THE ROLE OF WORKPLACE DIVERSITY ON THE PERFORMANCE OF EMPLOYEES

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ABSTRACT

This research explores the impact of work force diversity on employee's performance into Pakistan's government organizations. Manyresearches shows different impact of workers diversity on employee's performance, the different results from researches shows that the results vary with the change in environments and in culture.Furthermore quantity of variables that affects the employee's performance, but this research has been carried out on the given independent variables Gender, Generation gap, language and the Educational back ground and its impact on employee performance which is dependent variable.

In this research simple random sampling technique is used, the information was gathered from adopting questionnaires and approximately 62 respondents of Benazir Bhutto Shaheed University Lyari Karachi were participated. To discoverthe impact of independent variables on dependent variable Regression technique were used for data analysis. This research concluded that educational back ground has significant impact on employee's performance whereas the other remaining independent variables gender, generation gap & language have positive but insignificant impact on employee performance. This showed that educational back ground highly impact in workforce diversity in educational sectors of Pakistan.

INTRODUCTION

The change in mentality thinking, belief, attitude, & perspective on the basis of their race, gender, generation gap, class, ethnicity, religion, culture, of work force at work place of any organization(Skalsky & McCarthy, 2009).Or all such above variable which divide the employees in different classes and groups or one who does not feel fit in the group having different culture race ethnicity or any other attributes of his(Gore, 2000).The diversity is divided in to two main dimensions such as the primary dimension and secondary dimension with respective to age, gender, sexual orientation and religion, education, geographical location, income etc respectively (Ashton, 2010).Dramatically the work place environment has been changed due to change in modern technology which has given a big hand to competition,

globalization; which invites the work force diversity a change at work place environment and based for sustainable organizational performance. Due to such change at work place the diversity emerge as a big challenge for the organization in term of conflict as well as creativity so this situation compels the managers to understand and to work out about the work force diversity and to made such polices so that they could gain the full advantage of diversity rather than disadvantages. Work force diversity could be hurdle as well as benefits for the organization. In Addition to this, the organizations are willing to accept the diversity at the work force because they came across with the importance of diversity, so they are insuring the work force diversity in their day-to-day business operations as well as for long term decisions(Childs, 2005).The empirical research pointed out that the outcomes of diversity management will affect positively on the employee performance as well as overall productivity of the organizations (Abdel, 2012).

The change in technology, foreign policies, strategic issues migration, globalization and the increasing population caused the change at work place in organizational culture in term of work force diversity in the organizations, which is a big challenge for management. When the organizations felt that due to diverse race, culture and other attributes the conflict between co-workers is being increased due to that the workers performance is being affected negatively. In addition to this they pointed out that diversity has been lead to miscommunication, misunderstanding & dysfunctional adaptation behaviour which all leads to lack of employees interest in the work and reduce the performance of the employee. Diversity is not just a single word it is the combination of different attributes which impact the overall performance of an employee. On other hand they were also aware of the advantages of diversity in term of innovation and creativity. In this research paper the researcher will discuss and examine the attributes of diversity as independent variable are, gender, generation gap language and educational back ground in new educational environment and its impact on the employee performances. These are the main centre of focus in this research to investigate the affect and role of workforce diversity on the job performance of employees in the organizations. The objectives of study are mentioned below

- To search out the association between gender and employee's performance.

- To study impact of generation gap on the overall employee performance.

- To analyse the relation between language and job performance.

- To discover the significant impact between educational Back Ground and job performance.

Benazir Bhutto Shaheed University, Lyari Karachi is an educational public sector organization approved by the higher education commission of Pakistan .This University is established in lyari Town Karachi Sindh, and was established in 2010. The Government of Sindh bears it's all financial expenditures and released its financial DROs in every financial year. Furthermore the many of the collages of the Karachi are affiliated with this university to award their degree. The primary motive of this university is to provide quality education in different fields such as in field of Management, Arts, social science, Commerce and short courses as well, so that to create an efficient, confident and responsible youth of Pakistan. Furthermore by keeping in view the quality education the university has hired the highly qualified and experienced permanent and visiting faculty who would create the competent youth.

LITERATURE REVIEW

Today the organizations are facing the challenges of diversity in the business organizations all over the world. It is the main issue of time of today's organizations. The diversity has left the both positive and negative impacts on the organizations. So "diversification increased the opportunity in this creative environment and also gives a chance to those members to unsatisfied and possible to reject the identification in the group"(F.J & Martins, 1996). The different researches showed the different impacts of diversity, some results pointed out the positive impact in term of innovation, good decision making, employee performance and good organizational performance. On other hand it has also been found by the researchers that conflict increases, social interaction reduces, employee turnover increases and affect negatively the relations among co-workers where there is diversity in the organizations (S.E, A., & N.L, 2003). The purpose of another study was to investigate the impact of workforce diversity management on job match, job satisfaction, and job performance using structured questions and applied structural equation model. The results revealed that workforce diversity management is positively related to a person's job match, job satisfaction, and job performance(Li et al 2020).

The diversity is being increased in the organizations due to cultural change in the world because of immigrations, globalization, modern technological change, political stability, law and order situations the foreign affairs and unemployment (Johnson, 2001).Thus, such trends of change made challenges for the business organizations. Researchers showed that the organizations with the positive impact are willing to hire diverse work force because it increases the innovation and helps in decision making and brain storming (M.D, 2004)In the field of literature two main works are being carried out ,One area works on the relationship development for understanding the diversity in the organizational behaviour, performances and its impact on the relations of the workers (Jackson, joshi, & Erhardt, 2003)whereas the generalized Prescriptions for workplace diversity its affects on management are measured by the second one (Mor, 2005)Diversity at work force very difficult, debateable, &party-politicaloccurrences, diversity could not be handled so easily nor could be ignored (M. & C., 2003)So the researchers are working on this subject from different angel and perspectives so that the deep and hidden factors could be understand to control its disadvantages and enjoy its benefits. According to some researchers it is a big issue so they worked deeply on it while others have narrow view point's regarding diversity (Nkomo, Diversity in Work Teams, 1995)many of the researchers argued about the diversification and said that it should be limited to culture particularly categories for instance the race and gender of them, who did not believe on the other attributes (cross, 1994). But some believes it depends on race, gender and language which would not be getting, in the same manner as an organizational functions believes and abilities of diversification, so it does not inter link these and study them with other perspective (Nkomo, 1995).furthermore the main problem of diversity is which happens from traditional organizations' group of culture by discrimination at work place and discrimination decrease the motivations of the employees(Omankhanlen, 2011) Concept of diversity includes every individual in it, but the discrimination practices would be difficult to recognize .thus in the light of above the definition could be same by the differences in all of them. Thus the concept of diversity becomes meaningless and reduces its significance importance (omankhanlen, 2011). A study in the Pakistani context used organizational culture as the mediating variable to impact its impact on the overall performance of the employees. The study suggested that there is the dire

need of the diversity in higher educational institutions of Pakistan to uplift job satisfaction and motivate the employees (Khan et al 2020).

However the scholars are agreed on the broad definition of diversity that diversity is not only that people differ because of their race, gender, generation gap, but also because of their belief ,importance ,skills qualification, experience and personality and other dimensions (Omankhanlen, 2011).They argued that an individual has numerous identities. In the organizations other than the differences in individuals on the bases of race, age, ethnicity, and gender, but also diversify on the basis of knowledge particularly, their personality, and on their life style and the perceptions of the employees. So that to avoid the conflict and heterogeneous workforce, the management should be aware of different angles of diversity and its issues its positives and its negatives affects (Thomas, 1991).so to understand the different angles of diversity the scholars has classified the diversity into five classification so that it could be understood deeply i.e. generation gap, customs, gender and sexual orientation which are the demographic characteristics of the diversity. Secondly the religion and the educations which were place by them under title of physical status. Thirdly, they viewed the knowledge according to their job description and assigned tasks. Fourthly the researchers worked on the employee's perspectives, their personality, attitude, beliefs, values and behaviour with their co workers.

METHODOLOGY

This study is descriptive & quantitative in nature. The primary data was together on questionnaire and secondary data was collected from different sources such as Journals, books & website. This research is cross sectional study because it is carried out in limited time. The research is (non-contrived) because it is conducted in natural environment. This study is conducted on a population of 300 employees, which includes teaching and non-teaching staff. The independent variable for this study is diversity at work force in which we have discuss different attributes like gender, age, language and educational back ground, while the dependent variable is employee performance. This research is based on close ended questions such as Likert scale. In this research we have found the impact/ relationship between independent variable& dependent variable so it is causal research. Simple random sampling technique is used in selecting 120 out of the total population of 300 employees. BBSULK is chosen for conducting this study. Questionnaires were distributed to 120 employees of the university. The collected data has proceeded into SPSS data analysis. The regression test was used in this study to analyse the results.

DATA ANALYSIS AND DISCUSSION

The collected data was run through SPSS and the following results were obtained with the help of regression model given bellow:

Employee performance= β_0+ β_1Gender + β_2 Generation gap + β_3 Language + β_4 Educational   Background + E

Where

Employee's performance is dependent variable and Gender, Generation Gap, Language and Educational background are independent variables.

B0 is regression intercept β_1, β_2, β_3 and β_4 are regression coefficients of dependent variables.

E is error term.

RELIABILITY TESTING

Variable	Cronbach's Alpha	N of Items
LAN+EDU+GEN+GEND+PER	.864	5
Language	.683	5
Education	.660	5
Generation Gap	.648	5
Gender	.748	5
Employees Performance	.705	5

As per reliability testing overall reliability of all variables is .864 for Cronbachs's Alpha and as per Cronbach's alpha .60 is acceptable and model is reliable for further testing while for language, education, generation gap, gender and employees performance reliability is 0.683, 0.660, 0.648, 0.748, and 0.705 respectively which is acceptable.

Correlations:

		Employee Performance	Gender Diversity	Generation Gap	Educational Background	Languages
Pearson Correlation	Employee Performance	1.000	.584	.653	.721	.465
	Gender Diversity	.584	1.000	.667	.520	.482
	Generation Gap	.653	.667	1.000	.609	.391
	Languages	.465	.482	.391	.593	1.000
	Educational Background	.721	.520	.609	1.000	.593

In the above table of Pearson correlation the data shows that the values are significant at 1.000 % level of significance. In this study the correlation among all variables are moderate positive, so the data could be further proceed for regression analysis to find out the best results for causal relation among the variables.

Model Summary:					
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.779[a]	.608	.579	.36806	2.172
a. Predictors: (Constant), Languages, Generation Gap, Gender Diversity, Educational Background					
b. Dependent Variable: Employee Performance					

Here in above table the value of R-Square which is known to be the coefficient of determination is 60.8 % which is acceptable for model. More over the 60.8% of the total variation in employee performance is define by the independent variables.

ANOVA:						
Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	11.533	4	2.883	21.283	.000ᵃ
	Residual	7.451	55	.135		
	Total	18.983	59			
a. Predictors: (Constant), Languages, Generation Gap, Gender Diversity and Educational background.						
b. Dependent Variable: Employee's Performance.						

Coefficients:						
		Un standardized Coefficients		Standardized Coefficients		
Model		B	Std. Error	Beta	T	Sig.
	(Constant)	.430	.224		1.917	.060
	Gender Diversity	.147	.105	.167	1.390	.170
	Generation Gap	.231	.116	.248	1.987	.052
	Educational Background	.414	.105	.482	3.954	.000
	Languages	.001	.088	.001	.013	.989

In the ANOVA table the value of F is 21.283 which are showing the highly significant value which is fit to model. So researcher agree on the point that this model is good fit and could be explore further for future forecasting. Furthermore the above outcomes shows that the coefficient of "Gender Diversity" is   insignificant & impacting employee's performance positively in the Benazir Bhutto Shaheed University Lyari because the significant value is .170 which is greater than 0.005 it means fail to reject null hypothesis. Furthermore the above result s of table shows that significance value of generation gap is .052 which is more than 0.005 so the variable have insignificant but positive impact on the employee performance so the Null hypothesis is accepted for this variable . Where as in above table the significance value of Educational Back ground is .000 which is less than 0.005 so the variable is significant and impact positively on the employee dependent variable it is therefore the null hypothesis is rejected and the alternate hypothesis is accepted. It means here is the impact of educational background on employee's performance . However the results show that the independent variable language has highly insignificant but positive impact on the dependent variable because the significant value of language is .989 which greater than 0.005.So the Null hypothesis is accepted.

In this research the independent variables (Gender, Generation gap, and language) are four independent variables are the main factors to calculate the employee performance. These factors can be written in the equation as bellow:

$Y = a + b1X1 + b2X2 + b3X3 + b4X4$, where as the impact of work force diversity on the employee performance depends on the Coefficients, the regression is applied in this research to measure the dependent variable which is employee performance so,

Employee Performance = .147 Gender Diversity + .231 Generation Gap + .414 Language + .001 Educational Background Crowd.

In Co-efficient table in this research the dependent variable is gender which is first & insignificant variable where as the significant value is greater than 0.005. the second variable in equation is generation gap which has also insignificant but positive impact on dependent variable here as its significance value is 0.052 which is more than the 0.005, in above equation the third independent variable is language which has also insignificant impact because its significant value is also greater which is 0.989, however the last variable is only the significant in this research because its value less than 0.005 which is 0.000 and reject the null hypothesis. This mean that educational Back ground is only the dependent variable which is significant toeducational background setdemonstrate that there is significant towards measure the employee's performance.

CONCLUSION AND RECOMMENDATION

The overall conclusion of this research is that the results of the researches very with the change in culture, environment even organizations to organizations. The results of this research find out that the educational back ground which independent variable has a positive impact on the BBSUL.Whereas the remaining three independent variables (Gender, Generation Gape & language) have no impact on employee's performance because the results of these independent variables are fail in the direction of reject null hypothesis and its determined from literature review of this research that the results vary with the change in environment. Some results showed that diversity is mandatory for competition and some researchers showed that diversity play a negative role in the organization and some results pointed out that there is no impact of different variables or some have impact (Jackson, Joshi, & Erhardt, 2003). Finally such all researches with different results are actually fruitful in the field of research and participate in the term of decisions for workforce diversity, its impact on the employee performance. The organizations are implementing and making their policies by keeping in view of such results of different scenario to achieve their mile stone.

However in this research which carried out in any autonomies body of Government of Pakistan having diverse employees by gender, generation gap, language and educational back ground helps the management of the autonomies bodies, university and the other government organizations of Pakistan that the management has no headache or any problem to appoint the employees from diverse gender, age group, language (ethnicity) because the result show that there is insignificant positive impact of above three variable, where as the result of educational back ground shows that BBSULK is concentrating on the employees having diverse educational back ground and the organisation took steps accordingly to hire and promote the employees by keeping in view the importance of educational back of employees. Other then this it has been also noticed in many researches including this that organizations never compromise in the term of education and experience to get the best results. However the results of this research and the overall literature review suggests that the management need to be aware of the impact of different independent variables. Further more the result concluded that the organization should not compromise in term of educational background of the employees at the time of hiring and promotion because it is only the variable in this research which show the positive impact on employee performance and success to reject null hypothesis.

Furthermore the outcomes of this research suggest this the autonomies bodies and the educational sector of the Pakistan do not need to focus on the remaining independent variables such as gender, generation gap and the language as in this research these

variables failed to reject null hypothesis which means there is no impact of these verifiable on the employees performance which is dependent variable of this research.

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