



ANALYSIS OF WORKFORCE DIVERSITY AND ITS IMPACT ON TEAM PERFORMANCE AND EMPLOYEES' INTENTION TO STAY WITH RESPECT TO INFORMATION TECHNOLOGY SECTOR IN CHENNAI

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ABSTRACT

With the growth of the global economy and rapid advancements in technology, people from different backgrounds are working more closely than ever. As a result, businesses and researchers are looking for ways to improve how organizations manage their employees. One important aspect of this is, ensuring that employees choose to stay in a company for the long term. The decision to stay in a company depends on several factors, and one key factor is workforce diversity. A diverse workforce can help improve teamwork, increase employees' willingness to stay, and give companies a competitive edge. This study focuses on understanding how workforce diversity affects team performance and employees' intention to stay in selected IT companies in Chennai.

For this study, data was collected from 150 employees working in IT companies in Chennai. Different statistical methods, such as Independent Sample t-test, Correlation, and Multiple Regression, were used to analyze the relationship between workforce diversity, team performance, and employees' intention to stay.

The findings show that male employees have a more positive view of workforce diversity compared to female employees. It was also found that workforce diversity strongly improves team performance. Among different types of diversity, gender diversity had the most impact on employees' intention to stay, while socio-behavioral diversity did not have a significant effect.

Based on these results, IT companies should take steps to create a more diverse and inclusive work environment. This will help improve teamwork, encourage employees to stay longer, and contribute to the overall success of the company.

Keywords: Workforce Diversity, Team Performance, Employees' Intention to Stay, Information Technology Sector, Gender Diversity, Cultural Diversity, Socio-Behavioural Diversity.

INTRODUCTION

With the growth of the global economy and advancements in technology, people from different backgrounds are now more connected than ever. As a result, businesses and researchers are constantly looking for ways to improve how organizations manage and support their employees. One key aspect of this is attracting and retaining talented employees. Employees' intention to stay refers to their

willingness and ability to continue working in a company, which depends on several factors. Among these, workforce diversity plays a crucial role. A diverse workforce can help employees stay engaged, work effectively in teams, and contribute to overall team performance.

Workforce diversity is considered a valuable resource that gives organizations a competitive advantage. Employees from different backgrounds bring unique perspectives and experiences to the workplace, which can enhance teamwork and group tasks. For organizations to benefit from workforce diversity, they must understand their employees' needs and find ways to promote teamwork in a diverse work environment. This can lead to better team performance, higher employee retention, and improved overall organizational success. This study aims to analyze workforce diversity and its impact on team performance and employees' intention to stay, focusing on selected IT companies in Chennai.

STATEMENT OF RESEARCH PROBLEM

In today's world, organizations face the major challenge of managing a diverse workforce and improving teamwork to keep talented employees and achieve good overall performance. Skilled employees are the most valuable asset of an organization, and keeping them is essential for long-term growth and success. Workforce diversity helps make sure that all employees have equal opportunities at work. Good teamwork in a diverse environment leads to higher productivity, better quality, lower costs, increased profits, a stronger intention to stay, and overall success.

In a competitive global market, it is widely accepted that organizations managing diverse teams tend to perform better than those that do not. However, managing a diverse team is not easy, especially in fields like Information Technology that serve a global customer base. These organizations face challenges as more women, people of different ages, racial minorities, individuals from various religions and cultures, people with different work experiences, qualifications, languages, and those with disabilities seek employment and opportunities to develop their skills. This research is necessary to understand how workforce diversity affects teamwork and employees' intention to stay in IT companies in Chennai.

OBJECTIVES OF THE STUDY

The objectives of the present study are as follows:

- To analyse the employees' perception on the Workforce Diversities in Information Technology Companies in Chennai district.
- To analyse the relationship between Workforce Diversities and Team Performance in Information Technology Companies in Chennai district.
- To examine the impact of Workforce Diversity on Employees' Intention to stay in Information Technology Companies in Chennai district.

REVIEW OF LITERATURE AND RESEARCH GAP

LITERATURE REVIEW

Research on workforce diversity has highlighted its varying effects on organizational performance across different industries. Frink et al. (2003) found that gender diversity positively influenced the service sector but had a negative impact in manufacturing. Similarly, Schehar B.M.F. (2013) emphasized that effective diversity management enhances employee commitment, leading to better organizational performance. Conti and Kleiner (2003) noted that diverse teams promote participation, challenges, and a greater sense of accomplishment. Studies have also explored the impact of diversity on teamwork, such as Mwatumwa et al. (2016), who found that cultural diversity had no significant effect on teamwork performance in the county government of Mombasa.

Other studies have focused on workforce diversity and employee retention. Ruth Chioma Oguegbulam et al. (2017) found a strong relationship between diversity and employee retention in Deposit Money Banks. Odhiambo et al. (2018) and Zhuwao et al.

(2019) highlighted the positive influence of age and gender diversity on employee performance, emphasizing the benefits of diverse skills and perspectives in public universities in Kenya and a South African higher education institution. Additionally, Mohiuddin et al. (2022) identified key factors such as HR practices, social and psychological aspects, employer branding, and economic influences as contributors to HRM sustainability in universities.

Recent research has also examined diversity in specific workplace settings. Tjimuku & Atiku (2024) found that age and educational diversity significantly influenced employee performance in Namibian State-Owned Enterprises, while gender, ethnicity, and religion had no notable impact. In the IT industry, Gayathrie (2025) analyzed the influence of coworker relationships on employees' intention to stay and workplace stress, revealing only a weak correlation between the two. These studies collectively emphasize the importance of effectively managing workforce diversity to enhance teamwork, employee retention, and overall organizational success.

RESEARCH GAP

Although many studies have explored the impact of workforce diversity on organizational performance, employee retention, and teamwork, there are still gaps in understanding how different diversity dimensions specifically influence team performance and employees' intention to stay, particularly in the Information Technology sector. While some studies highlight the positive effects of gender and age diversity, others show mixed or insignificant results for factors like cultural and socio-behavioral diversity. Moreover, most existing research focuses on industries such as banking, education, and manufacturing, with limited insights into the IT sector in Chennai. This study aims to address these gaps by analyzing how workforce diversity affects team performance and employees' intention to stay in IT companies, providing valuable insights for better diversity management strategies.

CONCEPTUAL FRAMEWORK WORKFORCE DIVERSITY

Workplace diversity refers to acknowledging, understanding, respecting, and appreciating differences among individuals based on factors such as age, social class, ethnicity, gender, physical and mental abilities, race, sexual orientation, religious beliefs, and socioeconomic background (Esty et al., 1995). Wambui et al. (2013) define diversity as recognizing, understanding, accepting, and appreciating differences among people in terms of age, social class, ethnicity, gender, physical and mental abilities, race, sexual orientation, religious beliefs, and financial background.

Managing diversity in the workplace gives organizations a competitive edge, as different perspectives help in finding unique and creative solutions to problems. This leads to greater innovation, which ultimately improves overall organizational performance (Allen et al., 2004). In this study, Age Diversity, Gender Diversity, Cultural Diversity and Socio-Behavioural Diversity are taken into consideration as Workforce Diversities.

TEAMWORK PERFORMANCE

Teams are created when employees with shared ideas, interests, preferences, and attitudes come together to work toward a common organizational goal. Teamwork performance refers to completing a task while meeting set standards for accuracy, quality, cost, and speed. It refers to the effectiveness with which a group of individuals works together to achieve shared goals while meeting predefined standards of accuracy, quality, efficiency, and timeliness. It involves collaboration, communication, coordination, and mutual support among team members to enhance productivity and organizational success.

According to Salas, Sims, and Burke (2005), teamwork performance is the collective effort of team members to complete tasks efficiently while maintaining positive interactions and adaptability. Kozlowski and Ilgen (2006) describe it as the ability of a team to integrate skills, knowledge, and efforts to achieve desired outcomes. Similarly, Mathieu et al. (2008) emphasize that teamwork performance depends on effective leadership, trust, shared goals, and coordination among members. Research has shown that strong teamwork can enhance employee performance and long-term commitment, ultimately benefiting the organization. A well-managed diverse workforce plays a significant role in improving overall team performance.

EMPLOYEES' INTENTION TO STAY

Employees' Intention to Stay refers to an employee's willingness and decision to continue working in an organization for the foreseeable future. It is influenced by various factors, such as job satisfaction, work environment, organizational commitment, career growth opportunities, and leadership support. According to Hausknecht, Rodda, and Howard (2009), employees' intention to stay is shaped by factors like job embeddedness, work relationships, and career prospects. Similarly, Meyer and Allen (1991) suggest that employees are more likely to stay when they feel a strong sense of commitment to the organization. Kyndt et al. (2009) emphasize that career development opportunities, recognition, and job satisfaction play a significant role in retaining employees. In summary, employees' intention to stay is a critical factor in workforce retention, directly impacting an organization's stability and performance.

RESEARCH METHODOLOGY

This study is both descriptive and analytical, with an exploratory approach. It includes both qualitative and quantitative research methods. A survey design was used to gather the necessary information. The study focuses on employees working in selected IT companies in Chennai district, Tamil Nadu, India. Primary data was collected using a structured questionnaire, while secondary data was gathered from research articles, magazines, reports, books, online sources, newspapers, and journals. The sample size for this study is 150, and data was collected using convenience sampling, a type of non-probability sampling method. Microsoft Excel and SPSS were used for data entry, analysis, and interpretation.

DATA ANALYSIS AND RESULTS

In order to analyze the primary data, the following descriptive as well as inferential statistical tools are applied.

DEMOGRAPHIC AND JOB PROFILE OF THE EMPLOYEES

TABLE 1 DEMOGRAPHIC AND JOB PROFILE OF THE EMPLOYEES

(Sample Size = 150)

VARIABLES	OPTIONS	FREQUENCIES	(%)
Gender	Male	83	55.33
	Female	67	44.67
Age	20 – 40 Years	Open ended Question (Scale Variable)	68.00
	41 – 54 Years		32.00
Marital Status	Married	78	52.00
	Unmarried	72	48.00
Qualification	School Level / Diploma	42	28.00
	UG / PG	76	50.67
	Professional	32	21.33
Monthly Salary (INR)	Upto Rs.50,000	75	50.00
	Rs.50,001 – Rs.50,000	43	28.67
	Above Rs.1,00,000	32	21.33
Type of Company working now	IT	71	47.33
	ITES	79	52.67
Job Experience	3 – 10 Years	Open ended Question (Scale Variable)	67.00
	11 – 22 Years		33.00

Source: Primary Data

The demographic and job profile analysis (Table 1) indicates that the workforce consists of 55.33% males and 44.67% females, with a majority (68%) aged between 20–40 years and 32% in the 41–54 age group. Among them, 52% are married, while 48% are unmarried. Regarding education, 50.67% hold UG/PG degrees, 28% have completed school or diplomas, and 21.33% possess professional degrees. In terms of salary, 50% earn up to Rs.50,000 per month, 28.67% earn between Rs.50,001–Rs.1,00,000, and 21.33% earn above Rs.1,00,000. The workforce is nearly evenly split between the IT (47.33%) and ITES (52.67%) sectors. Job experience data shows that 67% have 3–10 years of experience, while 33% have 11–22 years, reflecting a mix of early and mid-career professionals in Chennai’s IT industry.

EMPLOYEES’ PERCEPTION ON WORKFORCE DIVERSITY – MEAN ANALYSIS

The analysis of employees’ perception of workforce diversity was conducted using a 5-point Likert scale across twelve questions covering four types of diversity, with three questions for each category.

TABLE 2 EMPLOYEES’ PERCEPTION ON WORKFORCE DIVERSITY
Descriptive Statistics

VARIABLES	N	Mean	SD
Age Diversity	150	9.25	2.985
Gender Diversity	150	10.86	2.236
Cultural Diversity	150	10.34	2.486
Socio-Behavioural Diversity	150	9.78	2.694
EMPLOYEES’ PERCEPTION ON WORKFORCE DIVERSITY	150	40.23	4.584

Source: Primary Data

Mean analysis using descriptive statistics through Table 2 revealed that employees perceived ‘Gender Diversity’ (M = 10.86) more positively than other types, while ‘Age Diversity’ had the lowest perception among workforce diversities in IT companies in Chennai. Overall, employee perceptions of workforce diversity were above average, as all mean values exceeded 9 (75% of the maximum score of 12). The total mean score for workforce diversity perception was 40.23, equating to 67.05% of the possible maximum ($40.23/60 \times 100$). This indicates that employees in IT companies in Chennai have a generally positive perception of workforce diversity, with an overall rating above 67%.

INDEPENDENT SAMPLE ‘T’ TEST – ANALYSIS

H₀: There is no significant difference between the Male and Female employees with respect to the workforce diversities in Information Technology Companies.

An independent-samples t-test was conducted to compare the difference between the Male and Female respondents with respect to the workforce diversities in Information Technology Companies.

TABLE 3 GENDER AND PERCEPTION ON WORKFORCE DIVERSITIES

VARIABLES	GENDER – WORKFORCE DIVERSITIES						t - value	p – value
	MALE			FEMALE				
	N	Mean	SD	N	Mean	SD		
Age Diversity	83	10.36	2.486	67	8.86	2.602	4.582	0.000**
Gender Diversity	83	11.85	1.865	67	10.11	1.997	2.698	0.019*

Cultural Diversity	83	11.12	2.231	67	10.02	2.336	3.504	0.008**
Socio-Behavioural Diversity	83	9.26	2.784	67	8.88	2.564	2.214	0.043*
EMPLOYEES' PERCEPTION ON WORKFORCE DIVERSITY	83	42.59	3.558	67	37.87	3.328	8.739	0.000**

Source: Primary Data (** 1% Level of Significance) (* 5% Level of Significance)

Since the P-values are lower than the significance levels of 0.01 and 0.05 in all cases, the null hypotheses are rejected. The mean scores indicate that male employees (M = 42.59) have a higher overall perception of workforce diversity compared to female employees (M = 37.87). This suggests that male employees perceive workforce diversity more positively in IT companies than their female counterparts. Both male and female employees rated 'Gender Diversity' the highest, with mean scores of 11.85 and 10.11, respectively. Therefore, the findings confirm a statistically significant difference between male and female employees regarding their perception of workforce diversity in IT companies.

RELATIONSHIP BETWEEN WORKFORCE DIVERSITIES AND TEAM PERFORMANCE – CORRELATION ANALYSIS

H₀: There is no significant relationship between the Workforce Diversities and Team Performance of employees working in Information Technology Companies.

A Pearson product-moment correlation was run to determine the relationship between the Workforce Diversities and Team Performance of employees working in Information Technology Companies.

TABLE 4 RELATIONSHIP BETWEEN WORKFORCE DIVERSITIES AND TEAM PERFORMANCE

VARIABLES	N	'r' VALUE	P - VALUE	RELA-TIONSHIP	REMARKS	
					SIGNIFICANT	RESULT
Age Diversity – Team Performance	150	0.478**	0.000	Positive	Significant	REJECTED
Gender Diversity – Team Performance	150	0.758**	0.000	Positive	Significant	REJECTED
Cultural Diversity – Team Performance	150	0.702**	0.000	Positive	Significant	REJECTED
Socio-Behavioural Diversity – Team Performance	150	0.402**	0.000	Positive	Significant	REJECTED
WORKFORCE DIVERSITY – TEAM PERFORMANCE	150	0.717**	0.000	Positive	Significant	REJECTED

** Correlation is significant at the 0.01 level (2-tailed).

Since the P-value is lower than the significance level of 0.01 in all cases, the null hypotheses are rejected. There is a moderate to strong positive correlation between workforce diversity and team performance among employees in IT companies, indicating a highly significant relationship.

Among the four types of workforce diversity, gender diversity has the strongest correlation with team performance ($r = 0.758$), while socio-behavioral diversity shows the weakest correlation ($r = 0.402$). Overall, workforce diversity exhibits a strong, positive, and high correlation with team performance ($r = 0.717$). Therefore, it can be concluded that workforce diversity significantly influences team performance in IT companies.

RELATIONSHIP AMONG WORKFORCE DIVERSITIES, TEAM PERFORMANCE AND EMPLOYEES' INTENTION TO STAY – CORRELATION ANALYSIS

H₀: There are no significant relationships among Workforce Diversities, Team Performance and Employees' Intention to Stay with respect to Information Technology Companies.

A Pearson product-moment correlation was run to determine the relationships among Workforce Diversities, Team Performance and Employees' Intention to Stay with respect to Information Technology Companies.

TABLE 5 RELATIONSHIP AMONG WORKFORCE DIVERSITIES, TEAM PERFORMANCE AND EMPLOYEES' INTENTION TO STAY

VARIABLES	N	'r' VALUE	P - VALUE	RELA-TIONSHIP	REMARKS	
					SIGNIFICANT	RESULT
Work Force Diversity – Team Performance	150	0.717**	0.000	Positive	Significant	REJECTED
Work Force Diversity – Employees' Intention to Stay	150	0.702**	0.000	Positive	Significant	REJECTED
Team Performance – Em- ployees' Intention to Stay	150	0.826**	0.000	Positive	Significant	REJECTED

** . Correlation is significant at the 0.01 level (2-tailed).

Since the P-value is lower than the significance level of 0.01 in all cases, the null hypotheses are rejected. The correlation analysis shows a strong and positive relationship among workforce diversity, team performance, and employees' intention to stay in IT companies. Workforce diversity is significantly correlated with both team performance ($r = 0.717$, $p = 0.000$) and employees' intention to stay ($r = 0.702$, $p = 0.000$), indicating that a diverse workforce enhances teamwork and retention. Additionally, team performance has the highest correlation with employees' intention to stay ($r = 0.826$, $p = 0.000$), suggesting that better teamwork significantly improves employee retention.

Overall, there are significant relationships among Workforce Diversities, Team Performance and Employees' Intention to Stay with respect to Information Technology Companies.

IMPACT OF WORKFORCE DIVERSITIES ON EMPLOYEES' INTENTION TO STAY – MULTIPLE REGRESSION ANALYSIS

Multiple Regression was conducted to determine the best linear combination of Workforce Diversities (Age, Gender, Cultural and Socio-behavioural Diversities) for predicting Employees' Intention to stay in Information Technology Companies.

TABLE 6

REGRESSION ANALYSIS						
WORKFORCE DIVERSITY – EMPLOYEES' INTENTION TO STAY						
Model B		Unstandardized Coef-		Standardized Coefficients	t	Sig.
		Std. Error	Beta			
1	(Constant)	2.589	.614		5.362	.000
	Age Diversity	.387	.064	.357	4.123	.000**
	Gender Diversity	.542	.055	.484	9.877	.000**
	Cultural Diversity	.420	.061	.203	3.129	.016*
	Socio-behavioural Diversity	.212	.072	.048	1.046	.651

Dependent Variable: EMPLOYEES' INTENTION TO STAY

The analysis indicates that three out of four workforce diversity factors significantly predict employees' intention to stay, $F(4, 145) = 436.552$, $p = .000$ and 0.016 , both of which are below the 0.01 and 0.05 significance levels. The adjusted R -squared value of 0.754 (75%) suggests a strong predictive effect, as per Cohen's guidelines.

Among the four diversity factors, Gender Diversity (0.484) has the strongest influence on employees' intention to stay, with an unstandardized coefficient showing that a one-unit increase in gender diversity leads to a 0.542 -unit increase in employees' intention to stay. Cultural Diversity (0.403) and Age Diversity (0.357) also contribute to employees' retention but to a lesser extent than gender diversity. However, Socio-Behavioral Diversity (0.048) does not have a significant impact ($p = 0.651$) on employees' intention to stay in the IT sector in Chennai.

SUMMARY OF FINDINGS AND DISCUSSION

The findings reveal that employees in IT companies in Chennai have a generally positive perception of workforce diversity, with an overall rating above 67%. Among the different types of diversity, Gender Diversity received the highest perception score ($M = 10.86$), while Age Diversity had the lowest. The mean analysis also shows that male employees ($M = 42.59$) perceive workforce diversity more positively than female employees ($M = 37.87$). Both groups rated Gender Diversity the highest, with mean scores of 11.85 for males and 10.11 for females, confirming a statistically significant difference between their perceptions. Additionally, there is a moderate to strong positive correlation between workforce diversity and team performance, indicating that diversity plays an important role in improving teamwork within IT companies.

The study further establishes a strong positive relationship among workforce diversity, team performance, and employees' intention to stay in IT companies. Workforce diversity significantly correlates with both team performance ($r = 0.717$, $p = 0.000$) and employees' intention to stay ($r = 0.702$, $p = 0.000$), suggesting that a diverse workforce enhances teamwork and employee retention. Team performance ($r = 0.826$, $p = 0.000$) has the highest correlation with employees' intention to stay, emphasizing that better teamwork improves retention rates. Among the four diversity factors, Gender Diversity (0.484) has the strongest influence on employees' intention to stay, followed by Cultural Diversity (0.403) and Age Diversity (0.357). However, Socio-Behavioral Diversity (0.048 , $p = 0.651$) does not have a significant impact on employees' intention to stay in the IT sector in Chennai.

SUGGESTIONS AND RECOMMENDATIONS

Based on the findings, IT companies in Chennai should focus on strengthening workforce diversity, particularly Age Diversity, which received the lowest perception scores. Organizations can introduce mentorship programs where experienced employees guide younger ones, fostering better collaboration and knowledge sharing. To address the gender perception gap, companies should create an inclusive work environment by promoting equal opportunities, addressing biases, and implementing diversity training programs. Encouraging open discussions on diversity and inclusion can help improve employee perceptions and create a more supportive workplace. Additionally, team-building activities that emphasize diversity can enhance employees' understanding of different perspectives, leading to better teamwork and overall performance.

Since team performance strongly influences employees' intention to stay, organizations should invest in leadership development programs that focus on managing diverse teams effectively. HR policies should include initiatives that promote employee engagement and retention, such as flexible work arrangements, career growth opportunities, and fair evaluation systems. Given that Gender Diversity has the highest impact on retention, companies should ensure equal pay, provide leadership opportunities for women, and establish strong support systems like mentorship and employee resource groups. Finally, since Socio-Behavioral Diversity showed the least influence on retention, companies should work on fostering cultural awareness and social cohesion through workshops and inclusive team activities to ensure employees feel valued and connected.

LIMITATIONS AND DIRECTIONS FOR FUTURE RESEARCH

Despite its contributions, this study has certain limitations. First, it focuses only on selected IT companies in Chennai, limiting the generalizability of the findings to other industries or locations. Second, the study primarily relies on survey responses, which may be influenced by personal biases or perceptions rather than actual workplace behaviors. Third, while it examines the relationship between workforce diversity and employee outcomes, it does not explore the long-term effects of diversity initiatives. Future research can expand the study to include other industries, regions, and qualitative methods such as interviews to gain deeper insights. Additionally, examining how diversity impacts innovation, productivity, and job satisfaction over time would provide a more comprehensive understanding.

CONCLUSION

This study contributes to understanding how workforce diversity impacts team performance and employees' intention to stay in IT companies in Chennai. It highlights that gender diversity plays a crucial role in employee retention and team collaboration, while age and socio-behavioral diversity require more attention. The study provides valuable insights for HR managers and policymakers to develop strategies that enhance diversity management, improve teamwork, and boost employee engagement. The findings also add to the growing body of research on workplace diversity in the IT sector, particularly in the Indian context, offering practical recommendations for creating an inclusive and productive work environment.

In conclusion, the study confirms that workforce diversity positively influences team performance and employees' intention to stay, with gender diversity being the most influential factor. Organizations should focus on inclusive policies, employee engagement programs, and leadership development to maximize the benefits of diversity. By addressing the gaps in age and socio-behavioral diversity, companies can create a more balanced and harmonious workplace. Overall, the study emphasizes the need for continuous efforts to promote diversity and inclusion, ensuring long-term success for both employees and organizations in the competitive IT sector.

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