



Workforce Diversity: A Key to Improve Productivity

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1. INTRODUCTION

In a diverse workforce, there are both commonalities and differences among the workers in terms of their ages, cultural backgrounds, physical capabilities and disabilities, races, religions, genders, and sexual orientation. No two people are the same. Not only do people differ in terms of gender, culture, colour, and social and psychological traits, but also in terms of their worldviews and preconceptions. These factors have long been the basis of social discrimination. The workforce is varied due to diversity. Every firm today must hire a diverse staff yet managing such a diverse workforce also presents significant management challenges. The researcher concluded that workforce diversity is a strength for any organisation after reviewing the literature and numerous research papers. However, people continue to hold onto their beliefs regarding caste, religion, etc., and as a result, view diversity as a problem. However, if managed properly, diversity can actually increase productivity.

In terms of transportation and telecommunications technology, we may argue that as a result of globalisation, the globe is gradually becoming into a small community. In today's interconnected world, an American may go to work in a German-designed vehicle that was put together in Mexico using parts manufactured in the US and Japan from materials such as Korean steel and Malaysian rubber. India is now acknowledged by the international community as one of the major economic forces in the world. Many businesses are travelling to India to investigate this possibility. Employing a competent and efficient staff that can handle such a competitive atmosphere is essential for firms to thrive in this sort of fiercely competitive market. Diversity in the workforce is essential for any firm. In the present environment, businesses that hire excellent workers who are competitive in the marketplace, regardless of their age, attitude, language, gender, religion, or caste, can only succeed. A valuable resource for every firm is its human resources. By alone, capital and physical resources cannot boost efficiency or the rate of return on investment. The following model has been created by the researcher based on the remark.

The use of financial or material resources to accomplish organisational goals is only made possible via the

coordinated and united actions of individuals. To maximise the efficacy of human resources and to equip them to take on bigger tasks, these attitudes, efforts, and abilities must occasionally be honed. The company cannot function without its personnel. As a result, this resource's management is a crucial concern. The goal of human resource management is to oversee the "human side" of a company in a way that promotes employee growth and happiness while also achieving organisational goals. It will be very challenging for the management as well as the employees to manage and adjust to that environment if the organisations employ human resource with different age, gender, perception, attitude, caste, religion, and region. Any organisation faces a significant challenge when trying to manage a diverse workforce.

Because of their various religions, educational backgrounds, ages, and worldviews, each person is unique from the others. When people of all generations, ways of thinking, and perspectives work together in one location, it is inevitable that situations may arise whereby they do not all agree on the same issue. It will have an impact on people's interpersonal relationships at that time. The researcher has included certain factors that make up workforce diversity, including age, gender, caste, experience, professional qualification, and employees from different geographic areas.

Our workplace has changed as a result of the growing rates of globalisation, privatisation, and liberalisation. Gone are the days when employees who share the same age, professional background, level of experience, and religion join forces to work for a company. Today, the number of women working is equal to that of men. Therefore, the researcher is concentrating on these crucial features of a diverse workforce that have an impact on employees' ability to work. The language used at work is the next factor that has an impact. Because people come from different geographical regions, they may speak different languages at work. People may experience problems as a result of this. Employee conflict results from differences in mindset among those from different geographic regions.

Cordial interpersonal relationship among the employees is one of the major ingredients for smooth functioning of an organization. Organization is a network of people who work together to achieve some common objective and if this network has some loopholes then it would be very difficult for any organization to achieve those objectives effectively. Based on above statement, researcher has prepared the following model. Productivity reveals how productive and efficient an organization's operations are. Though the terms productivity, efficiency, and effectiveness are frequently used interchangeably by practitioners, we must not equate productivity with either efficiency or effectiveness. Efficiency without effectiveness, or effectiveness without efficiency, prevents an activity from being productive. Productivity requires both efficiency and effectiveness. The relationship between output and input is what is referred to as productivity in an economic context. Resources like labour, materials, and energy used in the production of a product make up an organization's input element. A specific product, service, and their combined amount are included in the output. output as a percentage of input (labour, equipment, and capital). Productivity is a measurement of how well a person, equipment, factory, system, etc. converts inputs into valuable outputs. The many metrics for gauging productivity are numerous. For instance, productivity may be determined by the amount of time it takes to produce a good in a factory, while it may be

determined by the revenue an employee generates divided by his or her salary in the service industry.

2. Literature Review

This study aims to evaluate how workforce diversity affects output. Numerous academics have looked at various facets of workforce diversity over the past few years in a variety of enterprises and other settings, both nationally and internationally as well as within India. The researcher was greatly assisted in sorting out the numerous elements to be employed in the investigation by the diverse findings of prior studies. Finding the distinctions between earlier study on the subject and more recent research on the same subject was also aided by this review. Let's take a quick look at the prior studies.

Acar F. P. (2010). according to the author of this article, is a hot topic in today's organisations. Every human resource manager must exercise caution while managing this variety, and in the end, he came to the conclusion that there is a lack of understanding regarding the diversity management strategy and that the managers lack the necessary skills and expertise to handle a diverse workforce.

Theodorakopoulos N., , & Budhwar P. (2015). The authors of this article emphasise the advancements in the field of managing diversity and inclusion (D&I) while offering suggestions for further study. By including several pieces of literature pertaining to the dimensions of D&I, the essay increases our knowledge of "what counts" in this area.

Glnt (2020). According to the author of this article demonstrates that employees who feel strongly connected to their workplace are nearly six times more likely to be engaged than those who do not. That is to say, employees are nearly six times more likely to bring their best selves to work and produce their best work when they have a strong feeling of belonging at their jobs. And as we all know, higher levels of involvement lead to better outcomes for both individuals and organisations.

Saumya Goyal, (Aug 2009) In order to better understand the concept of diversity, the author of this article has presented four models. The diversity wheel is one of these models, and it is divided into two categories: primary and secondary. The primary category includes age, gender, mental/physical abilities, race, ethnic heritage, and sexual orientation; the secondary category includes geographic location, work experience, income, religion, first language, organisational role and level, communication style, and family status. The author adds two more layers to the previous model, which has four layers of diversity. These layers, which have personality as their core, are at the core of the external dimension, which also includes work field, division, seniority, work location, union affiliation, management status, and organisational dimensions. The third model, called Diversity Iceberg, adds a tertiary dimension—beliefs, assumptions, perceptions, attitudes, values, and group norms—to the diversity wheel. The author describes various characteristics like age, region, gender, qualification, caste, and family status in the last model, which is a kaleidoscope perspective of the individual.

Carr, E & all (2019) According to the author of this article, A basic human need that is encoded into our DNA is the yearning for social belonging. Nevertheless, 40% of workers report feeling lonely at work, which has led to poorer organisational commitment and engagement. In a nutshell, businesses are wasting money. Businesses in the United States spend close to \$8 billion annually on diversity and inclusion (D&I) trainings that fall short because they ignore the need for us to feel included.

Hafsi, T. and Turgut, G. (2013). The researcher states in this paper that there are various political, social, and economic factors that are responsible for increasing workforce diversity, so the writer has depicted certain ways for increasing effectiveness, such as having people from different backgrounds work on common projects to facilitate understanding and communication between them. The researcher has also illustrated the outcomes of the particular factors that compose the frameworks of board diversity and board diversity. Age and gender in particular have a big impact on corporate social performance.

Petra Aigner (2014). The author of this essay claims that An important research question is, "How are theoretically conceived models of ethnic DM implemented in practise within organisations, and how are such practises, measures, and their results seen and rated by those involved and affected?" This article will identify theories of diversity management practises with a focus on ethnic diversity management. In this study, HRM managers—as the employer's DM agents—along with their staff members—as the practises' worried targets—are both analysed.

Taylor H. Cox, (Aug1991) In this essay, the author makes the argument that, in order to increase organisational success, businesses should promote variety. A diverse workforce offers a number of benefits, such as creativity, problem-solving skills, and adaptability to change, which may provide businesses a competitive edge. However, managing such a diverse workforce is a crucial issue that can be resolved by implementing key elements like leadership, training, research, analysis, and a change in the culture and human resource management systems, as well as follow-up activities like extra training and discussions with the group members about diversity-related issues.

Gillian Coote Martin (2014). The author is arguing in this that the development in globalisation, the tendency of cultural diversity in the workplace has expanded throughout time. Employees from other cultures often have diverse ways of thinking, which allows them to assess the situation from a range of angles. When employees from the same culture are required to assess the same issue, this is challenging to do.

3. OBJECTIVE

❖ The newest and most popular trend in any firm today is a diverse staff. Additionally, every organization's top priority should be to raise productivity since businesses need to be productive to compete in today's fiercely competitive global market.

❖ People are having a lot of issues at work because of the diverse workforce, in one way or another. As if the diverse workforce could encounter less collaboration from certain of their co-workers, but each member must be productive in terms of its functioning in the specific department if it is to meet organisational goals. However, firing someone is not the answer.

❖ The primary goal of this study is to critically evaluate prior studies' findings about the effect of workplace diversity on an organization's productivity. This chapter's second addition is its advice on how to manage a diverse workforce so that everyone can collaborate effortlessly and produce high-quality products.

❖ To avoid discrimination based on age, sex, handicap, colour, sexual orientation, religion or belief, pregnancy, motherhood, marriage, civil partnerships, and gender reassignment, any organisations should gather data on its diversity

4. Research Methodology

A. Introduction:

➤ It is done systematically to search for papers that describe and explain the characteristics of diversity and inclusion in the workplace. The final sample is a scientifically defined additional synthesis of data from 10 conceptual research of different multinational companies which are in the market from years and always on the first from years. How they are doing it and if Diversity and Inclusion is one of their HR practices to achieve it.

➤ Due to cultural and legislative advancements, neoliberal economic theory, and organisational culture, equality, diversity, and inclusion (EDI) have become characteristics of companies.

➤ By offering a thorough overview of not just methodologies but also the social and political framework in which diversity research is rooted, The Research Methods in Diversity Management, Equality and Inclusion at Work establishes new ground. The "diversity" of epistemic viewpoints, which is essential in today's global and international setting, is particularly striking.

➤ Hereby, In this research I've used secondary data to check the gender diversity in different companies. For that I've taken the data of 10 Top companies in different sector. This data has been taken from the Annual reports of the respective companies and I've checked whether the status of diversity in these companies and how much they're focusing on their diversity.

B.DATA

Company Name	Diversity & INCLUSION (%) (IN GENDER) 2021	
	Male	Female
HUL	56	44
Instagram	66	34
Dell	66	34
Accenture	53	47
Deloitte	60	40
Alpha bates	66.3	33.7
SBI	83.11	16.89
Adidas	63	37
Infosys	60.4	39.6
TCS	64.4	35.6
TATA Motors	1.7	18.3

Table No. 1

➤ **Data Analysis:** Analysis of Average of male and female respect to the companies, companies are more focused in their diversity as we can see female status is somewhat near to the male.

Row Labels	Average of Male	Average of Female
Accenture	53	47
Adidas		63
Alphabate		66.3
Dell		66
Deloitte		60
HUL		56
Infosys		60.4
Instagram		66
SBI	83.11	16.89
TATA Motors	81.7	18.3
TCS	64.4	35.6
Grand Total	65.44	34.55

Table No. 2

➤ **Descriptive Statistics:**

Hereby, given data shows the descriptive statistics of the male and female in the company.

Column1	Column2	
Mean	65.44636	Mean 34.55364
Standard Error	2.834656	Standard Error 2.834656
Median	64.4	Median 35.6
Mode	66	Mode 34
Standard Deviation	9.401492	Standard Deviation 9.401492
Sample Variance	88.38805	Sample Variance 88.38805
Kurtosis	0.542292	Kurtosis 0.542292
Skewness	0.989731	Skewness -0.98973
Range	30.11	Range 30.11
Minimum	53	Minimum 16.89
Maximum	83.11	Maximum 47
Sum	719.91	Sum 380.09
Count	11	Count 11

Table No. 3

➤ 2 Way ANOVA:

ANOVA						
Source of Variation	SS	df	MS	F	P-value	F crit
Rows		011	0		0	12.81793
Columns	6357.666	1	6357.666	29.91871	0.000195	4.844336
Error	2337.478	11	212.498			
Total	8695.144	23				

Table No. 4

In the given table no. 4 it is shown that the P value is less than 0.5 which shows that there is some dependency in the male and female number which shows that companies are more focused to maintain the female and male equality.

5. Conclusion

Success and competitiveness of an organisation depend on its capacity to embrace diversity and reap its benefits. Numerous advantages are reported when businesses actively evaluate how they handle workplace diversity issues and create and implement diversity plans, including:

- A multicultural organisation is better able to service a varied external clientele in an increasingly global market.
- Diversity fosters creativity and productivity and develops a world-class culture that can outperform the competition. These organisations are more knowledgeable about the demands of foreign countries' legal, political, social, economic, and cultural settings (1991, Adler).
- A gender- and ethnically diverse company develops a broad foundation of abilities that become a precious advantage in research-focused and high-tech businesses. "Diversity fosters creativity" (1989, Morgan).
- Research shows that multicultural companies are more adept at solving problems, have more capacity for deriving broader meanings, and are more inclined to use a variety of viewpoints and interpretations when addressing complicated problems. Organizations employing a diverse workforce can supply a greater variety of solutions to problems in service, sourcing, and allocation of resources.
- Employees from various backgrounds contribute their unique skills and experiences when they suggest ideas that are adaptable to shifting markets and customer demands.
- A company can serve customers on a global scale by having a diverse range of abilities and experiences (such as languages and cultural understanding).
- A diverse workforce that is at ease discussing opposing viewpoints contributes to a wider range of perspectives and experiences.

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