



**GRIFFITH COLLEGE DUBLIN**

**THE EFFECT OF WORKFORCE DIVERSITY ON EMPLOYEE PERFORMANCE  
IN KARACHI FMCG ORGANIZATIONS**

Research dissertation presented in partial fulfilment of the requirements  
for the degree of  
**MBA IN INTERNATIONAL BUSINESS MANAGEMENT**

**Griffith College Dublin**

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**04<sup>th</sup> June 2021**

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I certify that the dissertation entitled: **The Effects Of Workforce Diversity On Employee Performance In Karachi FMCG Organisations** submitted for the degree of **Master of International Business Management** is the result of my own work and that where reference is made to the work of others, due acknowledgment is given.

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## DEDICATION

This dissertation is dedicated to my parents, my mentors and my peers who have helped, encouraged, and inspired me to complete this project. This dissertation is also dedicated to my Professor **Dr. Julius Nyiawung**, without whom this paper would have not been completed.

## ABSTRACT

**Purpose:** The fundamental purpose of this research is to evaluate the effect of diversity on the performance of employees working in the firm. This study investigates the effect of three forms of diversity (Age, Gender, and Ethnicity) on performance of employees working in the FMCG sector in Karachi, Pakistan.

**Methodology:** As an attempt to establish and validate the effect of diversity (age, gender and ethnicity) on employee performance, this research has used primary methods of data collection. The information was collected using a close-ended survey questionnaire, responded by 230 individuals working in FMCG sector of Karachi. The positivist approach was applied along with non-probability convenience sampling method to obtain the said quantitative data, while the analysis was performed using Pearson Correlation, and Regression its method of analysis using SPSS.

**Findings:** Based on the evidences provided in this research, the results indicate that workforce diversity tend to have relationship with employee performance, however, there is a significant variance for each aspect. This study has evaluated Age, Gender, and Ethnic diversity as the key areas of workforce diversity to examine the impact these have on the performance of employees working in the FMCG sector of Karachi.

The statistical analysis of quantitative data suggests that the effect of workforce diversity on employee performance is 40.7%. Furthermore, gender and ethnic diversity does not have a significant relationship as per the findings of this research. However, the impact of age diversification on performance of the employees is found to be significant and positive.

The results of this research are direct reflection of its demographic profile, which indicates that majority of the respondents were female. Moreover, most of the respondents of this

research were comparatively young (Age bracket: 25-30 Years) and had 1 to 5 years of working experience.

**Research Limitations:** This research only covers three main broader aspect of workplace diversity: Age, Gender, and Ethnic. Also, this research only focuses on these elements in relation to their impact on the employee performance who are working in the FMCG Company in Karachi, Pakistan.

**Keywords:** Age Diversity, Gender Diversity, Ethnic Diversity, Workforce Diversity, Employee Performance

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# **Chapter 01: Introduction**

## **1.1 Introduction**

The term ‘diversity’ can be used to describe a manner that accommodates individuals from variety of different backgrounds from one another. According to the research of Assari and Bazargan (2019), there are several characteristics that can distinguish one person from the other which may include their professional and personal background, work experience, education, age, race, ethnicity and gender. Despite the broad category, this research focuses on the three main areas that impact an organizational culture and its productivity. These three characteristics are age, gender and ethnicity, which tend to have a greater impact on the overall performance of the employees working in an organization. It has been noted that diversity adds value to the organizational productivity and performance; however, managing it appropriately can be a challenge for the managers. This research aims to focus on the three main aspects: gender, age and ethnicity diversity in accordance to their contribution in the employee performance.

## **1.2 Overview**

One of the most significant aspects of this research is its focus on the FMCG sector of Karachi as the specific industry to evaluate employee performance. The benefits of diversity in such industry can be evaluated through its need to target mass audience and to cater them with efficiency and effective performance. As indicated in the research of Swartz et al (2019) diversity refers to the traits that differ one human being from the other in a group of individuals. In regards with the research of Qasim (2017) globalization is one of the contributors in increasing the need for diversification in workplaces. The notion entails that diversification of employees adds more to the overall performance of the organization as it increases the level of capacity and creativity each individual brings along with the innovative solutions. Furthermore, it has also been found that diversity in a work environment can yield

healthy competition among each employee, thus, increasing their professional efficiency in a constructive manner (Assari and Moghani Lankarani, 2018).

Diversity can be visualized in many forms, but gender diversity has experienced a rapid increase in the recent times as more and more women are taking roles and responsibilities in workplaces. The research of Davydenko et al (2017) has further highlighted that women working in international companies have provided firms with foreign knowledge and has significantly given rise to the international migration process. Furthermore, the inclusion of women in different industries and sectors have given more opportunities for the future generations to explore into new roles and performances (Choi, 2017). One of the greatest contributions of gender diversity is that it has created a highly inclusive environment for the employees, where they can function in their full capacity without being discriminated for their gender. Furthermore, it has compelled the decision makers to modify their policies and regulation to accommodate more individuals from both genders without discrimination. Therefore, this study has included gender diversity as its one of the key independent variables to understand in relation with the employee performance in organizations from FMCG sectors in Karachi.

### 1.2.1 *Age Diversity*

In accordance with the research of Swartz et al (2019), age diversity is considered as the ability of a business to embrace the difference of age of employees working in the same environment. As a consequence of rapidly changing technology and globalization, most of the companies are compelled to accommodate and adjust younger as well as older individuals in their programs to maintain a balance between innovation and experience. In addition to this, the research of Gomes and Bernet (2019) suggests that organizations with age diverse environment have the likelihood of better performance and enhanced professional worth.

As noted in the research of Cho, Kim and Mor Barak (2017), complaints that are associated with age discriminations are comparatively less observed as compared to the complaints in regards with race, ethnicity or gender. However, most of the complaints regarding age discrimination are linked with the promotions and upgrading the position of old versus young individuals. The research of Akinnusi, Sanubi, and Oyewunmi (2017) highlights in this research that most of the workplace conflicts due to age discrimination arise because of the ineffective management of new and old talents. Furthermore, it has been noted that certain companies perceive old aged employees as liabilities because of their higher base salary and increased medical expenses along with their inability to adopt to innovative solutions and new technology (Assari and Bazargan, 2019). On the other hand, there are certain companies that prefer younger individuals in their organizations because of the lesser pay and exploited work hours.

As indicated in the research of Qasim (2017), there is a significant difference found in the pay a younger employee would receive in comparison with the pay the older employee receives in an organization. In general, the older employees are paid higher than younger employees, and younger employees are requested to adjust their responsibilities in accordance with their salary. In addition to this, the research of Toledo et al (2017) highlights that most of the top positions within a company are occupied by the older employees which creates considerable frustration among hard working employees who lag behind because of their age and lack of experience. The said frustration can often be seen reflected through their performance within the organization.

### 1.2.2 *Gender Diversity*

The acceptance of both genders, male and female, with equal opportunities to grow, perform, and earn is the key to gender diversity in any given workplace. There have been many studies, such as Cho, Kim and Mor Barak (2017) and Gomes and Bernet (2019) that have

highlighted the importance of gender diversity in the increased performance and productivity of the organization as a whole as including women in the team adds difference of perspective and viewpoint which benefits the performance of male members as well. Gender diversity, in its essence, can successfully be achieved in an organization when women are also provided with the similar pay and equal opportunities based on their merit as compared to their male co-workers.

Previous studies, such as Zhuwao (2017) that focused on analysing the impact of gender diversity on the performance of employees concluded that the relationship is positive in services industry, while gender diversity in manufacturing sector projected negative impact on the performance of employees. In order to understand the way gender diversity and inclusion of women impacts the performance of employees working in the FMCG sector, this research aims to collect data from FMCG organizations in Karachi, Pakistan.

### *1.2.3 Ethnic Diversity*

Individuals belonging to different ethnic groups represent qualities and skills that are distinct from the ones possessed by the team members from local community. According to the research of Toledo et al (2017), ethnic diversity can be based on variety of different elements, which may include traditions, religion, language and or culture that defines the personality of the individual. An organization can include diversification through recruiting individuals whose beliefs are different from the majority of the group culturally or socially (Zhuwao, 2017). Individuals who are diverse in terms of ethnicity are often willing to form social bonds with their colleagues to indulge with discussions that enhances effective communication. While some individual belonging to ethnic diverse group is genetically different or simply may have different habits or language because of their time spent in different area. It has further been observed that skills possessed by ethnic diverse individuals creates a healthy competitive environment in an organization and adds value to the perception of a group as

whole. Therefore, this research focuses on evaluating the impact of ethnic diversity on the performance of employees who are working in the FMCG sector of Karachi, Pakistan.

#### *1.2.4 Employee Performance*

The completion of desired task with effective and efficient performance is one of the primary goals for any organization. In order to achieve the desired efficiency in performance, the researchers like Behnke et al (2021) have concluded human resource or the employees as the key assets of the business that governs over all other resources of the company. With the increasing competition within and outside the industry, it is essential for each organization to recruit their human resource adequately in order to thrive in a difficult and dense environment. It has been found in the research of Davydenko et al (2017) that organizations that have implemented workforce diversity tend to have a better impact on their employee's performance, which further generates better results for the organization. It is due to the fact that employee's contribution towards the assigned task can be deemed as most essential element for achieving the organizational goal. Teams tend to work better in an environment where its members possess different skills and collaborate to achieve the same goals and same objectives. While workforce diversity has been found to be the cause of increased conflicts, but the research of Li (2020) suggests that development and training programs can be used in order to facilitate the process of accommodation and adjustment.

The benefits of workforce diversity on the employee performance have been discussed in numerous studies. The generalized notion of the relationship between these said variables can be depicted in the figure below:

*Figure 1: Benefits of Workplace Diversity on Employee Performance*



Source: (Mazibuko and Govender, 2017)

The research of Opstrup (2018) suggests that training sessions can be used to effectively bridge the gap between diverse workforce which can later increase the performance of each employee and the teams as whole. Furthermore, the study of Choi (2017) have also concluded that employees tend to perform better when they are accepted and accommodated in the teams that enable them to participate actively. Hence, it can be implied that the workforce diversity when intermediated through organization's strategies and effective measures can increase the performance levels of employees and can help the organization to achieve their organizational goal through human resources. Hence, it is essential for the organizations to understand the importance of workforce diversity and to take a measure that facilitates the process with ease and convenience for all team members. In the context of this research, the employee performance is considered as dependent variable that needs to be evaluated by the three independent variables of work diversity: Age diversity, Gender diversity, and Ethnic Diversity.

### **1.3 Research Gap**

A significant number of studies, including Li (2020) and Davydenko et al (2017) have focused on the impact of workforce diversity on the employee performance. Most of these studies have focused on the inclusion of women and young individuals in the team to add variance in the output the company's produce. While literature on the notion of workforce diversity has increasingly discussed its implication on the overall achievement and accomplishments of the organizations, there are limited studies that have focused on the individual performance of employees working within a diverse organization. Therefore, the understanding of the relationship between these two variables is essential. In addition to this, studies have not been discussed the impact of workplace diversity on performance of employees working in FMCG industry in Karachi, Pakistan. In this study, a research gap has been identified that indicates the need to explore different aspects of workplace diversity, such as age, gender and ethnic, on the performance of employees.

### **1.4 Research Question**

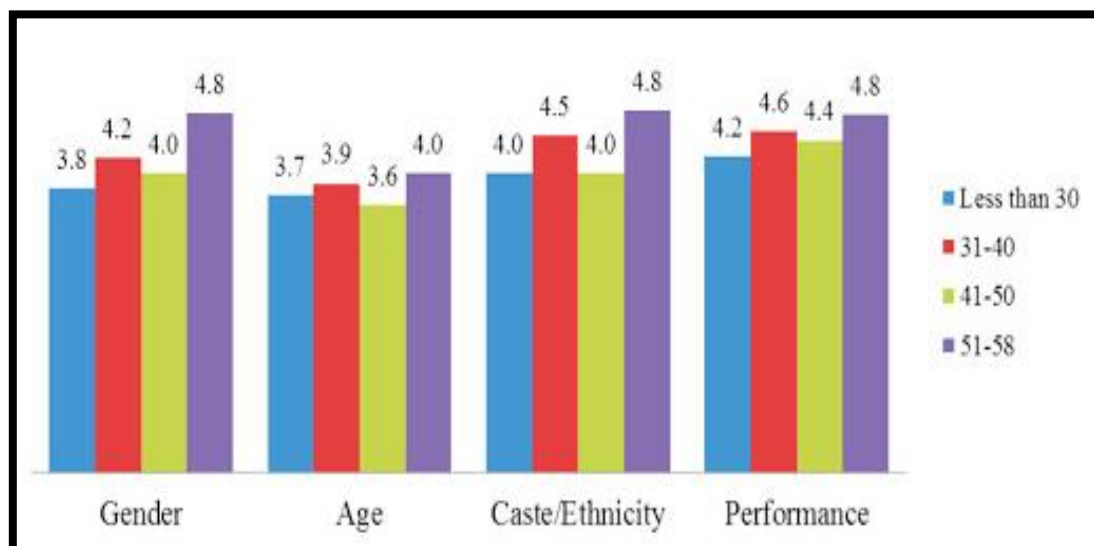
The concept of workplace diversity has been discussed abundantly in the context of organizational performance in literature, however, its impact on the employees' performance in the diverse teams have not been researched. Therefore, this research has devised the following research questions:

1. What is the impact of age diversity on employee performance in Karachi organizations (FMCG Sector)?
2. What is the impact of gender diversity on employee performance in Karachi organizations (FMCG Sector)?
3. What is the impact of ethnic diversity on employee performance in Karachi organizations (FMCG Sector)?

### 1.5 Research Purpose

Globalization and changing trends have regarded human resources as one of the major assets of any organization. The research of Davydenko et al (2017) indicates that globalization has led the organizations all over the world embrace different aspects of diversity that brings variety of experiences, expertise, backgrounds, knowledge and skills from different parts of the world into one organization. It has been noted in the research of Kamales and Knorr (2019) that diversity at a work force can be deemed as one of the most successful contributing elements that increases the performance of an organization through its human capital. Therefore, it has been found that organizations are required to recruit a diverse workforce, which can either be based on the gender, culture, age or ethnicity as an attempt to add variance in productivity of the organization.

*Figure 2: Level of Workforce Diversity and Employee Performance*



Source: Gupta, Bhatta and Bhatt (2015)

The illustration above depicts that higher level of diversity is proportional to the levels of employee performance.

It has further been evident through the study of Akinnusi, Sanubi, and Oyewunmi (2017) that diversity in a workplace adds more value to the organizational culture and its corporate reputation. The purpose of this research is to investigate the relationship between workplace diversity and employee performance. This research aims to focus on the three main aspects: gender, age and ethnicity diversity in accordance to their contribution in the employee performance in FMCG industry of Karachi, Pakistan.

### **1.6 Research Aim & Objective**

Diversity is considered as one of the most challenging notion to implement when it comes to increase the performance of the employees, as it implies increased number of conflicts between individuals working together (Behnke et al, 2021). Studies like Toledo et al (2017) that diversity tend to give rise to workplace conflicts which further lead require managers to carefully observe and resolve based on the situation and need. While the research of Kamales and Knorr (2019) suggests that team work and dedication is the reason for better employee performance, the research of Cho, Kim and Mor Barak (2017) concludes that the effectiveness of teams can be consequent to their diverse skills and traits. In addition to this, most of the progressive companies all over the world have incorporated diversity as part of their employment program to enhance their performance.

Not only gender, but age diversity is also found to have a considerable impact on the employee performance in an organization as new generation of individuals take over the place of old workers who have retired. According to Zhuwao (2017) the collaboration of experience of old generation employees with the innovative solutions and energy of young individuals tend to create a powerful environment that results in increased productivity for both. As indicated in the research of Gupta (2013), 75% of the total workforce is expected to occupied by millennials by the year 2025.

Similarly, the research of Opstrup (2018) have focused on the concept of ethnic diversity, suggesting that individuals belonging to different backgrounds may experience certain difficulties in adjusting to the new environment. However, the difference of characteristics between these individuals tend to create a wholesome environment where each individual is able to learn new things from one another. On the other hand, the study of Cho, Kim and Mor Barak (2017) suggests that ethnicity diversity enables workers and employees to form social groups that further affect their performance as a team as well as individuals.

Employee performance has a significant impact on the reputation and service provision quality of the organization as it directly involves fulfilling the demand of clients and customers who require efficiency in their dealings with the said business (Li, 2020). Therefore, understanding the elements that contribute in increasing or affecting the productivity as well as the performance of the employees is essential for any organization to excel in their business. In order to implicate the impact of workforce diversity on the employee performance, this research aim is to identify the impact of workforce diversity on employee performance through gender, age and ethnicity diversity in Karachi organization by specifying the FMCG sector. Furthermore, the objectives of the research are to:

- To assess the impact of age diversity on employee performance in FMCG sector of Karachi.
- To analyse the impact of gender diversity on employee performance in FMCG sector of Karachi.
- To identify the impact of ethnic diversity on employee performance in FMCG sector of Karachi.

### **1.7 Significance of the Study**

- The research is significant for its contribution in the field of business that tends to get impacted because of rapidly shifting demographic needs.
- This research highlights that demographic change, such as more and more women joining workplaces along with the inclusion of workers from across the globe because of globalization has a considerable impact on the way employees perform in their respective industries.
- The research is not only beneficial for the upgradation of legislation, but can also be significantly useful for the restructuring of organizations.
- The study is also significant for managers to consider the need for diversity and its benefits, and use it for the advantage of the organization.

This study also highlights that, employees from different backgrounds and age bracket may have the tendency to disagree in most matters concerning the work performed as a team. Therefore, it requires intervention from the company or the organization to collaborate and bring out their best skills with open communication as an attempt to bridge the gap between the two parties. While there has been many studies in the past that have significantly focused on the impact of diversity on the performance of employees working in different sectors, but the studies that elaborate on each of the kind of diversity is limited. This research aims to analyse the impact of three different kinds of workplace diversification on the performance of employees, specific to the FMCG sector in Pakistan. The practical implications of this research can also be considered as significant for the managers as they could use it to innovate managerial duties and approaches that may help them in increasing the productivity levels of their employees.

## **1.8 Structure of the Study**

The research contains five sections as part of the study; each of the section subsequently proceeds with the information presented in the previous section. Section or chapter one of research carries an overview for the study that not only represents the background and context of the research, but also establishes the research questions, aims and objectives. This part of the research also provides a brief overview on the variables that are to be discussed in the following sections. The second section is based on the literature review, where findings and information from past studies have been compiled and presented to give information about the topic, its variable and the relationship between these variables. It also contains theoretical background which adds value to the knowledge based on different theories that are to relevant to the study. The third section contains information about the methodologies used in the study. It briefly discusses the research methodology to be used in the research, research approach and philosophy, data collection methods, data analysis methods, and method for analysis. The fourth section of the study then proceeds to evaluate the results and analysis of the study while discussing it in the context of findings from previous studies. The last section of this report is based on the conclusion drawn from analysis along with the recommendation for implications and future studies.

# **Chapter 02: Literature**

## **Review**

## 2.1 Introduction

This chapter is about the workforce diversity and employee performance within an organization. Every individual has unique skills and talent, the presence of this unique talent and skills bring diversity in the world. The workforce diversity imparts an important role on employees' performance as diversity enhanced the working efficiency and performance of employees. There are multiple theories present to determine the diversity within business and these theories are social categorization and stereotyping, Blau's theory of heterogeneity, and similarities attraction theory. The presence of huge diversity brings some difficulties so organizations start some campaigns to deal with these problems. Workforce diversity imparts an important role on employee performance as when workforce diversity increased the performance of employees also increased at a great level.

There are multiple studies done to determine the organizing models for the trade unions. The organizing models used by trade unions that how they increase their membership and also enhance the influence. In organizing model the defending member is most important and involved all the members in department for handling of a task. The organizing models involved many full time organizers, who worked by their full confidence, strong networks, as well as leaders within the workforce. There are also some confrontational campaigns involved in the large numbers of union numbers. Organizing model also linked with some unionism such as social movement unionism as well as community unionism. This model also involved the fact that how trade unions reverse the trend of declining membership that they experienced in most industrial nations.

Downsizing is a procedure in which the size of an organization reduced by reducing the number of employees within the organization. The downsizing of an organization is done to make the organization more competitive as in this way only skilled employees remain in the organization that make the organization more competitive. There are different reasons due to

which the termination of employees is done during the downsizing of employees such as loss of knowledge and experience of employees, legal issues, loss of trust and security. There are some research gaps present in determination of the effect of workforce diversity on the employees' performance. The main research questions for this study are given as follows

- What is the impact of age diversity on employee performance in FMCG organization?
- What is the impact of gender diversity on employee performance in FMCG organization?
- What is the impact of workforce diversity on employees' performance in FMCG organization?

The research objectives of this study that given as follows

- To determine the impact of age diversity on employee performance in FMCG organization.
- To determine the impact of gender diversity on employee performance in FMCG organization.
- To determine the impact of workforce diversity on employees' performance in FMCG organization.

There are some issues in this research and some of the issues are given as follows

Some issues that employees has faced within the organization due to presence of diversity are lack of understanding by corporate leadership

- Lack of measurement, lack of nurturing
- Lack of leadership commitment
- Lack of bidirectional communication

## 2.2 Theoretical Background

Diversification in worker and population cannot be excluded, and the manager must take this into account. The organisation assigns tasks based on talent and expertise. The person had special abilities and saw the universe through the lens of this diversity. Since the last two decades, citizens have migrated in search of a decent career and a better lifestyle, such as rural populations migrating to metropolitan areas or people migrating from one nation to another, both of whom have a unique community and demographic makeup. It has an effect on the employee's efficiency. The company is constantly increasing the efficiency of its employees by recognising their contributions to the accomplishment of corporate objectives. Diversity is described as staff admitting, appreciating, recognising, and understanding between workers (Kreitz, 2008).

Figure 3: Estimated Performance from Diversity and Inclusion in 2021



Source: (Quratulain and Al-Hawari, 2021)

Three major theories will be used in the study, based on the research objectives:

- Blau's theory of Heterogeneity
- Social categorization
- Similarities Attraction theory

## **2.3 Theoretical Review**

### *2.3.1 Blau's Theory of Heterogeneity*

According to Elsaid (2012), this theory explained the business with the experience of cultural diversity. Individuals with diverse ethnic backgrounds participate in a variety of cultural activities. In this theory teams are able to collaborate with one another and concentrate on the business's progress and outcomes while certain cultural factors are present. Additionally, Blau's different organisations, such as functioning departments, are constantly exposed to gender diversity, which aids in the greater accumulation of diversity. However, Gacheri (2012) argues that this inflow of the diverse working environment does not reflect on the assembling of the diverse workforce. Also, based on the findings of this theory similar parameters such as ethnicity to promote the social association. According to this theory, all team members in firms associate the members with groups to maintain the high approach in managing tasks and duties in an effective and sound manner. The finding of theory reveals that team formulation for the diverse culture background increases the decision making power and foster high level of creativity and innovation

### *2.3.2 Social Categorization Theory*

Turner developed this theory in 1987. According to theorists, people come from a variety of environments depending on their countries, history, gender, age, and ethnicity. It often demonstrates that people form communities based on salient characteristics (Gaunya, 2012). Because of the probable biases occurred in group, raising complexities and conflict can

become a reason for disrupt of the task-relevant details. It aids in the resolution of discrepancies discovered during the self-categorization exercise. It has an impact on the distinctions between social and personal identities. The aim of this theory is to explain the emergence of higher order group behavior. This can be observed and studied by drawing attention to the distinctions between self-perception and self-categorization. According to Kerga (2018), such factors contribute to employees' success because they help them establish their personality within the realm of a particular setting by indulging in diverse experience, talents, and skills.

### 2.3.3 *Similarity/Attraction Theory*

Byrnes introduced this theory of similarity and attraction in 1970. On the basis of this theory's suggestion, one introduced the product reinforcement in relation to another. According to this theory, people tend to rely on or take conclusions about others that are similar to them. Khan (2019) states that this theory establishes an explanatory framework by theory in order to explore how individuals in social environments are impacted and motivated by one another. Additionally, the identification present in the personality variables has an impact on mood and personality characteristics. Numerous researchers in fields such as cognitive science, economics, and marketing have verified the similarity and action theory. Comparatively, philosophy has encountered biases about the superiority of countries, races, and faith. Both of these aspects appear to have a negative and harmful effect on team bonding and formation. The state exists as a result of the argument made in the shared feature, which includes individuals of identical or dissimilar religions, races, genders, and ages. However, it cannot be argued that collaborative work and a high level of workplace cohesiveness improve worker efficiency.

## 2.4 Empirical Literature

Li et al. (2020) examined the effect of diversity management on job satisfaction, match, and performance. The aim of this study was to confirm the effect of work match on job satisfaction and performance. Additionally, the study examined the interaction between workforce diversity management and performance and employee satisfaction. The research team conducted a survey questionnaire through five-star hotels in China for this reason. The data were collected from 324 valid participants and analysed using AMOS-SEM. According to the findings of this study, job match, and performance are both strongly linked to work diversity. Additionally, task success and satisfaction have been shown to be favourably related to job satisfaction. Employee-related outcomes such as performance and retention are favourably correlated with work force diversity control, while job match is considered a mediator.

Workforce diversity, as described by an employee's demographic, has often been debated in the light of job performance and satisfaction in both public and private organisations. Opstrup and Villadsen (2015) examined the gender diversity in people employed as top managers in public organisations. The research examined the association between gender disparity in the workforce and a firm's financial results. It was an effort to affirm the premise that gender diversity in top management benefits the organisation, when each person brings unique expertise and experience to the table. This research analysis focused on municipalities in Denmark. The findings suggest that gender diversity in top management teams will result in improved financial performance; nevertheless, this concept is only evident in management systems within municipalities that operate by cross-functional team effort.

Choi, Sung, and Zhang (2017) conducted research on organisational level work force diversity, a topic that has received little attention in the literature. The study used information processing and social categorization in status-related systems, as well as mediators such as

employee satisfaction, employee competence, and creative environment, to assess organisational success in light of work force diversity. The data was gathered from 256 manufacturing firms in Korea at two different points in time over a two-year span. According to the findings of this study, when work force diversity is embedded in a hierarchical role, it can have a detrimental effect on organisational efficiency. This is because hierarchical work force diversity has been shown to have a detrimental effect on employee productivity and competence in this study. However, the study discovered a strong correlation between employee satisfaction and competence, as well as a positive relationship between creative environment and educational diversity. Both of these factors were found to have a beneficial effect on the organization's organisational performance and innovation.

Bendick, Egan, and Lofhjelm (2001) used a systematic sample of individuals who serve as training provider to examine organisations operating in America and to highlight the importance of training through different profiles within the organisation. The aim of this study was to examine the different components of training as well as their effect on the organisation. The study revealed that although the majority of training sessions concentrate on the altitudes of individual, the majority of organizational-based trainings focus on the employer's structure, human resource practises, and actual employee behaviour. According to the findings of this study, training sessions are an important way to change the atmosphere of a work place as a type of developmental approach. According to the study, only 25% of training providers use training sessions as a developmental strategy within an organisation.

According to Venkataiah (2011), one of the most critical aspects of organisational transformation is the evolution of work force diversity. It entails the integration of people from diverse backgrounds, countries, racial groups, sex, and races in order to function efficiently in a work environment. The study emphasised the growing pattern of companies incorporating employee diversity, which entails recruiting people from diverse age classes,

racess, and other characteristics. Diversity, as described in the study, refers to the range of dimensions that exist within individuals operating in the same location for the same purpose. According to Li et al. (2020), the term "diversity" refers to the distinctions between faith, disability, gender, national origin, racial origin, race, and age. Additionally, it has been discovered the integration in the labour force assists the company in reaching a diverse client base. The study incorporated a range of data on cultural diversity in the workforce from previous studies to provide a theoretical foundation. To better understand the impact of various aspects of workforce diversity on organisational performance, a study was conducted in telecom companies in the National Capital Region/Delhi. The study discovered that there is no meaningful association between employee diversity and employee commitment.

According to Olusegun, Abdul raheem, and Nassir (2018), managing the work force diversity is a critical function in corporate resource management since it can lead to gaining a strategic edge, providing appropriate customer support, and adhering to organisational regulations. The study on the Nigerian food and beverage industry indicated that corporate performance can be accomplished by controlling and channelling employee diversity. To do this, the study examined the positives and drawbacks, as well as the challenges and benefits, of including a diverse work force in an organisation in terms of operational performance. The study examined the connection between company performance and workforce diversity in Nigeria's food and beverage industry. Additionally, the study examined factors such as skill supply and employee contact, showing that employee communication is a critical tool for mitigating tension among workers in a diverse work force. The inferential data was gathered from secondary sources, while the primary data was gathered and analysed using a survey questionnaire distributed to workers and managers in Nigeria's food and beverage industry. It involved three multinational companies operating in the Nigerian food and beverage sector through a cross-sectional study design and a random sampling technique. Workers at lower,

centre, and senior levels of global companies were asked to collect data in order to validate the study hypothesis. We used both inferential and descriptive data, as well as Mean, Regression, and Correlation analysis in SPSS. The study concludes that while talent availability has a significant impact on employee engagement, employee contact has a significant impact on the organization's effectiveness.

Pitts (2009) performed research on companies operating at the federal level in the United States, focusing on a subset of organisations that were responsible for handling employee diversity. According to the report, nearly 90% of the departments examined were actively involved in workforce management. However, the study identifies a void in the literature on the success of a diverse work force in an organisation. The study used US federal employees to verify and measure the relationship between work group success, job satisfaction, and diversity management. According to the study, diversity management benefits workers of colour rather than white staff, and the association between worker satisfaction and community work success is favourable while diversity management is used.

According to Carter's (2021) assertion, the US labour force is diverse in terms of employee ethnic/racial identities. Diverse results have been made as a result of increasing race/ethnic disparity in the workplace. The subsequent analysis employs a quantitative approach. The research began with a discussion of the population profile. Second, the author has conducted analyses of corporate policies and fair hiring legislation in order to address issues of mistreatment. The study examined the harmful impact of workplace occurred because of social support and salience of cultural identity as a result of ostracism on the workplace. Additionally, literature indicates that organisations would have taken steps to mitigate the ostracism of ethnic/racial minorities.

According to Kunda (2017), diversity in the workforce is getting more attention. The aim of this study was to examine the relationship between employee perceptions of diversity,

specifically the significance of diversity, diversity management, and perceived organisational performance. Additionally, it examines why perceptions of diversity differ across workers from diverse backgrounds, that is, across groups and genders, in the Indian IT industry. In this study, primary data from 402 participants were analysed using statistical methods such as factor analysis, variant analysis, regression, mean estimation, and graded mean estimation. The outcome indicates that employee, regardless of their diverse backgrounds, favourably regarded diversity.

According to Scarborough (2019), corporate diversity initiatives are particularly successful if they are implemented with the cooperation of employees and managers. The aim of this research is to analyse data from a survey experiment designed to assess the public views about organisational diversity policies. The study explored how these policies help working respondents and how this support differs by age, gender, and ethnicity. The author used an OLS regression model to evaluate a group of different working individuals who agreed to engage in a survey. According to researchers, people with Latina and black ancestry are receiving more support than white women. It contributes to the occurrence of segregation and injustice. As a result, it is critical to frame initiatives as a tool in order to increase diversity and address the issue of discrimination in an effective and sound manner.

According to Garham (2017), stated that women lag behind men in management work representation. It has a detrimental effect on women's careers and organisation performance. To achieve this goal, the author used data from 81 publicly listed companies of more than 2,000 locations to explore the effect of two management structures on the future of gender diversity. However, there is no correlation between HR executive involvement and top personal. In the other hand, a stronger and more constructive correlation exists between previously unexplored indicators to commitment in order to diversity. Diversity management

is critical for organisations because it contributes to increased corporate success and employee engagement.

According to Gomez (2019), there has been a significant increase in workplace diversity, but it remains limited to the healthcare (provider) Research shows that diversity really does not always have to be linked to financial and quality outcomes, but, it leaves organisations to make decisions dependent on various conclusions about the connections between diversity and performance. The main objective of study was to investigate how many variables were associated with financial performance, diversity, patient, and innovation. In order to complete this systematic study, a meta-analysis methodology was used of the sixteen papers, a vast majority supports the idea that the notion that doing tasks alongside people brings a good outcome, as well as a diverse employee population. When things shift, people get frustrated, the diversity of the setting will help to alleviate the frustration by keeping conflicts to a minimum. As a whole, increased diversity results in improved efficiency and greater financial interest.

Some studies by Li (2020) have shown that positive and supportive working conditions, strong corporate values, and effective employee engagement all thrives in the inclusive and diverse workplace. It seems like an empty shell. We are also seeing an increased interest in creating a diverse workforce, and looking to do so-for-ourselves to do so because of that, as a result of globalisation, the idea of workforce diversity is on the rise. They also strive to fill up and promote the various categories of staff expansion to better and to ensure the long-term capability of their employees to keep up and do their good work. Therefore, the more important it is for companies to have diverse workforces, the more important it is to incorporate a diverse workforce to benefit an inclusion for company power and loyalty of power and solidarity. It often brings a high rise of competitiveness and profits to the company as well as well as leading to an invaluable advertising effect, and often functions as the focal

point for increasing the company valuation of the firm. and then, in this way, enabling businesses to continue to compete on an equal footing. There are also internal and external advantages to the increased diversity of the organisations, including expanding the market and enhancing the manufacturing capability.

Bhen (2021) has shown that the fact that in the workplace of the previous decade or two have given way to methods that include a diverse workforce in their use .As the workforce diversity and inclusion was a critical element of the organisation, the term gained a lot of importance. Despite this obvious degree of the regard that diversity has in our workforce and how it will lead to a workplace where people of all backgrounds will succeed at the highest level, leaders have shown in a limited number of cases that how diversity impacts their business and if it can be a better reflection of a business environment that encourages diverse people to do well. The definition of workforce diversity fostered participation that made the broader inclusion of diverse employees possible. The multicultural company in which people would feel good and excel in order to keep a diverse workforce. As the statement of Choi (2016), it's being said that the population demographics of each occupational group will tell how a certain category of workers is being impacted by that kind of diversity, the statement goes on to say how racial and ethnic minorities and white employees would be affected extensively via the study results of the National Occupational Employment for Minorities Report (use the data to research racial minority performance and ethnic diversity in the organisation effectiveness and satisfaction levels) However, using the methods and equations established by previous to this, quantitative study, OLS regression was employed, though with some modification to suit the findings. Race and ethnic minorities were found to have the lowest recorded level of job satisfaction while they are minorities in the majority; this further suggests that holding a position in a mostly minority environment would reduce job satisfaction. Whites are more satisfied in the settings where they are not under intense

pressures of discrimination, and which often seem to be less diverse in population makeup. Analyses performed on employees' observations show that, in the light of White majorities, the federal workforce has become far more willing to acknowledge their good conditions than has been shown in the private sector.

Selvaraj et al. (2015) conducted a study to explain the effect of workforce diversity on employee performance in Singapore organizations. Workforce diversity is known as one of the strategic capability that enhance the value of organizations to bring competition. The competition among organizations has increased globally so every organization has attract highly skilled as well as innovative people to work here. Some most common diversities that experienced within a workforce are age, gender, and ethnicity of employees that effect the productivity of an organization. This study focused on the fact that how these three workforce diversities imparts a major role on the performance of an organization. This study explained that proper management of workforce diversity provide multiple benefits to organization. However, if an organization don't manage the workforce diversity properly, then it imparts negative outcome on the productivity and performance of an organization. The data for this study was collected by survey questionnaire from employees of both manufacturing and service industries present in Singapore. The reliability of this study was collected by estimating the Cronbach's alpha and the relationship between age, gender, and ethnic workforce diversity with the performance of organization analysed by using SPSS software. The findings of this study explained that all these variables have an insignificant relationship with the performance of employees. Some Human resource programmes has suggested that efficiency of employees improved by workforce diversity.

## **2.5 Hypotheses Development**

There are three main hypotheses of this research on the basis of relationship of workforce diversity and employee performance.

### 2.5.1 *Age diversity and Employee performance*

Age diversity imparts an important role on the employee performance in FMCG sector of Karachi. Gokula (2017) determine the impact of age diversity on the employees' performance in FMCG sector of Karachi. This study determined that workforce age diversity imparts an important role on the employees' performance. The workforce age diversity and employee performance differ across gender, position of employees, age group, and work experience. The organization should establish some uniqueness in workforce age diversity because this diversity imparts positive role in the growth of organization.

When an organization maintains the individuality of employee diversities across its age, it can achieve reduced disputes, high usage of people at work, ensure the health of the individual, fitness of the individual and fitness of the group of employees to enhance employee performance within an organization (Krishnan, Gowrishankar, and Kanagaraj, 2017). This contribution focuses primarily on measuring the relationship between the workforce age diversity and the performance of workers, and has not researched other workforce diversity, such as gender diversity, education diversity and ethnicity. Age diversity has been described as one of the strategic capabilities that can bring value to companies over their competition. The age diversity of employees within the organization is one of the major focus of this study to determine the employee's performance. The study thus focuses on employees' understanding of the impact of age diversity in their organizations

*H1: There is a significant impact of age diversity on employee performance in FMCG sector of Karachi*

### 2.5.2 *Gender diversity and Employee performance*

Gender diversity imparts an important role on the employee performance within the organization. An organization comprised of multiple gender such as males and females and the huge gender diversity imparts a positive role on the working performance of employees.

The study determined that male dominant people in FMCG sector imparts a more positive role on overall working efficiency of organization. The FMCG sector in which ratio of females is lower the profit margin is also lower as compare to balance gender mix team. So there is a need to maintain the balance between the gender diversity to make a maximum profit within the organization. The profits of FMCG sector raised with the female share rising to 50%. The connection between benefit and women's share is flat for higher shares of women. The study shows that similarly gender-dominant teams function in the same way as most women's teams, but the distribution of their data does not allow assumptions about the impact of female-dominated teams (Kumar, and Singh, 2017). There is no any evidence can be found in the analysis for the underlying mechanisms for improving productivity in similarly gendered teams. The study showed that the gender composition of the community is unconnected to disagreements, friendships, decision-making, environment, learning, and shared monitoring.

*H2: There is a significant impact of gender diversity on employee performance in FMCG of Karachi*

### *2.5.3 Ethnic diversity and Employee performance*

Ethnic diversity imparts an important role in overall performance of employees and the working efficiency of organization. This study was aimed at examining the relationship between ethnic diversity and employee engagement. Ethnic diversity refers to the diversity of social-cultural workers that are measured by the number of individuals in the company of various ethnic groups in terms of language, culture and value adds that ethnic diversity reflects the variations between people and their ethnic heritage and applies to a work team. This is manifested in the variations in the inner selves of people that are based on their ethnic heritage. The success of organizations seems to rely increasingly on the numerous workers working together, which may explain the increased emphasis on group diversity and its

performance relations among managers and researchers (Pitts, and Jarry, 2007). Therefore the idea of ethnic diversity should be interpreted as a set of diverse aspects, since each dimension of diversity will influence the performance of teams differently. Management, for example, may be more interested in examining employee output; workers are interested in developing themselves into a productive environment. Information and decision-making theory predicts that workers work intellectually and in challenging jobs and information positively, as they have a range of knowledge, skills, experience and expertise leading to creativity, new product design and better decision-making.

*H3: There is a significant impact of ethnic diversity on employee performance in FMCG of Karachi*

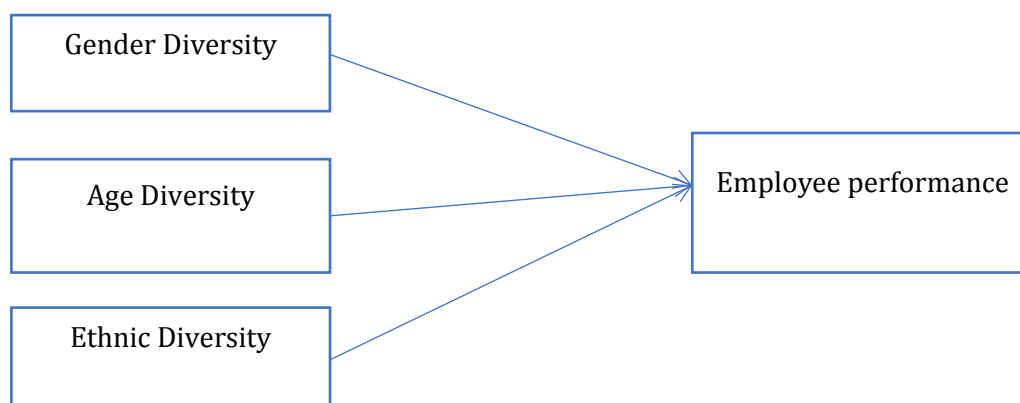
## **2.6 Conceptual Framework**

**2.6.1 Gender Diversity:** Gender diversity imparts a major effect on the performance of employees in FMCG of Karachi. Muhammad Ali, CAROL T. KULIK and Isabel Metz et al. (2009) has done a study to assess the impact of gender diversity on the performance of employees in manufacturing and services organization. In this study researcher has tested three main perceptions about the impact of gender diversity on employees' performance. This study explained the moderating impact of gender diversity on the employees' performance in both services as well as manufacturing organization. The results of this study explained that there is a positive as well as U-shaped curvilinear perception about the role of gender diversity on employees' performance.

**2.6.2 Age Diversity:** Age diversity has a direct relation on the performance of employees that imparts a positive impact on organizational performance. Uschi et al. (2009) has done a study to measure the impact of age diversity on organizational performance. This study explained that the aging of an individual imparts higher effect on the productivity of that individual and organization. This study majorly explained the impact of age diversity present in an

organization and its impact on organizational performance. The results of this study explained that age diversity within an organization imparts a major effect on the performance of organization.

**2.6.3 Ethnic Diversity:** Ethnic diversity imparts a significant effect on the performance of employees and enhance the organizational performance. David Pitts et al. (2007) has done a study to explore the impact of ethnic diversity on the employees and organizational performance. This study explained that workforce of public sector is ethnically diverse so organizations should implement some strategies to manage this diversity. It is important to understand the effect of ethnic diversity on employees' performance to measure strategies for management of this diversity. This study on public-sector has explained that ethnic diversity imparts a major role on the performance and outcomes of an organization. This study is done to measure the importance of managerial workforce diversity because management of workforce diversity is very important to enhance the performance of employees and productivity of organization. The results of this study explained that there are some drawbacks present in the ethnic workforce diversity that should be overcome by implementing managerial workforce diversity.



*Figure 4 Conceptual Framework*

In the statistical context depicted above, demographic diversity, racial diversity, and age diversity are denoted as independent variables, while employee success is denoted as a dependent variable.

## **2.7 Conclusion**

This study explained that working diversity has a significant relation with the progress and productivity of employees within an organization. Multiple studies are done to explain the relationship of workforce diversity with the productivity of employees. This study concluded that employees should use some organizational models to develop their membership and power. The organisational models that labour unions use to develop their membership and power. Downsizing is a process that reduces the scale of a company by reducing the workforce. Organizing styles entailed a large number of full-time organisers who operated with complete trust, deep networks, and as staff executives. Diversification of the community and workers cannot be excluded, and the manager must take this into account. Three hypotheses may be included in the study, based on the research objectives: Blau's theory of heterogeneity, social categorization, and the Similarities Attraction hypothesis. Theoretical studies indicate that team formation for individuals of varied cultural backgrounds enhances decision-making capacity and fosters a high degree of imagination and innovation.

Theorem of Social Categorization. Byrnes introduced this principle of resemblance and attractiveness in 1970. According to this hypothesis, people tend to rely on or take conclusions about others that are similar to them. Numerous researchers in fields such as cognitive science, economics, and marketing have verified the similarity and action theory. Diverse ideas about diversity exist, one of which describes how diversity affects the job success of workers within an organisation. There are several gaps in this study that contribute to problems with job success as a result of the large workforce's diversity. This is a secondary

thesis, and all data for this study were gathered from secondary sources such as journal papers and studies.

# **Chapter 03: Methodology and Research Design**

### 3.1 Introduction

Methodology and research design refer to the process that is carried out in order to answer the research question and adhere to the research objectives in order to conclude a study. Each of the study that has been carried out involves certain steps and procedures which ensure its reliability, validity, accuracy and credibility. On the other hand, research design of any given study indicates the framework that needs to be followed as an attempt to devise research methodology.

The research questions of this study are

- What is the impact of age diversity on employee performance in Karachi organizations (FMCG Sector)?
- What is the impact of gender diversity on employee performance in Karachi organizations (FMCG Sector)?
- What is the impact of ethnic diversity on employee performance in Karachi organizations (FMCG Sector)?

While the objective of this research are as follows:

- Identify the impact of age diversity on employee performance in FMCG sector of Karachi.
- Identify the impact of gender diversity on employee performance in FMCG sector of Karachi.
- Identify the impact of ethnic diversity on employee performance in FMCG sector of Karachi.

This section of the study covers methodological approaches, data collection and analysis methods, and ethical considerations in answering these research questions and resolving the research objectives.

### **3.2 Methodological Approaches**

In accordance with the research of Kumar (2018) research methodology determines the step-by-step process that is compiled to bring the conclusions of the study, which adds to the reliability of research objectives. The objectives of this research indicate investigating the impact of age diversity, gender diversity and ethnic diversity on the performance of employees working in FMCGs of Pakistan.

In order to accomplish the aforementioned objectives of this research, this chapter of the study describes a detailed overview on the process, procedures and methodologies used along with the justification of selecting the said steps. Moreover, the chapter also covers a comprehensive review on research philosophy for the study and its approach which further leads to the establishment of research strategy. In addition to this, this chapter also covers the rationale of data collection methods, sources, sample processing and ethical considerations as an attempt to establish the credibility of this research. It also reflects comprehensively to the process of data analysis and its contribution in producing relevant, authentic and specific results.

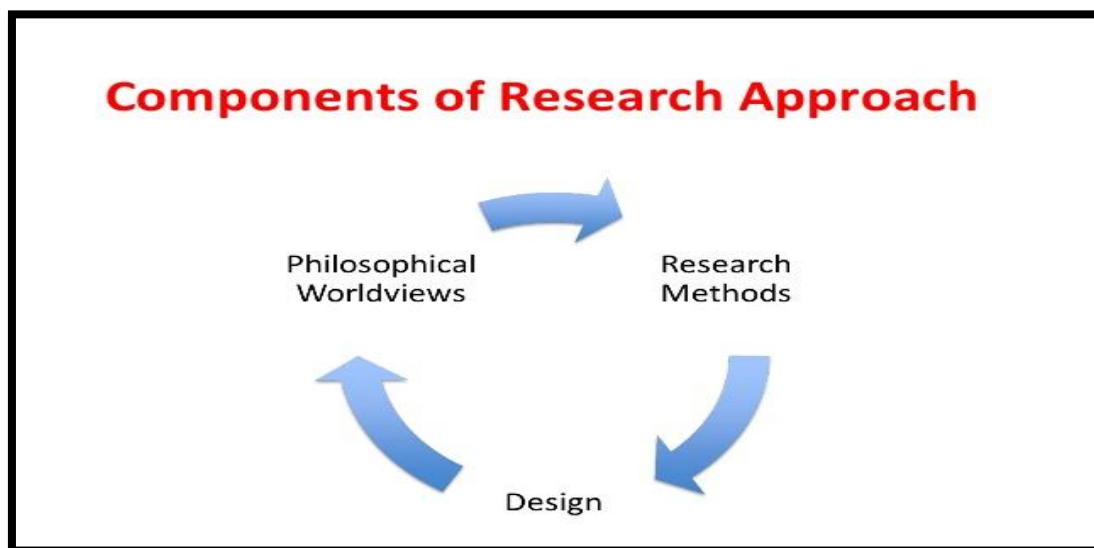
### **3.3 Research Philosophy Approach**

The notion of research philosophy is attached with the way a research has been developed, formed and introduced through each section. As per the study of Dougherty, Slevc and Grand (2019), the core aim of research philosophy in a study is to maintain flow and relevance in the way its data has been obtained, used and analysed. In addition to this, the research of Zukauskas et al (2018) have suggested that the selection of research methods and design are

dependent on the research philosophy that a researcher sets for the study as an attempt to answer its research questions. The selection of research approach, data collection methods and the formation of the dissertation depends on the nature of philosophy researcher has set for the study. On the other hand, the study of Hurlimann (2019) indicates that the purpose of research philosophy is to assert the assumptions and beliefs that are associated with the subject are of the research.

There are four main research philosophies; the selection of the most appropriate one is based on the beliefs and assumptions of the researcher connected with the basic requirements of the study. These four philosophies are: Pragmatism, Realism, Positivism, and Interpretivism. In order to determine the impact of age diversity, gender diversity, and ethnic diversity on the performance of employees working in the FMCG industry of Karachi, Pakistan, this study uses positivism as its research philosophy.

*Figure 5: Components of Research Approach*



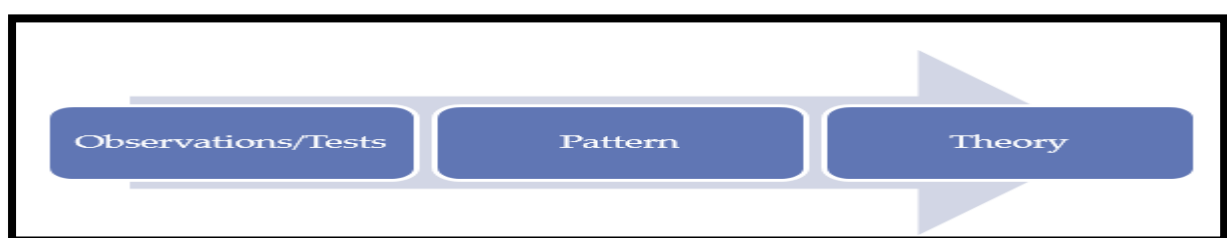
Source: Hurlimann (2019)

In accordance with the study of Kumar (2018), positivism research philosophy has mostly been used in studies that are completely structured and involve collection of information and data from fairly large samples. In addition to this, it has also been noted that the use of positivism research philosophy adheres to the implications of quantitative research methodologies which is the core research design of this study as well.

Research approach, along with the research philosophy, also plays a vital role in determining the flow and direction of the study. According to Tuffour (2017), research approach refers to the way and direction a researcher takes in order to complete the study. There are two main kinds of research approach: Inductive and Deductive Research Approach. The selection of either of these two mentioned approaches depends on the nature of the study. As per the research of Alase (2017), deductive approach is used in studies that deal with the testing and validation of hypotheses and theories. On the other hand, the use of inductive research approach is carried out in studies where the researcher needs to explore certain areas of subject matter and develop new assumptions and theories based on data collection.

Based on the study of Saunders and Townsend (2016), the notion of inductive research approach does not accumulate the process of forming and developing hypotheses. It mainly includes the centre theme of the study, its research questions along with the aims and objectives that are required to be explored throughout the research paper. The inductive research approach follows the following process or the flow in a study:

*Figure 6: Research Approach Format*

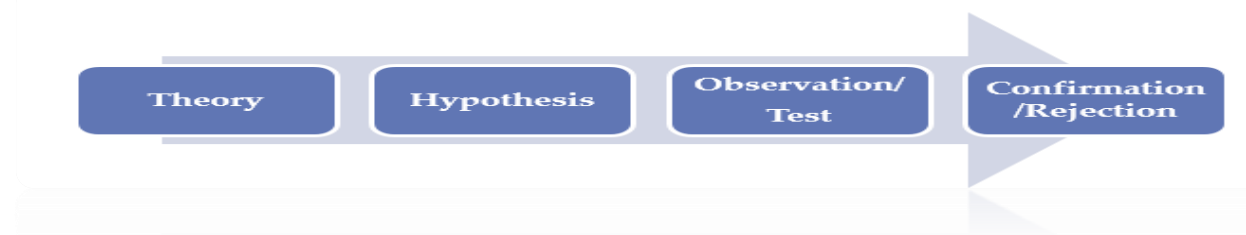


Source: Saunders and Townsend (2016)

## INDUCTIVE PROCESS IN RESEARCH APPROACH

The deductive research approach, on the other hand, involves clear formation of statements and hypotheses at the beginning of the study and work to validate and test those hypotheses to either confirm or reject them. The deductive research approach follows the following process or the flow in a study:

*Figure 7: Deductive Process in Research Approach*



(Saunders and Townsend, 2016)

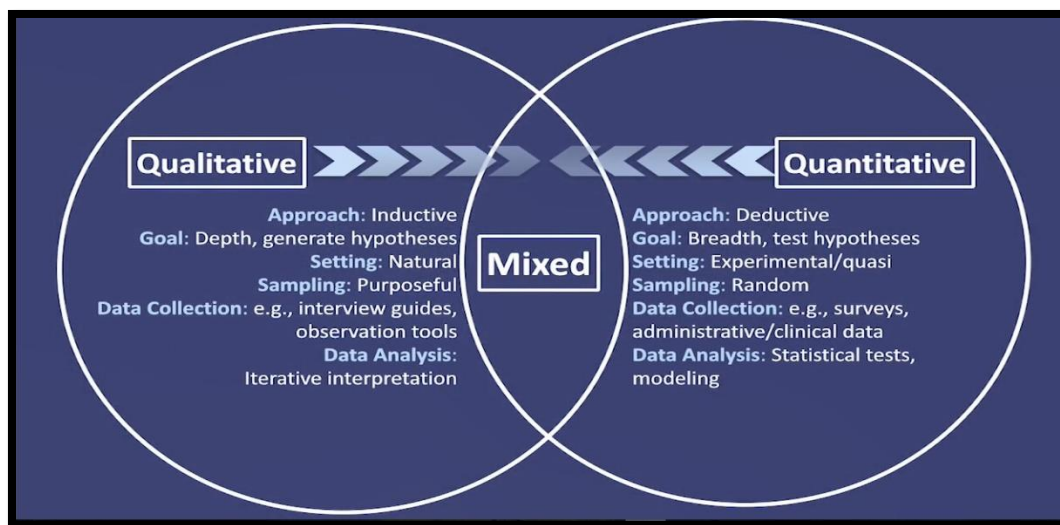
In order to analyse the impact of age diversity, gender diversity, and ethnic diversity, this study has used deductive research approach. The hypotheses have been developed in this study that are tested for validation or rejection. The purpose of using the deductive approach is to comply with the need to test the hypotheses that are developed in this research.

### 3.4 Research Strategy

The purpose of establishing a research strategy is to devise an action plan that comprise of different steps with authentic and valid rationale for inclusion. According to Saunders and Townsend (2016), research strategy has the ability to systemize the study in a manner that contributes significantly to the flow of study from illustrating the research question to the conclusion of its answers. The main contribution of research strategy is to ensure that the study remains relevant throughout its process and the quality of its production remain constant.

Devising a research strategy includes determining the who, what and how of the research, implying the careful selection of information sources, the assurance of data's authenticity, justified methods of data collection, and the relevant methods of data analysis. In accordance with the research of Kumar (2018), there are three broad categories of research methodologies that are reflected when developing the research strategy: Quantitative research method, qualitative research methods, and mixed research methods.

*Figure 8: Research Methods*



Source: Rutberg and Boukidis (2018)

Quantitative research methodology is the one in which the study requires statistical data to be acquired, analysed and interpreted in order to carry out and complete the research (Rutberg and Boukidis, 2018). The quantitative research methodology is often accompanied with the deductive research approach which indicates the validation or testing of developed hypothesis of the research. On the other hand, the qualitative research methods entail a descriptive and elaborative way of carrying out the research which is mainly concerned with the exploration of data through themes, trends and observations rather than numbers and statistics. In accordance with the study of Apuke (2017), inductive approach is often used in qualitative

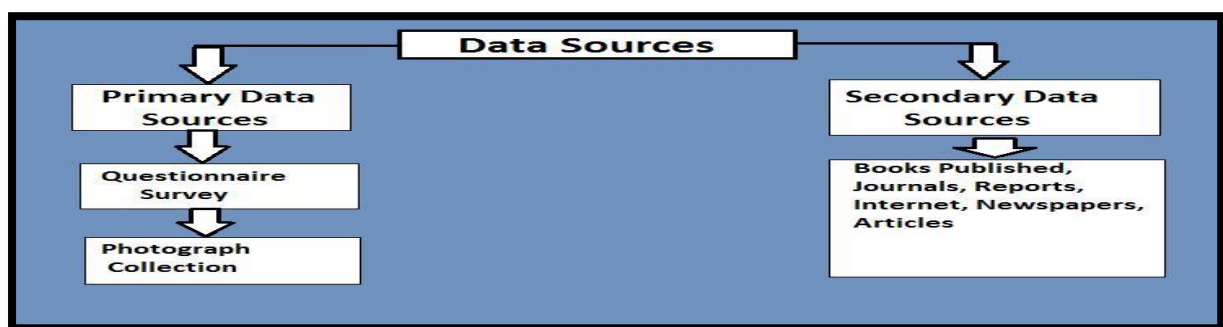
studies. There are certain studies that require both forms of research methods, which predominantly depends on the research question and objectives (Basias and Pollalis, 2018). This study uses quantitative research methods with deductive approach using statistical tools to draw results and form interpretation.

### 3.5 Collection of Data

Data collection, as a whole, refers to the process of obtaining information or data which can be deemed as useful in any given research (Basias and Pollalis, 2018). According to the research of Kumar (2018), data collection methods are divided into two distinctive types: Primary methods and Secondary methods. Data obtained through primary methods of collection suggests that the information being obtained for the study has never been used before and is solely obtained for the purpose of this research.

On the other hand, the purpose of choosing secondary data is to access and include the information that has already been published prior to the said study. According to Apuke (2017) secondary data is often used as an attempt to consider time and cost requirement for the research. It implies that accessibility of secondary data is easier and more convenient for the user as compared to the process of collecting information through primary modes of data collection.

*Figure 9: Data Sources*



Source: Anoke (2017)

In this study, the attempt to understand the impact of age diversity, gender diversity and ethnic diversity on the performance of employees working in FMCGs of Pakistan is gauged through the implementation of primary methods of data collection. In addition to this, secondary methods of data collection have also been used in order to include more information that builds literature review and conceptual framework. Moreover, the findings concluded by primary data are further discussed in the light of results that have been previously drawn in the literature of subject.

### 3.5.1 *Primary Data Collection*

The source of any information collected for a study depends on its method of collection. Since it has been established that the data is collected through primary means, the data obtained for the purpose is raw and unused. According to Adams and Lawrence (2018), there are various tools that can be used in order to obtain primary data, which includes and are not limited to, interviews, focus groups, structured surveys, open ended surveys, closed ended surveys, and observational groups.

*Figure 10: Data Collection Methods*



Source: Adams and Lawrence (2018)

### 3.5.2 *Population of the Research*

The population of this research are 230 individuals who are currently employed in the FMCG industry of Karachi, Pakistan.

### 3.5.3 *Instrument of Data Collection*

For the specificity of this research, the tool used to obtain primary data is closed ended survey questionnaire. The said survey questionnaire is given to a group of individuals, who reflect similar background to ensure that their responses are direct and relevant to the study.

### 3.5.4 *Questionnaire*

This research uses closed-ended survey questionnaire through google document which has been sent to the sample population of this study. The options provided for responses are limited to 5-point Likert scale, which participants can select based on their opinion about the question.

*Figure 11 Google Form*

Section 1 of 5

## Questionnaire : The effect of workforce diversity on employee performance in Karachi FMCG organizations.

This research is purely for academic purposes and the data collected through this survey will solely contribute to my thesis findings. While adhering to research ethics, data collected through this web survey will be kept highly confidential and it will only be reported in the research thesis as an aggregate response.

Age \*

25-30

30-35

35-40

40-above

### **3.5.5 Secondary Data Collection**

In addition to this, the secondary data that has been included in the literature review and in the development of hypotheses for this research is obtained from different journals, books, research articles and online libraries. The said information has been added for the purpose of adding context to the findings of this research.

### **3.6 Sampling technique and Sample Size**

While there are many ways to reach out to the individuals as an attempt to recruit them as participant for the study, such as probability sampling method and non-probability sampling method; however, in this research, non- probability type which is convenience sampling method is applied.

According to the study of Pattern and Newhart (2017), convenience sampling method falls under the category of non- probability sampling method which specifically targets individuals with similar traits or characteristics that are deemed as relevant and specific to the research. In addition to this, this method enables the researcher to collect information from individuals that are not only easier to contact and reach, but share similar interests, background or certain characteristics that make them valuable for the research (Sharma, 2017).

The sample size of this research comprises of 230 individuals in total and each of these individuals is employed in the FMCG industry of Karachi, Pakistan.

### **3.7 Ethical Considerations**

It is essential for any research to be ethically compliant in order to raise its credibility and validity. Each of the studies entail a variety of steps to ensure that it is not only ethical but also covers extensive transparency. In order to achieve this, there are certain ethical considerations that have been ensured during each stage of this research. First, before the data collection process, each of the participant involved in this research were informed about the

usage of their responses. They were ensured that their identities will remain anonymous regardless of the progress of this research. Moreover, they were also ensured that their responses will only be used in the context of this research only and not for any other purposes. Each of the individuals were provided with the survey questionnaire through virtual medium, Google Forms in order to comply with the current global pandemic and its safety measures.

In addition to this, there are certain ethical steps that are required to be taken when including secondary information in any research. This research includes appropriate citation of the added data and inclusion of the context with authentic referencing.

### **3.8 Data Analysis**

The approach or the technique to data analysis is considered as a process in which the data which has previously been obtained by the researcher for this study is used, analysed and interpreted in order to yield results. Based on the research design of this study, the research is deemed as descriptive and hence, it implies that the incorporation of research design relates to the description of certain characteristics, traits or phenomenon that are most relevant to the research study.

As it has been noted above, the data is primary in nature and the tool used to collect information is survey questionnaire that acquires responses from 230 individuals who are working in the FMCG industry of Karachi, Pakistan. The obtained data from the questionnaire is analysed in a statistical fashion using the software SPSS to obtain that research results. It is considered as one of the most crucial and critical aspect of the research as it determines the findings and answers to the research question while considering the research objectives.

Additionally, the selection of tools and techniques is considered as an essential phase of the research, therefore, as discussed earlier the tool used to analyse data is SPSS and techniques that are applied to the attained data include reliability data analysis, descriptive statistics, Pearson correlation and regression model. These tests have contributed in the interpretation of results that are aligned with the objective of this research. In addition to this, the information obtained to the findings of data collected through questionnaire and the reliability testing helps in ensuring the validity of research. Furthermore, regression analysis is used because of its ability to establish meaningful relationships between the different variables of the research.

### **3.9 Conclusion**

The objectives of this research indicate investigating the impact of age diversity, gender diversity and ethnic diversity on the performance of employees working in FMCGs of Pakistan. This study uses quantitative research methods with deductive approach using statistical tools to draw results and form interpretation. The attempt to understand the impact of age diversity, gender diversity and ethnic diversity on the performance of employees working in FMCGs of Pakistan is analysed through the implementation of primary methods of data collection. In addition to this, secondary methods of data collection has also been used in order to include more information that builds literature review and conceptual framework. For the specificity of this research, the tool used to obtain primary data is closed ended survey questionnaire. The said survey questionnaire is given to a group of individuals, who reflect similar background to ensure that their responses are direct and relevant to the study, using the convenience sampling method. The sample population of this research comprise of 230 individuals in total and each of these individuals are employed in the FMCG industry of Karachi, Pakistan. The tool used to analyse data is SPSS and techniques that are applied to the attained data include reliability data analysis, Pearson correlation and regression model.

This chapter also covers the rationale of data collection methods, sources, sample processing and ethical considerations as an attempt to establish the credibility of this research while offering answers to the research question.

### 3.10 Research Timeline

	Week 1	Week 2	Week 3	Week 4	Week 5	Week 6	Week 7
Introduction							
Literature Review							
Data Collection							
Data Analysis							
Conclusion							

# **Chapter 04: Findings, Data Analysis and Discussion**

## 4.1 Overview

This chapter reflects results and analysis of the research based on the quantitative data collected from primary methods. The results are consequently based on the data that complies with the methodology outlined in the previous section. This section also covers the reliability report of the constructs along with their validity, correlation and validation of hypotheses. Progressing through the results, this section of the study also presents objective of analysis where the results of this study are compared and contrasted with the studies from past literature.

## 4.2 Data Analysis and Interpretations

The data obtained for this research to establish the relationship between diversity and workforce performance has been processed through several stages of analysis to ensure its reliability, descriptive statistics and correlation. Lastly, the regression analysis has been performed on the data to test the hypotheses developed for this research.

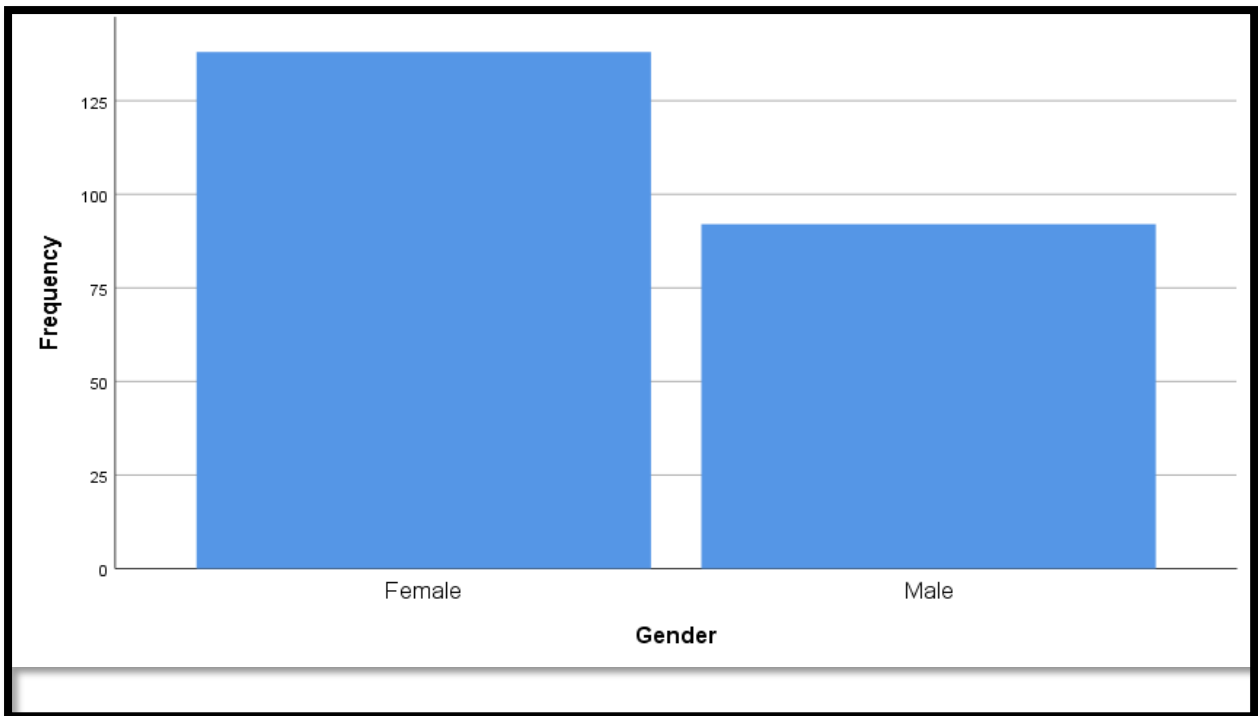
### 4.2.1 Demographic Characteristics

Below are the demographic characteristics of the participants involved in this research:

Table 1: Demographic Characteristics - Gender

Gender					
		Frequency	Percent	Valid Percent	Cumulative Percent
<b>Valid</b>	Female	138	60.0	60.0	60.0
	Male	92	40.0	40.0	100.0
	<b>Total</b>	<b>230</b>	<b>100.0</b>	<b>100.0</b>	

Figure 12: Demographic Characteristics - Gender



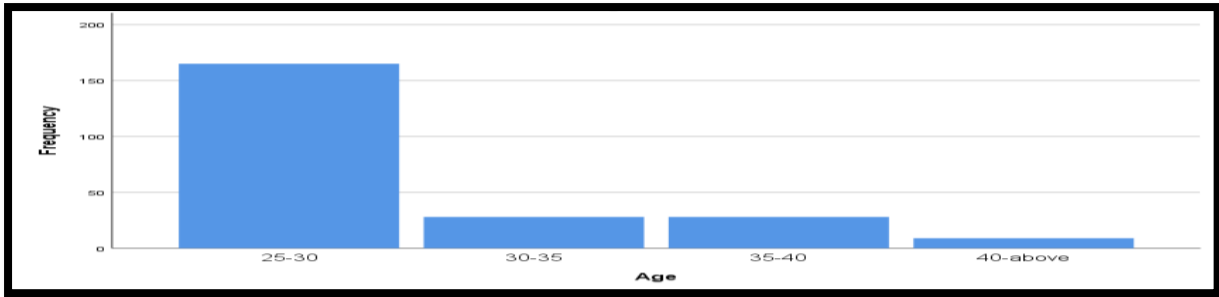
In accordance with the Table and Figure above for the gender of participants, it has been noted that majority of the participants who responded to the survey questionnaire for this research are female (60%). On the other hand, male participants only account for the 40% of the total number of participants providing data for this study.

Below is the breakdown of age brackets for the participants of this research:

Table 2: Demographic Characteristics - Age

		Age			
		Frequency	Percent	Valid Percent	Cumulative Percent
<b>Valid</b>	25-30	165	71.7	71.7	71.7
	30-35	28	12.2	12.2	83.9
	35-40	28	12.2	12.2	96.1
	40-above	9	3.9	3.9	100.0
	<b>Total</b>	<b>230</b>	<b>100.0</b>	<b>100.0</b>	

Figure 13: Demographic Characteristics - Age



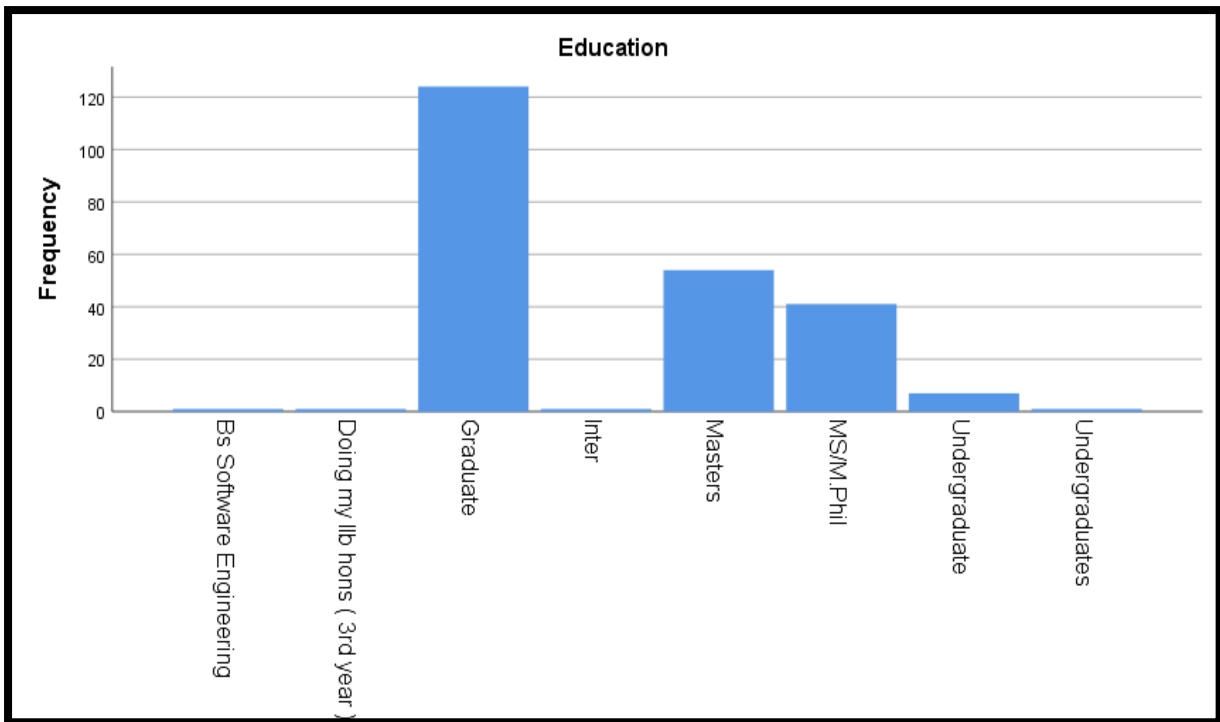
Based on the Table and graph presented above, most of the respondents of this research belong to the age bracket of 25 to 30 years (71.7%), Participants of the study that belong to the age bracket of 30-25 years and 35-40 years accounted for 12.2% each respectively, followed by the participants who are older than 40 years (3.9%)

Below is the educational background for the participants to highlight the key demographics of this research:

Table 3: Demographic Characteristics - Education

Education		Frequency	Percent	Valid Percent	Cumulative Percent
<b>Valid</b>	Bs Software Engineering	1	.4	.4	.4
	Doing my LLB hons (3rd year)	1	.4	.4	.9
	Graduate	124	53.9	53.9	54.8
	Inter	1	.4	.4	55.2
	Masters	54	23.5	23.5	78.7
	MS/M.Phil.	41	17.8	17.8	96.5
	Undergraduate	7	3.0	3.0	99.6
	Undergraduates	1	.4	.4	100.0
	<b>Total</b>	<b>230</b>	<b>100.0</b>	<b>100.0</b>	

Figure 14: Demographic Characteristics - Education



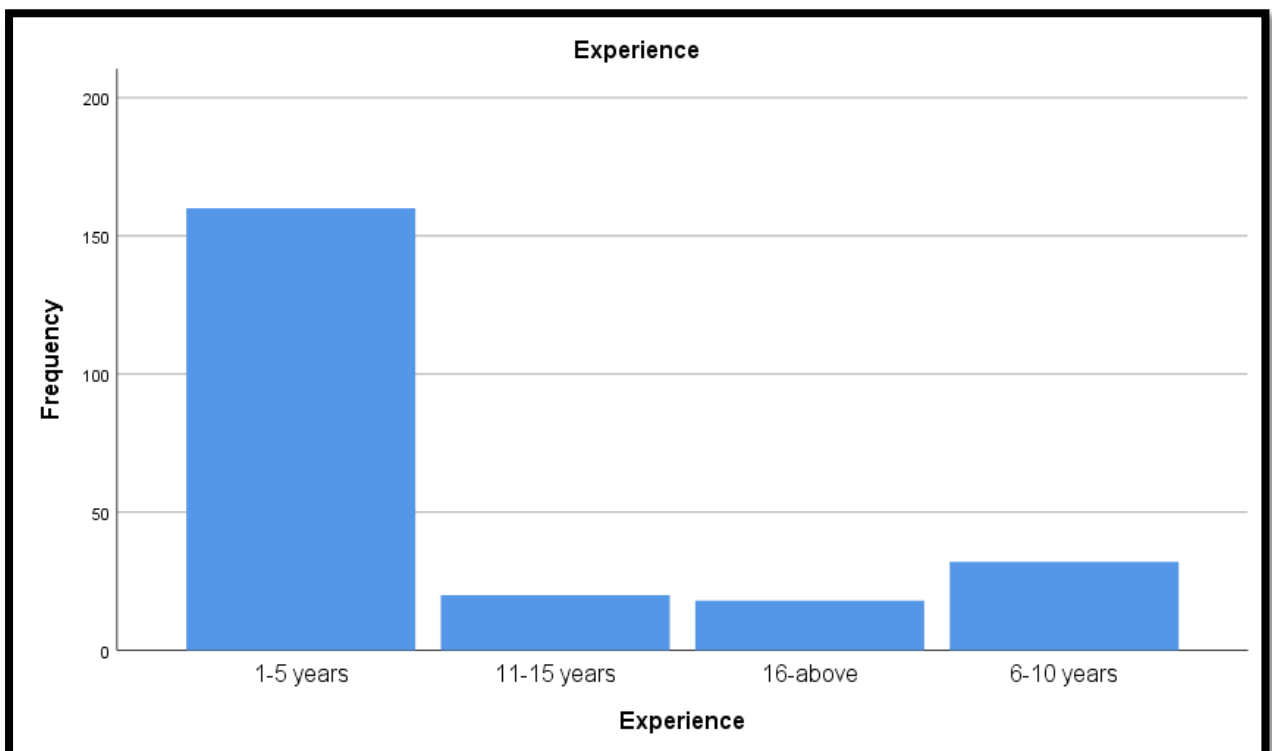
As indicated in the table of demographic characteristic (Education), it is found that most of the individuals who participated in this research were graduate and accounted for 53.9% of the total number of respondents. The individuals who have completed their Masters and MS/M.Phil. were 23.5% and 17.8% respectively, followed by undergraduates who accounted for 3.0% of the total number of participants.

Below is the breakdown of work experience of the individuals who have participated in this research:

Table 4: Demographic Characteristics - Experience

Experience					
		Frequency	Percent	Valid Percent	Cumulative Percent
<b>Valid</b>	1-5 years	160	69.6	69.6	69.6
	11-15 years	20	8.7	8.7	78.3
	16-above	18	7.8	7.8	86.1
	6-10 years	32	13.9	13.9	100.0
	<b>Total</b>	<b>230</b>	<b>100.0</b>	<b>100.0</b>	

Figure 15: Demographic Characteristics - Experience



In accordance with the table above, the results indicate that 69.6% of the total participants of this study has working experience in between 1 to 5 years. In addition to this, individuals with the experience in between 6 to 10 years account for 13.9% of the total participants in the pool. Those individuals who have experience of 11-15 years were only 8.7% in the

population of this research, while those individuals who have experience of more than 16 years account for 7.8% only.

#### **4.2.3 Descriptive Statistics**

Descriptive statistics can be considered as a part of analysis of a research that summarizes its quantitative data to present a comprehensive review of the information used in the said research (Mishra et al, 2019). Below are the values presented as the part of descriptive statistics of this research:

Table 5: Table of Descriptive Statistics

<b>Descriptive Statistics</b>					
	<b>N</b>	<b>Minimum</b>	<b>Maximum</b>	<b>Mean</b>	<b>Std. Deviation</b>
<b>Gender Diversity</b>	230	1.00	5.00	3.3470	.72712
<b>Ethnic Diversity</b>	230	1.00	5.00	3.3574	.66300
<b>Age Diversity</b>	230	1.00	5.00	3.5191	.64305
<b>Employee Performance</b>	230	1.00	5.00	3.4640	.64126
<b>Valid N (listwise)</b>	<b>230</b>				

As per the table of descriptive statistics above, it can be seen that the total number of participants of the research is 230. For each construct of this study, the minimum value is 1 and the maximum value is 5, on which the constructs are evaluated. In addition to this, the mean for Age Diversity is found to be highest based on the responses received for the construct indicating the value of 3.51. Employee performance has the second highest mean value (3.46) followed by Ethnic Diversity (3.35) and Gender Diversity (3.34), respectively. This confirmed that all the variables were close to 4 which means agree. Rest the standard

deviation also reports below 2 which means the data has few fluctuation and good enough for further analysis.

#### **4.2.4 Reliability**

The reliability of constructs in any given research offers the indication of their overall consistency and preciseness in regards with the discussion, analysis, and implication of the research (Silverman, 2016). In other words, reliability of the constructs represents the scale on which the said constructs provide consistent results. In order to measure the reliability of constructs used in this study, reliability statistical analysis has been performed and its results are as below:

##### **4.2.4.1 Reliability of Ethnic Diversity**

The value for reliability statistics for ethnic diversity is presented in the table below to confirm its consistency on the results.

Table 6: Reliability Statistics of Ethnic Diversity

<b>Reliability Statistics</b>	
<b>Cronbach's Alpha</b>	<b>N of Items</b>
<b>.647</b>	<b>5</b>

The table of reliability statistics of ethnic diversity indicates that the value of Cronbach's Alpha is 0.647 based on the 5 items developed for this particular constructs. These values imply that the construct of ethnic diversity is reliable, as the value of CA is above the required minimum threshold value of 0.6 to confirm the reliability of the construct.

#### 4.2.4.2 Age Diversity

The value for reliability statistics for age diversity is listed below in the table that reflects its consistency on the results.

Table 7: Reliability Statistics of Age Diversity

<b>Reliability Statistics</b>	
<b>Cronbach's Alpha</b>	<b>N of Items</b>
<b>.770</b>	<b>5</b>

The table above suggests that the Cronbach's Alpha value of reliability statistics of age diversity is 0.770 based on the total number of 5 items devised for this particular construct. This value indicates that the construct of Age Diversity is reliable as the value of CA is above the minimum threshold of 0.6.

#### 4.2.4.3 Gender Diversity

The value for reliability statistics for gender diversity is presented below in the table that indicates its reliability and consistency on the results.

Table 8: Reliability Statistics of Gender Diversity

<b>Reliability Statistics</b>	
<b>Cronbach's Alpha</b>	<b>N of Items</b>
<b>.603</b>	<b>5</b>

As per the table above, the Cronbach's Alpha value of Gender Diversity is 0.603 which is based on the 5 items used for this construct. This shows that the construct is reliable and therefore, can further be used in the research to provide quality results.

#### 4.2.4.4 Employee Performance

The value for reliability statistics for employee performance is presented in the table below to validate the results based on analysis that reflects its consistency on the results.

Table 9: Reliability Statistics of Employee Performance

<b>Reliability Statistics</b>	
<b>Cronbach's Alpha</b>	<b>N of Items</b>
<b>.695</b>	<b>5</b>

In accordance with the table above, the construct of employee performance is reliable as well as the value of Cronbach's Alpha it carries is 0.695 based on the 5 items.

#### 4.2.4.5 Overall Reliability

In this study, the overall reliability of the constructs has also been evaluated to ensure that it qualifies to produce consistent results. Below is the table that represents overall reliability of the constructs:

Table 10: Over Reliability Statistics

<b>Reliability Statistics</b>	
<b>Cronbach's Alpha</b>	<b>N of Items</b>
<b>.826</b>	<b>20</b>

In the table above, it can be observed that the value of Cronbach's Alpha for overall constructs is 0.826 based on the 20 items used for this research. According to Taber (2018), the value of Cronbach's Alpha above 0.60 is generally considered as an indicator of good reliability.

#### **4.2.5 Pearson's Correlation Coefficient**

Pearson's Correlation Coefficient is referred to the statistical technique that enables researcher to form relationship or correlation between two variables (Akoglu, 2018). According to Schober, Boer and Schwarte (2018). Pearson correlation coefficient is most commonly used in measuring the strength and correlation between the variables using covariance as its base method. Not only does it establishes the correlation between variables, but also indicates the magnitude of the relationship that exists between them along with the significance of each variable on one another. Below is the table that represents the Pearson Correlation Coefficient between variables used for this study:

Table 11: Table of Pearson Correlation Coefficient

<b>Correlations</b>					
		<b>Gender Diversity</b>	<b>Ethnic Diversity</b>	<b>Age Diversity</b>	<b>Employee Performance</b>
<b>Gender Diversity</b>	Pearson Correlation	1	.479**	.351**	<b>.319**</b>
	Sig. (2-tailed)		.000	.000	<b>.000</b>
	N	230	230	230	<b>228</b>
<b>Ethnic Diversity</b>	Pearson Correlation	.479**	1	.568**	<b>.458**</b>
	Sig. (2-tailed)	.000		.000	<b>.000</b>
	N	230	230	230	<b>228</b>
<b>Age Diversity</b>	Pearson Correlation	.351**	.568**	1	<b>.629**</b>
	Sig. (2-tailed)	.000	.000		<b>.000</b>
	N	230	230	230	<b>228</b>
<b>Employee Performance</b>	Pearson Correlation	.319**	.458**	.629**	<b>1</b>
	Sig. (2-tailed)	.000	.000	.000	
	N	228	228	228	<b>228</b>

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

In accordance with the table above, it can be deemed that the correlation between all variable is found to be significant. The correlation between these variables is evident because the sig value for all the variables is 0.000, which is less than 0.05. Therefore, it implies that the correlations between each of these variables exist.

#### **4.2.6 Regression**

Regression analysis is a form of statistical technique that indicates the relationship between one variable on the other. It is a mathematical tool that represents the impact of independent variable on the dependent variable (Kumar and Yadav, 2018). Below are the tables that indicate the model summary, ANOVA, and Coefficients of variables through regression analysis.

##### ***4.2.6.1 Model Summary***

The table of model summary included below indicates the strength of each relationship of independent variable with the dependent variable, which is denoted with the value of R. The R, in the table of model summary, is the multiple linear correlation coefficient (Kumar and Yadav, 2018). Similarly, the value of R is used to determine the actual correlation among the variables R Square is used to measure the variance of the relationship, while the standard error measures the margin of error and adjusts the values for the statistics for more accurate results.

Table 12: Table of Model Summary

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.644 <sup>a</sup>	.415	.407	.49393
<b>a. Predictors: (Constant), Age Diversity, Gender Diversity, Ethnic Diversity</b>				

In accordance with the table above, the value of R represents the total correlation between the variable and it was observed that 64% correlation was observed. Whereas R-Square is 0.415, which implies that the deviation of independent variables (Age Diversity, Gender Diversity, and Ethnic Diversity) on dependent variable (Employee Performance) is 41.5%.

#### 4.2.6.2 Anova Analysis

Anova analysis is a form of regression analysis that addresses the variance of relationships based on their data set. The purpose of incorporating Analysis into the research is to evaluate the influence of independent variables (Age diversity, Gender Diversity, and Ethnic Diversity) on the dependent variable (Employee Performance). The below table represents the value of Analysis of Variance (ANOVA) to determine the relationship between independent and dependent variables of the study:

Table 13: Table of Anova

ANOVA <sup>a</sup>						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	38.698	3	12.899	52.874	.000 <sup>b</sup>
	Residual	54.647	224	.244		
	Total	93.345	227			

**a. Dependent Variable: Employee Performance**

**b. Predictors: (Constant), Age Diversity, Gender Diversity, Ethnic Diversity**

In accordance with the table of Anova analysis illustrated above, it is found that the value of F is 52.874. It implies that the reliability exists for the relationship between variables of diversity (age, gender and ethnicity) as independent and employee performance as the dependent. In addition to this, since the value of sig is 0.000 (below 0.05); hence, the the aforementioned variables can be considered as significant. It implies that the suggested model is valid and significant.

**4.2.6.3 Coefficients**

Table 14: Table of Regression Analysis

Coefficients <sup>a</sup>						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.992	.210		4.729	.000
	Gender Diversity	.064	.052	.072	1.231	.220
	Ethnic Diversity	.113	.064	.117	1.756	.081
	Age Diversity	.534	.062	.537	8.568	.000

**a. Dependent Variable: Employee Performance**

As per the results indicated in the table above, it has been found that the relationship between Gender Diversity and Employee performance is insignificant as the value of sig for the said relationship is 0.220 (above the threshold value of 0.05). Similarly, the relationship between Ethnic Diversity and Employee Performance is also found to be insignificant as the value of

sig is 0.08. On the other hand, this research finds that Age diversity has a significant relationship with employee performance, as the value of sig is 0.000 (less than 0.05). Also, the relationship between age diversity and employee performance is positive as the value of T is 8.568.

### **4.3 Findings and Discussion**

This section of the research, results obtained from quantitative research has been presented. These findings are further compared and contrasted with the findings in literature to enhance the credibility of this research, while discussing the implication of workforce diversity on employee performance.

#### ***4.3.1 Objective of Analysis***

The purpose of performing analysis in this research is to evaluate the impact workforce diversity has on the performance of employees, specifically working in the FMCG sector of Karachi, Pakistan. In order to do so, this research devised three constructs for workforce diversity, namely, Age, Gender and Ethnic. Each of these variables is discussed in regards to its relation with employee performance.

##### ***4.3.1.1 Age Diversity and Employee Performance***

In the context of this research, age diversity refers to the inclusion of individuals belonging to different age groups, in a form of team, working in an organization. The notion of age diversity is discussed in comparison with its impact on the performance of employees working in FMCG sector of Karachi. The findings of this research show that age diversity has a significant impact on the overall performance of the employees. It has further been supported in the research of Gomes and Bernet (2019) which suggests that age diversity adds value to the employee performance, and thus increasing the overall performance of the organization. The results found in Akinnusi, Sanubi, and Oyewunmi (2017) also imply that

companies with age diverse workforce tend to have better working relationships that contribute to the success of the company. However, the study of Swartz et al (2019) contrasted suggested implication and concluded that age diversity often results in associating individuals with age stereotypes that may give rise to negativity and hostility in the social interactions within the firm. The research also suggested that if perceived negatively, the age diversification in firms can lead to favouritism. As opposed to the findings of this research, the study of Toledo et al (2017) have also indicated that old individuals tend to find it difficult in adapting innovative solutions, change and advancing technology which leads to the conflict between younger and older employees resulting in lowered performance.

#### ***4.3.1.2 Gender Diversity and Employee Performance***

In between multiple forms of workforce diversity discussed in the literature, gender diversity has received greater importance in the last few decades with more women joining variety of fields. In the context of this research, gender diversity has been found to have no significant or positive impact on the employee performance. While the research of Gomes and Bernet (2019) indicates that the impact of gender diversity relies on variation between each individual and his or her contribution to their work and job; the research of Cho, Kim and Mor Barak (2017) indicated that the majority of the participants in researches do not consider gender diversity as a significant influencer of performance within an organization. In addition to this, most of the studies in literature, such as Zhuwao (2017) have produced conflicting results for the impact of gender diversity on the performance level of employees.

#### ***4.3.1.2 Ethnic Diversity and Employee Performance***

Ethnic diversity of the workforce has also been discussed in this research in its relation with the employee performance. The research findings imply that there is no significantly positive relationship between the ethnic diversity of workforce and employee performance. There are numerous of studies that have discussed the relationship between employee performance and

ethnic diversity, however, the results were found to be both positive and negative in nature. the research of Behnke et al (2021) suggested that the relationship between the aforementioned variables are significant, while the research of Davydenko et al (2017) have indicated that the impact of ethnic diversity on employee performance is positive. Furthermore, studies like Li (2020) indicated no relationship between the two variables, while the research of Toledo et al (2017) suggests that ethnic diversity play a vital role in a firm, especially when it is implemented in the research and development sector.

#### **4.4 Conclusion**

This research fundamentally focused on the impact of workforce diversity on the performance of employees working in the FMCG sector of Karachi Pakistan. Out of the three hypotheses formulated for this research, the results indicate that only one out of three were accepted. The results indicate that age diversity has a significant and positive impact on the performance of employees, while the impact of gender diversity and ethnicity diversity were not found significant in regards with their influence on employee performance.

The demographic characteristics of the research shows that the majority of individuals who have responded to this study are female, therefore, female perspective is more prominent in the results as compared to the male counterparts. Moreover, most of the participants involved in this research belonged to the age bracket of 25 years to 30 years and were graduated. Also, majority of the respondents had the experience of less than 5 years in general. After thorough analysis, the constructs used in this research were found to be significant, relevant and reliable in the context of this research. The results also show that the overall impact of workforce diversity on employee performance is 40.7% based on the adjusted R-square.

This research finds that workplace diversity has a positive relationship with the performance of employees working in FMCG industry of Karachi. Moreover, results indicate that while

the relationship between gender diversity and employee performance is insignificant, the impact of age diversity on employee performance is significant as well as positive. Moreover, this research does not find any significance of ethnic diversity on employee performance.

**Chapter 05: Conclusion**  
**Implication, Contribution**  
**Limitations and Further**  
**Research**

## **5.1 Overview**

This section of the research discusses the implications for the results obtained in regards with the research question of this study. It also discusses the contributions and limitations of the research through discussing strengths and weaknesses of the research. This section also highlights the recommendation for practical implication for managers and decision makers, while it also highlights the recommendation for future studies and researches. Lastly, the study also provides a comprehensive review while reflecting on the study areas.

## **5.2 Implications of Findings for the Research Questions**

The results obtained for this research are fundamentally based on the primary quantitative information that has been collected to produce relevant results. While focusing on the FMCG sector of Karachi, this study adds value to the literature of workforce diversity as well as the elements that impact employee performance in an organization. It implies that the appropriate inclusion of diversified workforce can impact the overall performance of an organization through achieving healthy competition between employees.

Based on the findings of this research, decision making authorities in the FMCG companies in Karachi can formulate policies that can enhance the performance of their employees, while also enhancing the profile of the organization on a global scale. As this study focuses on the impact of Age, Gender and Ethnic Diversity on Employee Performance, the results of this study can significantly improve the knowledge of managers towards effectively delegating tasks and increase the productivity of each individual working in a team.

## **5.3 Contributions and Limitations of the Research**

### *5.3.1 Contributions and Strengths of the Research*

One of the biggest contributions of this research is that it focuses on the industry or sector of Karachi that has a significantly high number of individuals working as employees. By

targeting these individuals, this study has managed to secure insights on the workplace diversity and its relationship with the performance of employees who are working in this sector.

In addition to this, this study provides a strong foundation on subject area of workforce diversity and employee performance. It comprehensively discusses the importance of employee performance on organizational success, and therefore, highlights the need to understand the elements that increases or decreases the employee performance.

Considering the recent trends of globalization and boundaryless business operations, this research highlights the importance of workforce diversity, signifying the value it provides to the company because of the experience and diverse perspective of its employees.

### *5.3.2 Limitations of the Study*

This study has faced variety of limitations during its research and execution. The scope of this research is limited to the city Karachi only to ensure the specificity of the study, while also considering the time required to include participants from other countries as well.

Furthermore, this study has also restricted the number of participants involved in the survey questionnaire to 230 only. The decision was made to counter the restrictions imposed due to global pandemic. The survey questionnaire was sent to the participants through electronic mail, which itself was a challenging task as most of the employees working in FMCG are overworked as a result of decreased number of people attending offices.

This research only covers the industry of FMCG to evaluate the impact of workforce diversity of employee performance in Karachi, Pakistan. Therefore, the results of this research are specific to the said industry only.

#### **5.4 Recommendations for Practice**

Since this research has evaluated three different aspects of workforce diversity in regards with their impact on employee motivation, therefore, the practical implication for each of the variable used in this research is suggested based on the results obtained for this research.

This study has concluded that age diversity has a significant as well as positive impact on the performance of employees working in the FMCG industry of Karachi, Pakistan. The findings have been supported by the past studies as well which indicates a strong influence of age diversification on employee performance. The practical implication of these findings dictate that companies are required to include individuals from different age groups to bridge the generational gap. Since most of the employees from older generation tend to hesitate adopting new technology, the inclusion of younger individuals is likely to overcome the technological barrier for the company. Similarly, have older individuals tend to perform better in business related tasks because of their experience. Therefore, managers are required to form teams that comprise of age diversified individuals.

On the other hand, this study finds no significant impact of gender diversity on the employee performance. Also, most of the studies in literature that governs over the subject indicate that the relationship between gender diversity and employee performance has conflicting views. Therefore, it is recommended for managers to include both male and female in teams and in the organizational tasks to ensure that the perspective of both parties is heard and acknowledged. Furthermore, the implication also reflect that an individual must not be discriminated based on the gender and must always be appreciated on the grounds of merit.

Lastly, the research suggests that there is no significant relationship between ethnic diversity and employee performance, which is contrasting to the opinion found majorly in the past studies. The combined implication suggests that globalization requires each business to

expand their parameters beyond the boundaries of their country. This requires them to interact and collaborate with individuals that are in other countries or even belong to different ethnic backgrounds. Therefore, it is implied that the organizations must hire individuals that belong to diverse backgrounds to ensure that each of the employee contributes in establishing the beliefs of the company.

Overall, this research implies that manager and decision makers must consider the notion of diversification when devising strategies and regulation for their organization in order to maximize their employee's performance.

### **5.5 Recommendations for Future Research**

This part of the research carries recommendations that may help future researchers of the field. These recommendations are based on the methodological stand point of this study and extends the advises for future studies in accordance with the results drawn in this research.

First, future studies may carry on the same research with the larger pool of participants for more precise and relevant results. Moreover, future studies may expand the scope of study through including more cities of Pakistan to compare and contrast the results obtained from different cities with Karachi's FMCG industry.

In addition to this, future studies may also explore other industries and sectors in Karachi, Pakistan. Textile and apparel industry is a booming industry in the region where both, local and imported, products are marketed equally. Studying the impact of workforce diversity on employee performance in the industry of textile and apparel may contribute significantly on the literature of work force diversity and its implications.

## **5.6 Final Conclusion and Reflections**

It is expected by the researcher that the findings of this study will help managers and organizations to ensure that each of their employees, regardless of their demographics and gender, can feel inclusive enough to perform efficiently on job. Moreover, policies that ensure inclusion of diverse workforce can be established based on the evidences provided in this research. This research encourages organizations to include diversified workforce as an attempt to increase their productivity and performance.

This study has covered the basic three areas of workforce diversity that are most commonly seen in organizations. Therefore, understanding their impact on the performance of employees does not only benefit the employees through the experience of other peers and colleagues, but can also benefit the companies through the combined knowledge of individuals from all over the world, with different perspective and experience.

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# **Chapter 07: Appendix**

## 7.1 Survey Questionnaire

This research is purely for academic purposes and the data collected through this survey will solely contribute to my thesis findings. While adhering to research ethics, data collected through this web survey will be kept highly confidential and it will only be reported in the research thesis as an aggregate response.

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### Respondent's Profile:

- Gender:**             Male             Female
- Age:**                 25- 30             30-35     35-40             40-above
- Education:**         Graduate         Masters         MS/M.Phil.     Others
- Experience:**         1-5 years         6-10 years         11-15 years     16-above

### Instructions:

- a. Please fill-out the questionnaire and kindly check ✓the appropriate box where it deems necessary.
- b. Choices are defined as: (1) Strongly Disagree (SD), (2) Disagree (D), (3) Neutral (N), (4) Agree (A), (5) Strongly Agree (SA)

<b>Gender Diversity</b>	<b>5</b>	<b>4</b>	<b>3</b>	<b>2</b>	<b>1</b>
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1	Opposite gender can perform well and I enjoy working with them					
2	Employees have not been discriminated [against] by employer during promotional opportunities based on gender					
3	Dissimilarity in gender leads to poor employee performance					
4	Workforce of the same gender can easily form working groups					
5	There is equal opportunity for career growth and advancement for women in my organization.					
	<b>Ethnic Diversity</b>					
1	Working with colleagues from different ethnic backgrounds influences my decision-making ability.					
2	Different languages used to communicate in the workplace do not create conflict among employees..					
3	I co-operate well with my colleagues of different ethnicity.					
4	The language differences among employees affect group formation and cohesion					
5	I develop low self-esteem in the workplace due to my ethnic background.					
	<b>Age Diversity</b>					
1	My organization gives equal opportunities for diversity training to different age groups					
2	The risk taken by younger employees contributes to team success					
3	Different age groups are included in team leadership.					
4	There is bonding among staff of different age groups.					
5	I am positive about age diversity in my work place					

	<b>Employee Performance</b>					
<b>1</b>	I enjoy my tasks and the division's work approach.					
<b>2</b>	I am committed to the mission and direction of my organization.					
<b>3</b>	I am motivated to complete the task that is assigned to me					
<b>4</b>	I am given the chance to try my own method of doing the job					
<b>5</b>	Good employee performance is important for the future growth of my organization					