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## **Work Force Diversity and its Influence on Employee Performance: A Study of Rashtriya Ispat Nigam Limited, Vishakapatnam**

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### **ABSTRACT:**

Workforce diversity has been regarded as one of the key skills that will differentiate firms from their competitors in terms of adding value to them. The goal of this research is to investigate the influence of workforce diversity on employee performance. Despite the fact that there are numerous diversity factors that can influence the performance of employees, this research focused on only the most critical variables among all of the others such as diversity in age, educational background, religion, work experience, and attitudes toward their jobs, which were all independent variables, and employee performance in an organisation, which was a dependent variable in this study. Using a simple random sample approach, data was obtained from 120 production level workers in RINL. The questionnaires were distributed directly to the employees by the researchers. The method of regression analysis was used to determine the relationship between the variables. According to the findings, employee performance has a statistically significant and favourable influence on the variety of age, educational background, religion, work experience, and attitudes toward the workplace of the employees in question.

**Keywords:** Employee Performance, Workforce Diversity

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### **INTRODUCTION**

The contemporary workforce consists of a significantly more diverse range of individuals than it did in past generations. The success of every organisation is dependent on the workers or workforce of that organisation since they are the ones that carry out the company's activities and ensure that the business succeeds. The term 'diversity' refers to a wide variety of human distinctions, which may include, but is not limited to, age, race, gender, abilities, education, disabilities, culture, and religion, among other characteristics (Srivastava & Agarwal, 2012). Over the previous several years, it became more evident that firms were pursuing workforce diversity as a competitive need, and that they recognised and exploited it as one of the most significant components in their decision-making processes. In order to be successful, every company must have a clear vision and a strong commitment to ensuring that workforce diversity is a part of their everyday business operations. Organizations might face significant obstacles as well as possibilities as a result of their diverse workforce (Childs Jr, 2005). Organizations would be far more productive if they were able to handle the variances in their workers' personality types.

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### **LITERATURE REVIEW**

The argument and uncertainty over what defines workforce diversity persists even after three decades of discussion (Gitonga, Kamaara & Orwa, 2016). Whether variety should be limited to physiological factors (age, gender, ethnicity) or should include all elements of human resource variation has been the subject of considerable discussion. When it comes to staff diversity, some researchers and authorities think that it should be considered from a wider viewpoint, but others argue that it should be evaluated from a more restricted perspective (Ehimare & Ogaga-Oghen, 2018).

A limiting definition of diversity is advocated by certain scholars (Ehimare and Ogaga-Oghen, 2018; Lee and Gilbert, 2014), who suggest that the idea of variety should be constrained to particular natural characteristics such as age and gender. Employee diversity is defined as the degree of variety among workers that is exactly confined to particular natural traits such as age, gender, and ethnicity, according to the restrictive interpretation (Zhuwao, 2017).

If we define diversity too narrowly, the risk is that just one dimension of natural variety (race, age, ethnicity, or gender) will be the topic of inquiry at any one moment. When considering natural diversity, it is important to note that it interacts with other aspects of diversity. A restricted definition of diversity would be inadequate if it did not identify these connections (Ehimare & Ogaga-Oghen, 2018).

Barak (2016) and Foma (2015) were two scholars that advocated for a more comprehensive understanding of workforce diversity (2014). To put it another way, workforce diversity is defined by Zhuwao (2017) as the process of accepting, understanding, and valuing differences among people across a broad spectrum of differences such as age, social class, ethnicity, gender; physical and mental ability; race; economic status; sexual orientation; spiritual practise; and public assistance status.

Thus, from a larger perspective, all workers are unique in that they have created them for themselves. When considering diversity in general, Ehimare and Ogaga-Oghen (2017) believe that the basic conclusion that "everyone is different" would be acceptable if diversity was defined in a wider way. The authors conclude that a larger idea of variety would be useless since everything may be different at any time using any metric, as Ehimare and Ogaga-Oghen (2017) point out.

Alghazo and Shaiban (2016) define employee diversity as the varied composition of workers of the same company in terms of gender, age, colour, and educational background, as opposed to the larger or narrower argument over employee diversity in general. Even though Alghazo and Shaiban (2016) introduce the concept of 'diversity,' Barak (2016) challenges that notion by stating that diversity refers to employee distinctions that include beliefs, organisational positions, occupations, and behavioural styles among others. Employee diversity, according to Ogbo and Ukpere (2014), is defined as the plethora of individual distinctions and similarities that exist among the individuals who work in a company in the centre of the park and reasoned understanding. As a result, workplace diversity necessitates the acceptance, respect, and admiration of the individuality of each employee.

Because to the consequences of globalisation, the composition of today's workforce is becoming more diverse (Chulanova, 2019; Gitonga, Kamaara & Orwa, 2016). Globalization, according to Gitonga et al. (2016), has had a part in increasing diversity. Gupta (2017) adds that competitiveness and the demand for a trained labour force have also played a role in the increase in diversity. Alghazo and Shaiban (2016) assert that advancements in contemporary technology, as well as the orderliness of the global economy, have led to the increase in workplace diversity, which has drawn workers from all over the world.

## METHODOLOGY:

The statistical analytic methodologies utilised in this study were designed to investigate the influence of workforce diversity on employee performance. In accordance with the methodology of this investigation, the researcher used a quantitative technique. In order to obtain the essential information, non-interactive, self-administered questionnaires were used to gather the relevant information.

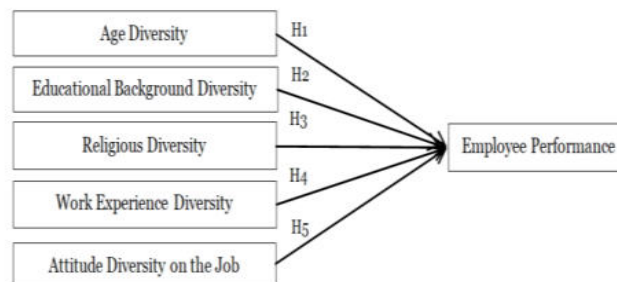


Figure 1: Conceptual Framework

This study falls under the category of 'descriptive research designs.' Individual workers are used as the unit of investigation. The theoretical population consists of workers working at the production level in the RINL. The participants in this research are production-level personnel from one of RINL. The exact sample size that was derived from this population was 120, despite the fact that the intention was to collect 150 responses from employees. However, due to the low response rate, the researcher was forced to reduce the number of responses target to 120 from the original target of 150 responses.

## DATA ANALYSIS AND INTERPRETATION:

### Demographical analysis

One hundred and twenty production level workers were chosen as participants in a research to determine the influence of workforce diversity on employee performance and productivity. Seventy-four percent (142) of the 120 answers were positive. percent of the workforce were female workers, and 25.8 percent were male employees.

It was also discovered that this sample had a higher proportion of male employees than female workers, based on the findings of frequency statistics. The majority of those who responded were married (70 percent ). As a result, 27.5 percent of those who answered the survey were unmarried. In this sample, 2.5 percent of respondents were widowed, and there were no respondents that fell into the category of divorced people.

## Measurement Model Assessment

It was necessary to evaluate the measurement model before proceeding with the correlation and regression analyses.. Validity and reliability tests were conducted as part of this investigation. The questionnaire questions were statistically tested for validity using the factor analysis approach, which was applied in this case. The KMO and Bartlett's Test yielded a combined score of 0.742. As a result, it was more than 0.6, indicating that the sample used in this investigation was acceptable. Table 3 depicted the study's validity data in terms of their statistical significance.

**Table 3: KMO and Bartlett's Test**

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.742
Approx. Chi-Square		2845.8
Bartlett's Test of Sphericity	Df	657
Sig.		.000

A reliability test was carried out in order to determine the internal consistency of the variables under consideration. The "Cronbach Alpha Method" is used to test for reliability, which is a kind of reliability assessment. When the Alpha value was more than 0.7, the test was statistically significant. (Alpha value > 0.9 is excellent, Alpha value > 0.8 is good, Alpha 0.7 is acceptable, Alpha value > 0.6 is questionable, Alpha value > 0.5 is poor, and Alpha value 0.5 is unacceptable, according to George and Mallery (2003). According to the values of Cronbach's Alpha shown in Table 4, the reliability coefficients achieved by all constructs were adequate, as they were all more than 0.60; this demonstrated good levels of reliability in the data obtained for this study.

**Table 4: Reliability Analysis**

Variable	Cronbach's Alpha	Number of Items
Age Diversity	0.994	6
Educational Background Diversity	0.920	5
Religious Diversity	0.910	6
Work Experience Diversity	0.985	6
Attitude Diversity on the Job	0.875	6
Employee Performance	0.870	10

## DISCUSSION

Employee performance was the primary focus of this research, which sought to determine the impact of workforce diversity on employee performance. In order to assess the benefits of workforce diversity, researchers looked at factors such as age diversity, educational background variety, religion diversity, work experience diversity, and attitude diversity on the job. According to the findings of the regression analysis, it was discovered that employee performance was positively and statistically significantly impacted by the diversity of the workforce. According to the data, there is a favourable and statistically significant association between age diversity and employee performance in a company setting. According to the results of all of these studies, greater age diversity was shown to be positively connected to improved employee performance across all industries. According to the findings of the study, there is a statistically significant and beneficial association between educational background diversity and employee performance in the workplace. Employee performance was shown to be favourably and substantially connected to educational diversity in previous study conducted by ODHIAMBO (2014) and Elsaid (2012), with all of the findings pointing to the same conclusion. These prior findings were confirmed once again by the findings of the current investigation, which corroborated their validity. The findings revealed that there was a favourable and statistically significant association between religious beliefs and employee performance. Based on a study of the prior literature, McLeod, Lobel, and Cox Jr (1996) and Watson et al (1993) revealed research results suggesting that increasing the number of religiously distinct viewpoints for problem solving in a team resulted in increased performance of the workers. As a consequence of the research, it was shown that work experience diversity is both favourably and substantially associated to employee performance. Dokko, Wilk, and Rothbard (2009) had all reached the same result in their previous study work, which was that there was a favourable association between variety in past work experience and job performance among employees. After conducting a regression analysis, we discovered that there was a statistically significant and positive relationship between attitude diversity on the job and employee performance. This confirmed the findings of previous research work, which explained that there was a positive impact on employee performance from attitude diversity on the job. The research concluded that senior management of the company should place a greater emphasis on diversity management in order to increase the performance of employees inside the firm as a result. As a result, it was recommended that organisational leaders formulate laws and policies on equal employment opportunity for all employees regardless of their cultural background, ethnic group or gender in order to encourage creativity and innovation within the organisation while also ensuring that the most qualified employees are hired. These Employee job performance was improved as a result of human resources policies implemented in the workplace.

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## CONCLUSION

The major goal of this research was to determine the influence of workforce diversity on employee performance among operation level personnel. Age diversity, educational background diversity, religion diversity, work experience diversity, and attitude diversity on the workplace have all been shown to have a favourable and substantial influence on employee performance under this study. This study offered solid evidence to establish their effect. However, since this study was confined to a single company, further research should be undertaken in order to concentrate on other areas as well. In addition, future studies may concentrate on other independent factors which might have a more substantial influence on the variation of employee performance. Therefore, the study advises further research to explore deeper into this topic. This study would serve as a roadmap for future research

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