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Assessing the Perception of Employees on Workplace Diversity Management Practices in NLCIL

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ABSTRACT

Workplace diversity refers to the similarities and differences between employees in terms of age, work experience, physical abilities, cultural diversity and disabilities, as well as religion, race, gender, and sexual orientation. The research tries to understand the perception of employees on workplace diversity management practices. Pilot study sample size of the research was 50 employees from NLCIL. Descriptive research design was used. Structured questionnaire was used for primary data collection. Path analysis was used for data analysis. The research discovered that there is influence of cultural diversity and work experience diversity on employees' attitude in NLCIL. The analysis also found that there is influence of cultural diversity on employees' performance. The research also identified that there is influence of employees' attitude on employees' performance in NLCIL. Hence, it is concluded that the NLCIL is train their employees to be aware of cultural differences and to encourage employees to embrace diversity and to improve employee attitude and their performance.

Introduction

Workplace diversity exists in most companies in this rapidly changing modern environment is explored and analyzed. Workplace diversity refers to the similarities and differences between employees in terms of age, work experience, physical abilities, cultural diversity and disabilities, as well as religion, race, gender, and sexual orientation. Nowadays companies are becoming more and more diverse with the mix of people based on race, gender, age, educational background, experience, culture and so on. In this context, it is necessary for the managements of any company to investigate the factors of diversity that affect the employees' performance. Employee

performance and productivity can be improved by exploring the factors of diversity. NLC India Limited (NLCIL) needs to ensure that they can effectively manage this diversity in order to contribute to organizational success. The research aims to explore the effects of workplace diversity on NLCIL employee performance by considering the effects of cultural diversity and work experience on employee performance.

REVIEW OF LITERATURE

Diana Fernandez, et al. (2021) found the positive relationship between workplace diversity and employee performance. The authors also discovered the insignificant relationship between age, experience and education diversity with employee performance.

Prakash Shrestha and Dilip Parajuli (2021) discovered that there is influence of workplace diversity on the employee performance. The authors also identified that there is no impact of ethnic and education diversity on the employee performance.

Ismaeel Kola Hamzat (2019) identifies that gender diversity, age diversity, and educational diversity has significant effect and impact on employee's job satisfaction, performance and their commitment.

Jayawardana and Priyashantha (2019) discovered that there is a positive impact on the diversity of religion, age, educational background, work experience, and job attitudes on employee performance.

Shakeel Ahmad and Fazal Ur Rahman (2019) discovered the gender diversity, age diversify, and ethnicity diversity have negative relationship with employee performance. But, experience diversity has positive relationship with employees' performance.

Balanagalakshmi and Kumari (2019) diversity Management contributes with the help of policies and work practices regardless of employee diversity. Diversity in management affects the performance of employees.

Anglim, et al. (2019) discovered the Honesty–Humility, Openness, Extraversion, and cognitive ability predicted more positive attitudes to workplace diversity. The authors also identified the relationship between employee attitude and Workplace Diversity.

Akanksha Garg and Senthil Ganesh (2018) discovered that there is a relationship between organizational level attitude towards diversity management practices and individual level attitude towards diversity management practices.

Elsaid (2012) and Zhuwao (2017) found the gender diversity and age diversifies has negative relationship on the performance of the employees.

Rafa Sufian and Mohammed (2017) identified the workforce diversity influence employee performance in Al-Madinah International University in Malaysia.

Akpakip (2017) found the all aspects of workplace diversity have a relationship with employee performance except for ethnic diversity.

Faith Mwende Mutegi (2016) discovered that the social-cultural factors influence the performance of employees in private universities.

Erick Nyakundi Onsongo and Zirwel Rasugu Maina (2013) identified the employee performance was not based on their abilities. But, arbitrary characteristics of religion, age, gender, sexual orientation, and physical handicap influence employee performance. Discrimination of the employee was the most repeatedly encountered obstacle for administration workplace diversity.

RESEARCH DESIGN OF THE RESEARCH

Descriptive research design has been used this research work. The descriptive research design attempts to clarify the behavior of the NLCIL employees in connection to an exacting follow or background of meaning. Based on the recompense of descriptive research design, the author has used the descriptive research to establish the employees' perception of workplace diversity management practices in NLCIL.

FRAMEWORK OF THE RESEARCH

It was used to identify the perception of employees' on workplace diversity management practices in NLCIL. Cultural diversity and work experience diversity are considered as independent variables. Employees' attitude is considered as mediator variable. Employees' performance is considered as outcome variable.
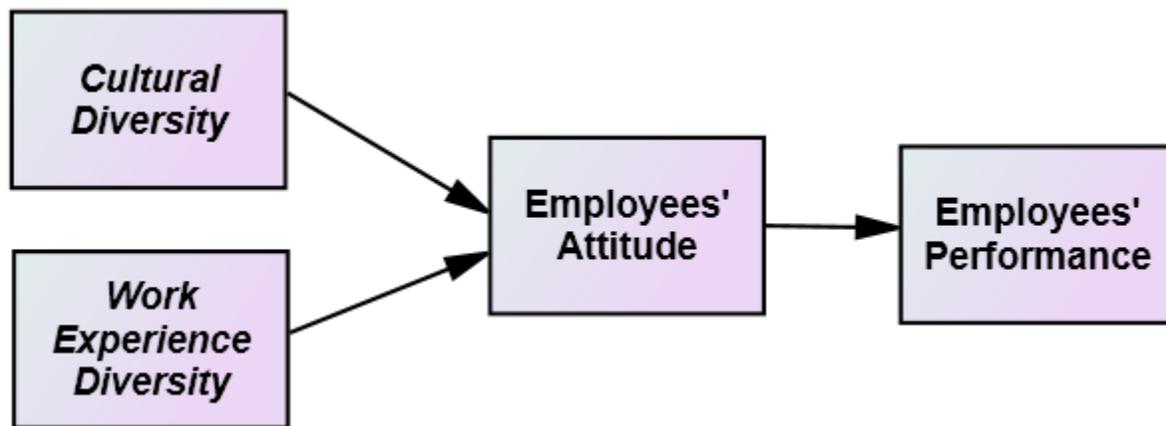

Figure 1: Conceptual framework of the study

OBJECTIVES OF THE STUDY
➢ To establish the influence of cultural diversity and work experience diversity on employees' attitude in NLCIL.
➢ To identify the influence of employees' attitude on employees' performance in NLCIL.

HYPOTHESES OF THE STUDY
➢ There is no influence of cultural diversity and work experience diversity on employees' attitude in NLCIL.
➢ There is no influence of cultural diversity on employees' performance in NLCIL.
➢ There is no influence of employees' attitude on employees' performance in NLCIL.

QUESTIONNAIRE CONSTRUCTION

Self constructed tools were used for primary data collection. For all the statements of the questionnaire construction the alpha was ranged from 0.82 to 92. This reliability value indicates that high reliability of the statements of the questionnaire.

Table 1: Reliability of the Research

S.No.	Variable	Item	Reliability	Author
1	Cultural Diversity	7	0.82	
2	Work Experience Diversity	6	0.89	Self Developed
3	Employees' attitude	12	0.92	
4	Employees' performance	6	0.90	

AREA OF SAMPLE AND JUSTIFICATION

NLCIL has been selected for this research as area of sampling. Hence, there is a required to defend and expand the employees in NLCIL. By understanding this, Cultural diversity, work experience diversity, employees' attitude and employee' performances are judged for the research. The sample comprises the employees working in NLCIL. Pilot study sample size of the research was 50 NLCIL employees.

SAMPLING TECHNIQUE

The sampling technique offers a number of techniques that allow reducing the amount of data you want to gather by relying only on data from one subset of all possible cases or basics. A simple random sampling technique was employed to gather the primary data for this research.

TOLL FOR DATA ANALYSIS

Path analysis was used for data analysis. It was used to identify the employees' perception of workplace diversity management practices in NLCIL.
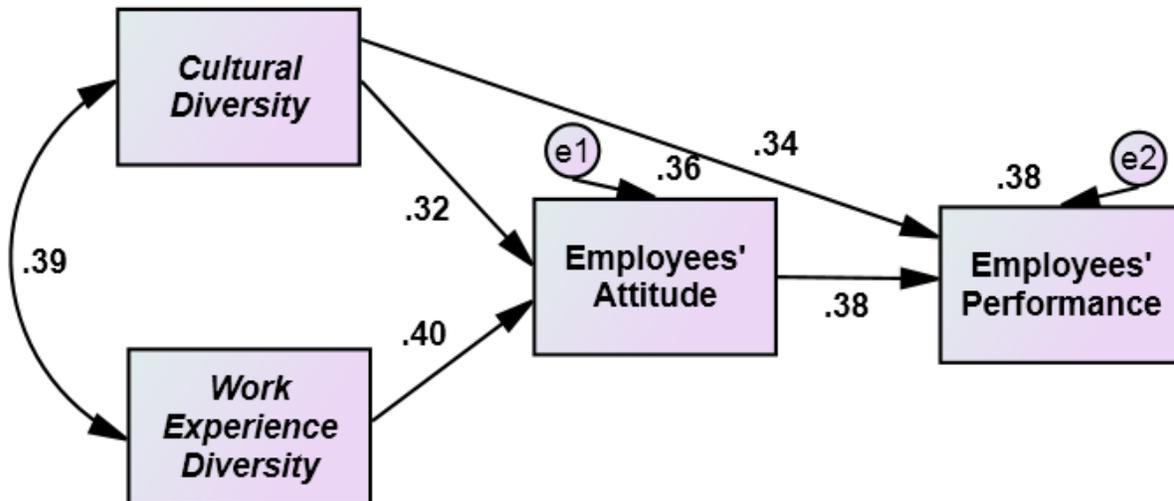

Figure 2: Path analysis of employees' perception of workplace diversity management practices

Table 2: shows Model Fit Indication

Indicators	Observed Values	Recommended Values (Premapriya, et al. 2016)
Chi-Square	2.193	---
p	0.139	< 0.050
RMS	0.051	> 0.080
RMSEA	0.013	> 0.080

GFI	0.998	< 0.90
AGFI	0.976	< 0.90
CFI	0.998	< 0.90
NFI	0.996	< 0.90

Source: Primary data

The chi-square value is 2.193. The p value was 0.139, which is greater than five percent level. The GFI and AGFI scores are larger than 0.90, which is suggested by Baskar (2015), and Premapriya, et al. (2016). The calculated CFI and NFI scores are larger than 0.90, which is suggested by Baskar (2015); Kantiah Alias Deepak (2019). It was also found that RMSEA and RMS values are less than 0.08, which is suggested by Deepak R. Kanthiah Alias, et al. (2019). The above pointers indicate that it is completely fit by Indra, Balaji (2020) and Baskar (2016).

Regression Weights

DV		IV	Estimate	S.E.	C.R.	P	Label
Employees' Attitude	<---	Cultural Diversity	0.650	0.084	7.782	0.315	0.001
Employees' Attitude	<---	Work Experience Diversity	0.850	0.086	9.935	0.402	0.001
Employees' Performance	<---	Cultural Diversity	0.394	0.048	8.259	0.343	0.001
Employees' Performance	<---	Employees' Attitude	0.210	0.023	9.100	0.378	0.001

Source: Primary data

H₀: There is no influence of cultural diversity management practices on employees' attitude in NLCIL.

Influence of cultural diversity on employees' attitude computed value of CR is 7.782. The Beta value was 0.315. The beta value indicates that 31.5 percent of influence is through cultural diversity towards employees' attitude in NLCIL. The p value was 0.001. The p value was less than 5% and the hypothesis was rejected. From the result, it is discovered the cultural diversity influences employees' attitude in NLCIL. Jayawardana and Priyashantha (2019), Anglim, et al. (2019) have found similar result

H₀: There is no influence of work experience diversity management practices on employees' attitude in NLCIL.

Influence of work experience diversity on employees' attitude computed value of CR is 9.935. The Beta value was 0.402. The beta value indicates that 40.2 percent of influence is through work experience diversity towards employees' attitude in NLCIL. The p value was 0.001. The p value was less than 5% and the hypothesis was rejected. From the result, it is discovered the work experience diversity influences employees' attitude in NLCIL. Jayawardana and Priyashantha (2019), Anglim, et al. (2019) have found similar result

H₀: There is no influence of cultural diversity management practices on employees' performance in NLCIL.

Influence of cultural diversity on employees' performance computed value of

CR is 8.259. The Beta value was 0.343. The beta value indicates that 34.3 percent of influence is through cultural diversity towards employees' performance in NLCIL. The p value was 0.001. The p value was less than 5% and the hypothesis was rejected. From the result, it is discovered the cultural diversity influences employees' performance in NLCIL. Prakash Shrestha and Dilip Parajuli (2021), Diana Fernandez, et al. (2021), Elsaid (2012) and Zhuwao (2017), Akpakip (2017) have found similar result.

H_0: There is no influence of employees' attitude on employees' performance in NLCIL.

Influence of employees' attitude on employees' performance computed value of CR is 8.259. The Beta value was 0.343. The beta value indicates that 34.3 percent of influence is through employees' attitude towards employees' performance in NLCIL. The p value was 0.001. The p value was less than 5% and the hypothesis was rejected. From the result, it is discovered the employees' attitude influences employees' performance in NLCIL. Prakash Shrestha and Dilip Parajuli (2021), Diana Fernandez, et al. (2021), Elsaid (2012) and Zhuwao (2017), Akpakip (2017) have found similar result.

FINDINGS
➢ The research discovered that there is influence of cultural diversity and work experience diversity on employees' attitude in NLCIL. Jayawardana and Priyashantha (2019), Anglim, et al. (2019) have found similar result
➢ The analysis also found that there is influence of cultural diversity on employees' performance in NLCIL. Prakash Shrestha and Dilip Parajuli (2021), Diana Fernandez, et al. (2021), Elsaid (2012) and Zhuwao (2017), Akpakip (2017) have found similar result.
➢ The research also identified that there is influence of employees' attitude on employees' performance in NLCIL. Prakash Shrestha and Dilip Parajuli (2021), Diana Fernandez, et al. (2021), Elsaid (2012) and Zhuwao (2017), Akpakip (2017) have found similar result.

RECOMMENDATIONS
➢ The NLCIL is train their employees to be aware of cultural differences and to encourage employees to embrace diversity and to improve employee attitude and their performance.
➢ It is recommended that the NLCIL introduce diversity management programs to develop the efficiency of workplace diversity towards employee performance.
➢ Employee performance can be enhanced by focusing more on diversity management. Organizational goals can be achieved through this diversity management.

CONCLUSION
The research tries to understand the employees' perception of workplace diversity management practices. The research discovered that there is influence of cultural diversity and work experience diversity on employees' attitude in NLCIL. The analysis also found that there is influence of cultural diversity on employees' performance. The research also identified that there is influence of employees' attitude

on employees' performance in NLCIL. Hence, it is concluded that the NLCIL is train their employees to be aware of cultural differences and to encourage employees to embrace diversity and to improve employee attitude and their performance.

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