	7	100	1.93	193
Encouraged the women for career development	8	12	15	4	61	100	3.98	398
Training and development meet the requirement of both	6	15	23	40	16	100	3.45	345
Women's are encouraged in decision making process	3	45	10	12	30	100	3.21	321
Performance criteria for success is lower for women	7	59	16	12	6	100	2.51	251
Positive about gender in workforce diversity	12	65	10	8	5	100	2.29	229

AGE ON EMPLOYEE PERFORMANCE								
Factors	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Total	Mean	WA
Equal opportunity for training and career development	3	5	10	55	27	100	2.33	233
All age group include in decision making and problem solving	11	15	6	27	41	100	2.91	291
Age group causes conflict in work group	8	10	9	48	25	100	2.28	228
Lack of bonding with different age work group	4	7	12	23	54	100	3.47	347
Positive about age in workforce diversity	49	27	8	10	6	100	1.67	167

ETHNICITY ON EMPLOYEES PERFORMANCE								
Factors	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Total	Mean	WA
Good job in hiring minorities	2	6	12	62	18	100	3.88	388
Minorities have opportunities for growth and advancement	7	10	5	54	24	100	3.78	378
Organisation concern about Employee's cultures, and values.	2	3	10	29	56	100	4.34	434
Different languages communicated among workers create no problem.	26	42	18	9	5	100	2.25	225
Low self-esteem due to Employee's ethnicity.	15	51	22	5	7	100	2.38	238
No conflict in the ethnicity differences in education background	12	11	9	28	40	100	3.73	373
Different ethnicity employee's include in problem solving and decision making.	9	6	12	25	48	100	3.97	397
Positive about ethnicity in workforce diversity	22	56	8	10	4	100	2.18	218

EDUCATION QUALIFICATION ON EMPLOYEE PERFORMANCE								
Factors	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Total	Mean	WA
Recruitment is based on the education background	22	49	19	6	4	100	2.21	221
Provided paid study leave for employees further education	17	51	10	14	8	100	2.45	245
Lower qualified employee have opportunities for growth	49	21	16	10	4	100	1.99	199
No conflict in the difference of education background	21	7	18	12	42	100	3.47	347
Education background create employee lack of confident	24	5	12	8	51	100	3.57	357
Different education member involved in decision making and problem solving	7	14	29	10	40	100	3.62	362

Findings and suggestion:-

As per the study the factor that affect the workforce diversity in employee performance are positively related in the concern about the employees culture and values (4.34), motivating the employee in completing the assigned work (4.04), encouraging the women employee for their career development (3.98), different ethnicity employee included in decision making and problem solving (3.97) and there is no discrimination in recruitment on gender basis (3.93).

There is a negative relationship among the diversity in employee performance that organizations want to concentrate in opportunity for women growth and development since there are more women employees (1.93), lower qualified employees have opportunity for growth (1.63).

Conclusion:-

A diverse workforce is a reflection of a changing world and marketplace. Diverse work teams bring high value to organizations. Respecting individual differences will benefit the workplace by creating a competitive edge and increasing work productivity. The researcher found that there is a lacking of gender diversity and they have to concentrate in performance criteria fixed for the success lower for women and conflict in difference in education and development of education in decision making.

Diversity management benefits associates by creating a fair and safe environment where everyone has access to opportunities and challenges. The Companies have to concentrate in the negative relationship among the workforce diversity – opportunity for women growth and development, and lower qualified employees. Management tools in a diverse workforce should be used to educate everyone about diversity and its issues, including laws and regulations. From this the researcher concluded that the IT companies are good in the ethnicity and gendered factor only thing is to concentrate in the qualification and employee performance – salary hike.

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