

WORKFORCE DIVERSITY & ITS IMPACT ON PRODUCTIVITY

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ABSTRACT

Due to globalized scenario, employing diversified workforce is a necessity for every organization but to manage such diversified workforce is also a big challenge for management. The rapid growth in the Banking industry has posed several challenges such as workforce diversity which is a natural phenomenon that has both negative and positive impacts on employee performance depending on how well it is managed. The study covered the bank's branches in Agra specifically, whose zonal offices lie in Agra. The study tackled areas of workforce diversity, effects of diversity on employee performance and how workforce diversity can be managed so as to maximize the positive outcomes and minimize the negative outcomes. The respondents were the managers and employees of the Bank. To make the study more focused, the researchers have selected certain variables of diversified workforce. The study reveals that there is a positive correlation between age and productivity of organization. The employees whose age is above 50 are very much effective in client handling. But if we talk about the bank's work which is related with physical activeness, youngsters are much more contributing towards the bank's productivity. If we talk about the qualification of employees and productivity then we find that, the qualification of the bank employees and their performance are associated significantly with each other. Next diversity factor is the experience of various employees, the results shows that the working experience of the bank employees and their performance are associated significantly with each other. Another variable is interpersonal relationship. Research shows that if the employees are satisfied at their workplace and are having cordial and harmonious relations with other employees, they can contribute positively towards the productivity of an organization. Recent studies have also shown a strong correlation between good diversity practices and profits.

Keywords: Workforce Diversity, Age, Experience, Productivity, Interpersonal Relationship

INTRODUCTION

The world has now recognized India as one of the prime economic driver in the global scenario. Various companies are coming India to explore this opportunity. In order to survive in this type of cut throat competitive world the organizations have to hire an effective an efficient workforce that can handle such competitive environment. Employing diversified workforce is a very essence for each and every organization. In the current scenario the organizations that employ quality and competitive workforce regardless of their age, attitude, language, gender, religion, region can only compete at the marketplace. Human resource is an important asset for any organization. Capital and physical resources, by themselves, cannot improve efficiency or contribute to an increased rate of return on investment.

It is through the combined and concerted efforts of people that monetary or material resources are harnessed to achieve organizational goals. But these attitudes, efforts and skills have to be sharpened from time to time to optimize the effectiveness of human resources and to enable them to meet greater challenges. Without employees the organization cannot move an inch. Therefore the management of this resource is also an important issue. Human resource management is concerned with managing 'human aspect' of the organization in such a way that organizational objectives are achieved along with employee development and satisfaction. When the organizations employ human resource having different age, gender, perception, attitude, caste, religion, region then it will be very difficult for the management as well as for the employees to manage and adjust with that environment. To manage diversified workforce is a big challenge for any organization.

Diversity to us means all aspects in which people differ from one another. This includes both the visible and relatively easily demonstrable personal characteristics such as gender, age and ethnicity, as well as the less visible personal characteristics, such as competencies, needs and wants, work styles and character traits. Each employee has his or her own, unique combination of such characteristics. Another definition describes diversity as creating high performing organizations through valuing and using all the talents of employees of different groups. Regardless of how diversity is defined, it is an issue that is sweeping the nation. If the corporate society does not address the issue by learning how to manage diversity, they will fail. "It is very helpful to suggest that diversity is not so much an end in itself as it is a condition of our society and the condition of the World in which we live." Frank Wong Vice President for Academic Affairs University of Redlan.

Each and every individual is different from each other because of their different religion, educational background to which they belong, age and also the perception that forms there personality. When different types of people in terms of thinking, perception, generation come together to work at the same place then definitely a

situation may come where all these different types of people may not agree at the same point. At that point of time it is going to affect the interpersonal relationship among people. The researcher has taken some aspects which are a part of diversity among workforce they are age, experience, professional qualification and interpersonal relationship among employees. On the basis of above statement, researcher has prepared the following model.

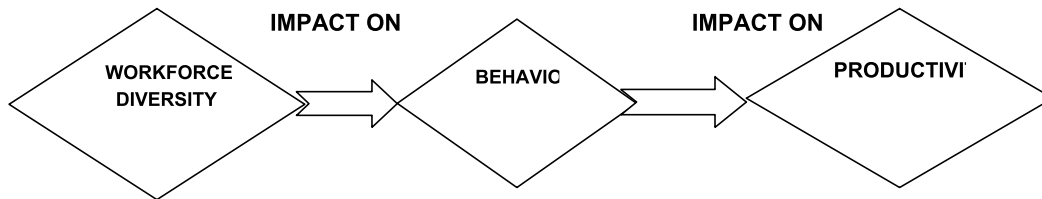


Fig.1 Impact of Diversified Workforce on Productivity

Any organization's main motive is to earn profit, for that management wants productive employees in their organization. For every organization, employees are considered as an asset or resources, because they come with skills, knowledge, talent which is scarce in nature. Therefore organizations want to employ such manpower which is productive in nature and every organization wants optimum utilization of available resources. That is why the researcher wants to identify impact of workforce diversity on productivity. The researcher has chosen certain parameters of work force diversity like age, nowadays the government banks are creating new vacancies for young generation by introducing certain schemes like voluntary retirement scheme etc. Privatization is increasing at a fast speed therefore number of private banks is also increasing at a fast speed. Even youngsters are coming into private and public sector banks. Next parameters are employees' work experience and professional qualification. Today, the organizations are giving equal opportunities to fresher as well so that the management can infuse new blood with new ideas in their organization. Organizations specifically the banking sector is also hiring those people who are just graduate and fresher.

Gone were the days when the workplace was meant for males only, nowadays females are working in different sectors. Today, hiring diversified workforce is the very essence for every organization to compete in this cut throat competitive world regardless of their language, educational background, experience and geographical region which creates diversity at workplace and can affects their interpersonal relationship which is ultimately going to affect the productivity of an organization.

Cordial interpersonal relationship among the employees is one of the major ingredients for smooth functioning of an organization. Organization is a network of people who work together to achieve some common objective and if this network has some loopholes then it would be very difficult for any organization to achieve those objectives effectively.

Productivity shows whether the activity of an organization is efficient and effective. Though the terms like productivity, efficiency and effectiveness are used together and practicing sometimes alternate their meanings, however we must not identify productivity with efficiency and/or effectiveness. Productivity requires both efficiency and effectiveness, because a certain activity will not be productive if it is only efficient, but not effective, or effective, but not efficient. Productivity in economic position is defined as the relation between output and input. Input element in an organization consists of resources used in the product creation process, such as labour, materials, energy. Output consists of a given product, service and the amount of both. Service sector input elements such as materials, machines and energy are not as important as in manufacturing. The main element in service sector is labour because service sector is more personnel-intensive comparing to manufacturing. Output in manufacturing is measured by quantity units and boosted by increasing the amounts of production, its realization. Service sector output usually has no high values by the quantity aspect, therefore it is mostly increased by the attempt to provide higher quality services to the customer, seeking for better customer satisfaction.

Service Productivity

The amount of output per unit of input (labor, equipment, and capital), a measure of the efficiency of a person, machine, factory, system, etc., in converting inputs into useful outputs is known as productivity. There are many different ways of measuring productivity. For example, in a factory productivity might be measured based on the number of hours it takes to produce a good, while in the service sector productivity might be measured based on the revenue generated by an employee divided by his/her salary. The researcher will measure the productivity on certain parameters. Since banks are service providers one cannot measure its productivity on the basis of number of hours spent by an employee or on the basis of production but we can set standards on the basis of banks' profit, business growth and quality of work. On the basis of above statement, researcher has prepared the following model.

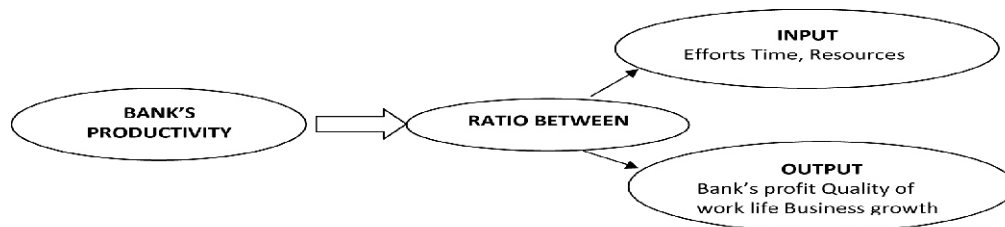


Fig.2 Basis of Bank's Productivity

Majorly the bank's growth depends upon two things of banks, they are the deposits accepted from public and advances given by the bank. This is one of the instruments to measure the profitability of a bank because the main business of any bank is based upon deposits and advances made by bank.

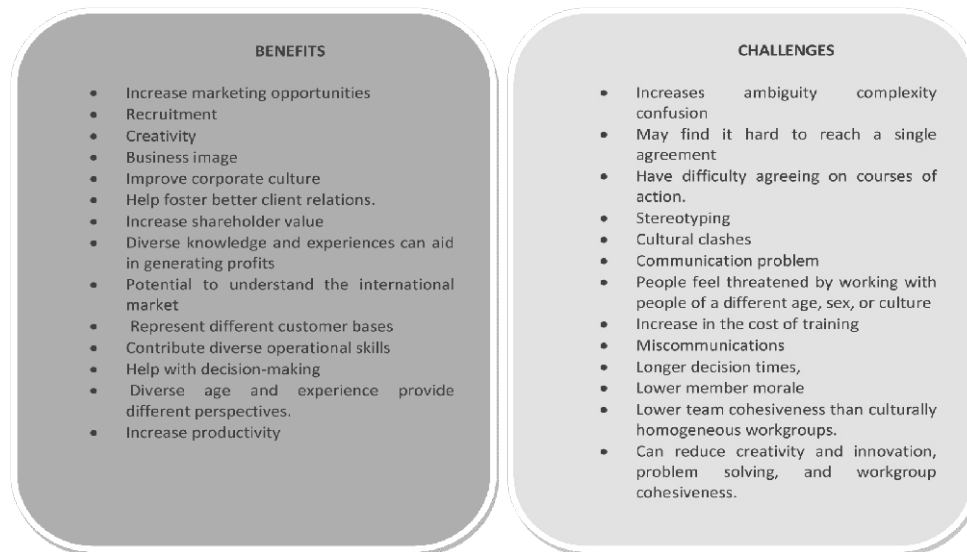


Fig.1.3: Benefits & challenges of Workforce Diversity

Workforce Diversity in Banking Sector

The rapid growth in the Banking industry has posed several challenges such as workforce diversity which is a natural phenomenon that has both negative and positive impacts on employee performance depending on how well it is managed. This has affected the commercial banks, Non-Banking Financial Institutions, and even the Micro-Finance sector.

The unprecedented growth of the Indian economy over the last few years portends well for the banking sector. That said, Indian banks need to address two key issues to maintain growth and profitability in the coming decade – financial inclusion and streamlining human resource management. Reinventing HR processes and acquiring and retaining quality talent is critical to addressing the imbalance that is being created by growth in the banking industry and rapid retirements in banks. New hires at the entry level, however, will require a wide-ranging knowledge, skills and the right attitude to make them ‘job ready’.

REVIEW OF LITERATURE

This study tries to assess the impact of diversity on productivity of the organization. The various findings of past researches were of great help for the researcher to sort out the different factors to be used in the study. This review also helped in finding out the differences between the past researches and the current research on the same topic. Let us look at glance on the earlier researches.

Saumya Goyal (Aug 2009) depicted four models to understand the dimension of diversity they are diversity wheel in this model the author has classified the model into two dimensions first is primary which includes age, gender, mental/ physical abilities, race, ethnic heritage, sexual orientation and the secondary dimension includes geographic location, work experience, income, religion, first language, organizational role and level, communication style, family status, work style, education, military experience. Next model is four layers of diversity in this the author adds on two more layers with the diversity wheel they are personality at the core and external dimension includes work field, division, seniority, work location, union affiliation, management status, organizational dimensions. Third model is diversity iceberg in this the author adds one more dimension in diversity wheel which is tertiary dimensions like beliefs, assumptions, perceptions, attitude, values, group norms. And the last model is kaleidoscope perspective of the individual in this the author has described various attributes like age, region, gender, qualification, caste, family status.

Milliken and Martins (1996) opines that diversity appears to be a double-edged sword, increasing the opportunity for creativity as well as the likelihood that group members will be dissatisfied and fail to identify with the group. McGath, Berdahl & Arrow (1995) conceptualized workplace diversity by developing a five cluster classification. This often cited categorization is as follows: demographic characteristics such as age, ethnicity, gender, sexual orientation, physical status, religion and education; task-related knowledge, skills and capacities; values, views and attitudes; personal, cognitive and attitudinal styles; Status in the organization such as one's hierarchical position, professional domain, departmental affiliation and seniority. Sharbari Saha, Dewpha Mukherjee Patra (2008) focused over the requirements due to globalized market and benefits of workforce diversity further they said that if the organization is not employing the diversified workforce then that organization is not competitive enough and the sales managers can make their diversified workforce effective and competent by providing them training. Asmita Jha (2009) reviewed that the most important asset of any organization is diversified workforce because the diversified workforce is good at problem solving as they provide different and creative ideas and gives competitive advantage to the organization. Further the author focused over making the workforce happier by proper understanding of the expectations and needs of each individual. Emiko Magoshi A, Eunmi Chang (2008) discussed that diversity management is an important issue in current scenario due to increasing globalization. In order to make these diversified employees as competitive resources the organizations have to manage them effectively. Further the authors have concluded by saying that if the organizations will focus over managing the diversified employees then the employees will become more committed. Josh Greenberg (2004) defined the workforce diversity as a variety of differences between people in an organization. The diversified workforce in an organization affects interactions among the employees because diversity not only involves how people perceive themselves but

how they perceive others. The author further says that the organizations employing diversified workforce faces lot of challenges like communication problem, resistance to change among employees, implementation of diversity in the workplace policy, successful management of diversity in the workplace etc but the organizations also enjoys certain benefits like larger pool of ideas and experiences, variety of solutions to problem in service, sourcing and allocation of resources. Janice R.W. Joplin and Catherine S. Daus (1997) emphasizes that various companies are focusing over capitalizing the skills of a diverse workforce but they have to face many challenges like diverse opinion, lack of empathy, differences in perception, lack of participation. Further the author has concluded that these challenges can be faced by effective leadership style instead of implementing traditional methods.

Jeffery Sanchez-Burks and Michal E. Mor Barak (2005) have discussed one's perceptions, values, and behavior in such situations reflect deep-seated beliefs about the nature of interpersonal work relationships. He further emphasized that to understand and manage these differences requires understanding the nature of cultural diversity and how it influences relational and communication styles. Ashok Chanda (Dec 2006) says that workforce diversity is a hot and burning issue in every organization of current scenario. Every human resource manager has to take care in managing this diversity and finally he concluded that there is a lack of awareness towards diversity management approach, the manager don't have sufficient knowledge and competency to manage diversified workforce. K Mallikarjunan (2007) in this the author is saying that each and every individual is different, everybody is having their own perception, attitude and thoughts and to manage such type of different individuals require a specific skill because of the complexities involved in this process. Radha Mohan Chebolu (2007) in this article the author says that the culturally diversified workforce is really competent but to manage such a talent is not an easy task it requires such a leader that have an organizational vision and an attitude that are line in culture. Arpita Saha (2007) stated that due to the increased globalization the world is shrinking day by day. Hence the organizations have to recruit cross cultural employees but it is very difficult for the employees to adapt and adjust with a new environment and culture. At this point of time a manager can play a very important role like a leader by providing the employees with training, interactive sessions so that they come to know about the rituals, dressings, mannerisms, food habits of different people. Hall and Parker (1993) stated that good workforce diversity practices in the area of human resources are believed to enhance employee and organizational performance. Diversity brings the value of different employee perspectives and varied types of contribution especially when organizational members increasingly reflect the diverse custom base of the organization. This provides a way in which organizations can understand, and therefore meet, their customer needs. Following the same line of argument, Allen and Montgomery (2001) say that for an organization to succeed, its strategies must consist of managing change, establishment of appropriate diversity management policies and procedures and

target diversity related competencies. Hayles and Mendez (1997) this study shows a strong correlation between good diversity practices and profits as diversity allows increased creativity, a wider range of perspectives, better problem definition, more alternatives and better solutions. Managing workforce diversity refers to a comprehensive managerial process for developing an environment that works for all employees. Fernandez (1993) argues that good workforce diversity practices in the area of human resources are believed to enhance employee and organizational performance. This is because managing diversity involves leveraging and using the cultural differences in people's skills, ideas and creativity to contribute to a common goal, and doing it in a way that gives the organization a competitive edge.

RESEARCH OBJECTIVES

- To find out the impact of age on productivity.
- To find out the impact of employee work experience on productivity.
- To determine the impact of professional qualification on productivity.
- To find out the impact of interpersonal relationship among the employees on productivity.
- To determine the impact of workforce diversity on productivity of organization.

TO BE SHIFTED RESEARCH DESIGN

The researcher did this research among the banking sectors in Agra, whether the differences like age, qualification, employees' work experience and interpersonal relationship among the employees are going to affect the productivity of the organization.

The researcher will find out the advantages and disadvantages faced by the organization and problems faced by employees due to these differences.

Removal of challenges and problems faced by organization and employees: The another main motive of this research is to suggest counseling & mentoring techniques that can help removing the problems like absenteeism, employee turnover due to diversified workforce from organizations.

NEED OF THE STUDY

Managing diversity in the workplace should be the concern of every organization. In order to survive, a company needs to be able to manage and utilize its diverse workplace effectively. Failure to manage diversity in terms of race, gender, level of education, profession, ethnic affiliation, religious affiliation often leads to differences in promotions, pay, training, turnover, mutual acceptance, job satisfaction and other forms of inequality (Tilly, 1998). Due to the rapid expansion

of the bank nationally and even internationally, there has been an increase in the diversity of the employees and managers within the bank. These employees and managers have varied worldviews, perceptions, culture and these can only be successfully tapped to the advantage of the bank, if there is an effective workforce diversity management strategy in place. Various researchers studying diversity in the workplace have consistently found that organizations that emphasize collectivism in the work environment see more benefits of workplace diversity than organizations that emphasize individualism (Dwyer, et al., 2003). Jayne and Dipboye (2004) in their research also found out that some diversity management strategies such as emphasis on teamwork fosters better relationships within a department and can promote identity within the department or organization that moves beyond surface level differences. This study aims at filling up knowledge gaps identified in previous studies by establishing the effects of workforce diversity management on employee performance in the banking industry in Agra.

The findings of the study are of great significance in offering guidelines to address the current challenges in Human Resource Management and Development and ultimately enhance employee performance in organizations. The research is helping the managers by expanding the literature in the management of workforce diversity to improve employee performance for competitive advantage of their various organizations. It also enables practicing Human Resource Managers in the Bank to remain relevant amidst the contemporary challenges by putting in place programmes for managing workforce diversity and employing strategies for management of workforce diversity in their organizations to get better employee performance. To the researchers, it poses a challenge to be proactive in the search for solutions to the contemporary HRM challenges and also enrich the limited body of knowledge on workforce diversity. This study also provides benefit to the Bank by improving the benefits from unity in diversity, be it in terms of knowledge, cultural, gender, racial among others. This includes improvement of employee performance and consequently, the overall performance of the organization. The research shall benefit the employees in terms of improved interpersonal relationships, mutual understanding, and mutual acceptance of each other regardless of the various differences.

SCOPE OF THE STUDY

The study covered the bank's branches in Agra specifically, whose zonal offices lie in Agra and not other branches or other commercial Banks. The study tackled areas of workforce diversity, effects of diversity on employee performance and how workforce diversity can be managed so as to maximize the positive outcomes and minimize the negative outcomes. The respondents were the managers and employees of the Bank. There was some resistance from some of the respondents to participate in the research and also some respondents failed to bring back the questionnaires for the researcher in good time. Some sampled members, especially

managers, had no time for attending to all the items in the Questionnaire to their tight schedule or high work-load. All these were taken into consideration and alternative measures taken.

STATEMENT OF THE PROBLEM

So keeping all these things in mind this study of finding out whether the differences are going to affect the productivity of the organization. The study will be conducted among the banking sector of Agra. The main consent of our research is to find out the impact of workforce diversity on the productivity of the organization. According to the previous researches being done in this area, the problem still exists. To find out the actual causes to this problem the researchers has conducted a survey in the banks whose zonal office lie in Agra and also the branches govern by that zonal office and collected the data through various projective techniques. Finally the researcher have suggested various methods and counseling techniques for managing the problems faced by the employees due to diversified workforce.

RESEARCH DESIGN

Multi stage stratified random sampling technique is used for selecting the respondents in the present study. Agra region will be selected purposely in the first stage as it is convenient to the researcher. Agra region consist of 8 regional offices, all the offices were included in the present study in the second stage. All the regional office consist of 10-20 branches in Agra city, out of these branches five branches of each bank were selected randomly in the third stage and each selected branch will consist of 12-15 employees. Out of these employees of the selected branch of each bank, 50% were selected randomly in the 4th stage. Thus about 250 employees will be the unit of information in the presentation. (See Annexure I, Selection of sample)

DATA COLLECTION

1. Primary Data Source-> Questionnaire & Interviews. The researcher has prepared questionnaire for employees.
 2. Secondary Data Source-> HR Journals, Magazines, Books, Past Database provided by the institutions & Internet.
- Techniques to be used-> Projective techniques, Depth interviews, Group interviews; Mass observation, Attitude Scales and further appropriate effective tools were used.

SAMPLING DESIGN

My research is qualitative in nature rather than rigorously quantitative in nature as

- Punjab National Bank
- Allahabad Bank
- State Bank of India
- Bank of India
- Syndicate Bank
- Central Bank
- Union Bank

The sampling method used in the study was Stratified Random Sampling. I have selected a number of employees from each bank.

HYPOTHESES TESTING

- **Ho1:** There is no significant relationship between age of employees and productivity of an organization.
- **Ho2:** There is no association between qualification and productivity of employees
- **Ho3:** There is no significant relationship between experience of employees and productivity of the organization.
- **Ho4:** There is no significant relationship between interpersonal relationship among the employees and productivity of an organization.
- **Ho5:** There is no association between workforce diversity and productivity of the organization

ANALYSIS

OBJECTIVE 1: To find out the impact of age on productivity

Ho1: There is no significant relationship between age of employees and productivity of an organization.

Table 1: Coefficients(a)

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta	B	Std. Error
1	(Constant)	54.199	1.247		43.459	.000
	Age	2.923	.477	.362	6.122	.000

a Dependent Variable: productivity

Present the regression equation is:

$$\text{Productivity} = 54.199 + 2.923 (\text{Age})$$

The Coefficients table gives us the values for the regression line. Basically in the (Constant) row the column B provides us with our intercept - this is where $X = 0$. In the Age standard marks row the B column provides the gradient of the regression line which is the regression coefficient (B). This means that for every one standard mark increase in age score the model predicts an increase of 2.923 standard marks in productivity score. Notice how there is also a standardized version of this second B-value which is labelled as Beta (β). Now we can say productivity is 2.923 times dependent on age and add to the value ie constant 54.199. Therefore we can say if age is increasing than productivity is also increased.

Ho: There Is No Significant Difference between the Variance of Two Factors Age and Productivity

Univariate Analysis of Variance (ANOVA)

Table 2: Tests of Between-Subjects Effects

Dependent Variable: Productivity

	Sum of Squares	Df	Mean Square	F	Sig.
Between Groups	3418.558	3	1139.519	13.585	.000
Within Groups	20633.958	246	83.878		
Total	24052.516	249			

If F sig. value in the ANOVA Table is less than .05, we reject our null hypothesis (at 95% confidence level) that the category of age has significant impact on productivity. From the output table for the one way ANOVA, we see that the probability value of F is .000. Therefore, we reject our null hypothesis and we can say that the different age group employees have different efficiency of productivity.

OBJECTIVE 2: To determine the impact of professional qualification on productivity

Ho2. There is no association between qualification and productivity of employees:

Table 3: Chi-Square Tests

	Value	Df	Asymp. Sig. (2-sided)
Pearson Chi-Square	138.993(a)	72	.000
Likelihood Ratio	128.611	72	.000
Linear-by-Linear	1.439	1	.230
Associator			
McNemar-Bowker			.(b)
Test			
N of Valid Cases	250		

- a 94 cells (84.7%) have expected count less than 5. The minimum expected count is .02.
- b Computed only for a P x P table, where P must be greater than 1.

		Value	Asymp. Std. Error(a)	Approx. T(b)	Approx. Sig.
Nominal by	Contingency	.598			.000
Nominal	Coefficient				
Interval by	Pearson's R	-.076	.057	-1.201	.231(c)
Interval					
Ordinal by	Spearman	-.116	.057	-1.842	.067(c)
Ordinal	Correlation				
N of Valid Cases		250			

- a Not assuming the null hypothesis.
- b Using the asymptotic standard error assuming the null hypothesis.
- c Based on normal approximation.

In this case the Chi square calculated value 138.99 is greater than the tabulated value of chi square, so we reject our null hypothesis at 5% level of significance (95% confidence interval). The Chi square test revealed the significant association between the qualification of employees and their productivity. From the chi square test output table we see that a significant level of .000.(Person's) has been achieved. This means the chi square test is showing a significant association between the above two variables. Thus we conducted that, The Qualification of the Bank Employees and Their Performance are associated significantly with each other.

The contingency coefficient gives us the measures of strength of the output. If the values close to 0, there is no strong correlation between the two variables. However, if the value ranges between 0.5 and 1, there exists a strong correlation. From the above table, we can therefore conclude that there exists a strong correlation between the independent variable (Qualification) and the dependent variable (productivity) because the contingency coefficient between the variables is 0.598.

OBJECTIVE 3: To find out the impact of employee work experience on productivity

Ho3: There is no significant relationship between experience of employees and productivity of the organization.

Table 5: Coefficients(a)

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta	B	Std. Error
1	(Constant)	55.442	1.175		47.191	.000
	Duration of service	2.591	.478	.326	5.424	.000

a Dependent Variable: productivity

Present the regression equation is:

$$\text{Productivity} = 55.442 + 2.591 (\text{Work Experience})$$

The Coefficients table gives us the values for the regression line. Basically in the (Constant) row the column B provides us with our intercept - this is where $X = 0$. In the Age standard marks row the B column provides the gradient of the regression line which is the regression coefficient (B). This means that for every one standard mark increase in work experience score the model predicts an increase of 2.591 standard marks in productivity score. Notice how there is also a standardized version of this second B-value which is labeled as Beta (β). Now we can say productivity is 2.591 times dependent on work experience and add to the value i.e. constant 55.442. Therefore we can conclude that if work experience increases then productivity also increases.

Ho: There is no significant difference between the Variance of Employees' Experience and Productivity

Univariate Analysis of Variance (ANOVA)

Dependent Variable: productivity

Table 6: Tests of Between-Subjects Effects

	Sum of Squares	Df	Mean Square	F	Sig.
Between Groups	2705.929	3	901.976	10.394	.000
Within Groups	21346.587	246	86.775		
Total	24052.516	249			

From the output table for the one way ANOVA, we see that the probability value of F is .000. Therefore, we reject our null hypothesis and concluded that there is a significant difference among the variance of experience group and factors of productivity. So we can say the productivity of fresher employee and experienced employees are different.

OBJECTIVE 4: To find out the impact of interpersonal relationship among the employees on productivity

Ho4: There is no association between interpersonal relationship and productivity.

Table 7: Coefficients(a)

Model	Unstandardized Coefficients	Standardized Coefficients	T	Sig.

		B	Std. Error	Beta	B	Std. Error
1	(Constant)	17.586	4.211		4.176	.000
	interperson	1.401	.135	.550	10.378	.000

a Dependent Variable: productivity

Present the regression equation is:

$$\text{Productivity} = 17.586 + 1.401 (\text{Interpersonal relationship})$$

Which is the regression coefficient (B) this means that for every one standard mark increase in interpersonal relationship score the model predicts an increase of 1.401 standard marks in productivity score. Notice how there is also a standardized version of this second B-value which is labeled as Beta (β). Now we can say productivity is 1.401 times dependent on interpersonal relationship and add to the value i.e. constant 17.586. So we can say if interpersonal relationship among the employees are cordial than productivity also improves.

OBJECTIVE 5: To determine the impact of workforce diversity on productivity of organization.

Ho5: There is no association between workforce diversity and productivity of the organization

Table 8: Coefficients(a)

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta	B	Std. Error
1	(Constant)	9.914	4.665		2.125	.035
	Diversity	2.571	.234	.573	11.009	.000

a Dependent Variable: productivity

Present the regression equation is:

$$\text{Productivity} = 9.914 + 2.571 (\text{Workforce Diversity})$$

Which is the regression coefficient (B) this means that for every one standard mark increase in Workforce Diversity score the model predicts an increase of 2.571 standard marks in productivity score. Notice how there is also a standardized version of this second B-value which is labeled as Beta (β). Now we can say productivity is 2.571 times dependent on Workforce Diversity and add to the value i.e. constant 9.914. Thus we can say that if diversified workforce increases than productivity also increases.

Ho: There is no significant difference between the Variance of Diversified Workforce and Productivity

Univariate Analysis of Variance (ANOVA)

Table 9: Tests of Between-Subjects Effects

	Sum of Squares	Df	Mean Square	F	Sig.
Between Groups	14521.918	4	3630.479	93.328	.000
Within Groups	9530.598	245	38.900		
Total	24052.516	249			

Dependent Variable: productivity

From the output table for the one way ANOVA, we see that the probability value of F is .000. Therefore, we reject our null hypothesis and concluded that there is significant difference among the variance of diversified workforce and factors of productivity. We can say there is impact of work force diversity on productivity.

CONCLUSION

The findings were summarized in order of the research questions of the study finally followed by the hypotheses. The study focused on only four diversity dimensions- age, experience, professional qualification and interpersonal relationship among the employees which may have limited the robustness of this research. As companies are becoming more and more diverse it's becoming more and more crucial for companies to understand and manage it.

The results show that the age of the bank employees and their performance are associated significantly with each other. If we talk about the banking sector of Agra, the productivity of employees is increasing slightly with the increase in age which is a bit different result from usual studies but if we go into the depth, the employees whose age is above 50 are considered as experienced and are very much effective in client handling. But if we talk about the bank's work which is related with physical activeness, youngsters are much more contributing towards the bank's productivity.

The qualification of the bank employees and their performance are associated significantly with each other. From the frequency distribution we can see that majority of the bank employees are post graduate which clearly indicates that nowadays banks are hiring qualified persons for the sake of organization's productivity.

There exists a strong correlation between the independent variable (Work

experience) and the dependent variable (productivity). Thus we concluded that, the working experience of the bank employees and their performance are associated significantly with each other. The experienced employees very well know how to work effectively and efficiently, how to handle the clients, work pressure and peer pressure and that is why are much more productive.

Another variable is interpersonal relationship. Effective workplace relations are critical to our productivity and ultimately our job performance. We have relationships with our coworkers, supervisors, managers or employees. Regardless of the position, successful relationships at work will make us more effective. We are all responsible for different parts of the process, but we all need our business to succeed. Frustration often occurs in our job. Conflicts with coworkers, supervisors, managers and employees add stress to our lives every day. Our relations at work contribute directly to our job satisfaction. It is important to focus on the interpersonal process at work to be as effective as possible. Although many variables affect our workplace, we are accountable to create a productive environment. We spend a large portion of our lives at our places of work. If put forth the effort to use our interpersonal skills, effective communication, prevent conflict and resolve conflict, we will be more productive at work. We will also reduce the amount of stress created in the workplace resulting in greater job satisfaction. We will always have stress at work. Not everyone will commit to building successful relationships at work. Some will actually try to create conflict. One thing is certain. If you make the effort it will bring value to your relationships at work. So there is a significant difference between interpersonal relationship and productivity.

There is a strong correlation between the independent variable (Workforce diversity) and the dependent variable (productivity). Thus we concluded that, Bank employees Workforce diversity and Their Performance are associated significantly with each other. This shows that the organizations are channelizing the various positive aspects of employees which are due to hiring diversified workforce. Various researches also say that due to the increased globalization the world is shrinking day by day. Hence the organizations have to recruit cross cultural employees but it is very difficult for the employees to adapt and adjust with a new environment and culture. At this point of time a manager can play a very important role like a leader by providing the employees with training, interactive sessions so that they come to know about the rituals, dressings, mannerisms, food habits of different people. Recent studies have also shown a strong correlation between good diversity practices and profits.

MANAGERIAL IMPLICATIONS

It is really a big matter of concern for all HR professionals as one side we say that we should include new trends in HR policies and on the other hand, the latest trend like workforce diversity is treated as a problem. However, this problem can be solved

by adopting various policies like encouraging the use of common language in the organization among the employees, by conducting various motivational and mentorship programs, by keeping the channels of communication open among the employees and employers, by encouraging employee participation. Further one should accept the fact it is not the matter of culture in fact it is the matter of quality. Therefore, quality has to be maintained and not thrown out.

As per the research, sourcing people from a diverse background is an essential part of a successful employment strategy. Workers who vary in age, gender, ability, sexual orientation, socioeconomic background or culture, ethnicity and language make a positive contribution to an organization's workforce; they are an asset to company culture and bottom line. And a diverse workforce brings innovation and creative solutions to an organization "outside the box" An effective corporate diversity program is a powerful way to gain competitive advantage and stand apart from your competitors.

After considering all the findings in the research it becomes a compulsion for the researchers to suggest, the ways to handle the shortcomings found during the survey.

- The very first variable is age. Research shows that the organizations must hire employees of different age because if younger generation works with full enthusiasm and activeness then the senior employees are also contributing towards effective client handling.
- As far as the qualification is concerned, organizations must hire the qualified employees so that they can help in increasing productivity.
- Next variable is experience of employees, research shows that the experienced employees positively contribute towards the productivity of organization. Because they better understand the organization and can very well handle the work and peer pressure.
- Organization is a network of people and generally an employee spends his/her maximum duration at workplace. At workplace we have to interact with human beings who are in the form of superiors, coworkers or juniors. And it is a fact that each and every individual is different from one another in terms of perception, attitude, thoughts, likes and dislikes. Therefore frustration or conflicts may occur and that is why interpersonal relationship among employees plays an important role in the smooth functioning of organization. Research shows that if the employees are satisfied at their workplace and are having cordial and harmonious relations with other employees, they can contribute positively towards the productivity of an organization.

If we talk about the diversified workforce, results show that employing diversified workforce in an organization helps in increasing the productivity because nowadays organizations treat their employees as assets as they bring skills,

knowledge, abilities, vision along with them. People have a lot of viewpoints and having people from many backgrounds and places in life brings a lot of those viewpoints into the mix.

Organizations' will break down barriers, using the information and experience that a diverse hires bring. Organizations' will be able to attract a new customer base. Various other advantages of having a diverse workforce are it helps motivating employees, it enhances the innovation and creativity of employees, it helps in reducing cost. It creates flexibility in the organization. Immediate access to problem solving, easy transfer of knowledge, better marketing structure, Innovative work environment, immediate outcomes, Fulfillment of social responsibility. It helps attract and retain employees.

The most successful companies have successfully integrated workforce diversity into their corporate vision. They provide mentorship, networking and career development opportunities. They create, update and execute regular inclusiveness training. They establish in-house diversity councils and committees, and assign leadership roles. They target for hire those diverse groups in which their research shows they are lacking. And they adapt their interviewing and hiring criteria as necessary to ensure opportunities are available to everyone.

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ANNEXURE

Selection of the sample

Annexure-I

250 employees will be the unit of information in the presentation excluding clerk & peons.

State (U.P.) No. of districts (76)

Selected district Agra, consist of 8 regional offices

Regional office	Selecte d regiona l offices	Branche s in Agra	Selected Branches	No. of employee s	Selected employees 50%
Canara Bank	1	24	05	70	35
Punjab national bank	1	27	05	70	35
Bank of India	1	14	05	50	25
Allahabad Bank	1	11	05	60	30
Syndicate Bank	1	09	05	50	25
Central bank of India	1	24	05	70	35
Union bank of India	1	14	05	60	30
State bank of India	1	55	05	70	35
Total	8	251	40	500	250

Annexure-II

Questionnaire

I would like to inform you that the aim of the proposed study is to understand the impact of diversified workforce on productivity in your esteemed organization.

The data which is being collected will be exclusively used for my research work only and will not be divulged to another person or organization. Please tick (√) in front of the correct option.

Age: a) 20-30 b) 30-40 c) 40-50 d) 50-60

Gender: M / F

Qualification: a) Intermediate b) U.G. c) P.G.

Designation:

Duration of service (in yrs): a) 0-10 b) 10-20 c) 20-30 d) 30-40

Marital Status: Married / Unmarried

Mother tongue: a) Hindi b) English c) Any other (plz specify)

Tenure of staying in Agra:

a) 0-5 b) 5-10 c) 10-15 d) 15-20 e) 20 & above

Region you belong

- a) Eastern India b) Western India
c) Northern India d) Southern India

Region your colleagues belong to

- a) All of them are natives of U.P.
b) Majority of them are from U.P. and some of them are from other N. Indian States
c) Majority of them are from N. India and some of them are from South also
d) Majority of them are from N. India and remaining are from other parts of India apart from South

Language of communication

- a) Hindi b) English c) Urdu d) Punjabi
e) Any other please specify

DIVERSITY

Statements	Strongly agree	Agree	Neutral	Disagree	Strongly Disagree
I do not prefer to go back to my home region to settle down in my job					

I do not feel any communication problem at my workplace					
I feel that all the employees of different gender are treated equally					
I have not been discriminated on the basis of professional qualifications with my peer group					
I think that I have not been discriminated as regard to my gender					

INTERPERSONAL RELATIONSHIP

Statements	Strongly agree	Agree	Neutral	Disagree	Strongly Disagree
In some situations I do not feel some differences in the thoughts and perceptions of me and my colleagues					
I would like to visit all of my colleagues personally					
I have similar relations with all of my colleagues					
All of my colleagues share similar relations with each other					
I have an equal repo with all of my colleagues					
I would not like to work with some selected colleagues					
I feel comfortable in helping all of my colleagues equally in their task					
All of my colleagues helps me equally in my task					

PRODUCTIVITY

Statements	Strongly agree	Agree	Neutral	Disagree	Strongly Disagree
Performance appraisal in the organization is not affected by the age of employees					
Performance appraisal in the organization is not affected by the seniority of employees					
Workforce diversity helps in increasing the productivity of an organization					
My job is very challenging and provides me opportunity to use my full potential					
My job requires the use of a variety of skills					
After finishing my day's work, I feel that I have done something meaningful					
There is direct linkage between work performances and rewards such as pay increase, promotion etc.					
The work environment is such that I like to put extra efforts even after office schedule					
The organization provides training and development facilities to all personnel according to their needs					
The organization encourages creativity and innovation in work performance and participation in decision making on issues related to my work.					
I do not feel exhausted after accepting 80 deposits in a day					
I do not feel exhausted after submitting 80 payments in a day					

I do not feel exhausted after submitting 2 advances in a day					
I do not feel exhausted after giving 5 advances in a day					
I do not feel exhausted after dealing 5 clients for insurance in a day					
I can deal a customer effectively in 10 min					
I do not feel exhausted after selling 4 gold coins in a day					
I do not feel exhausted after opening 4 demat accounts in a day					
I do not feel exhausted after operating 8 lockers in a day					

OPEN-ENDED QUESTIONS

Which changes would you prefer at workplace related to diversified workforce?

How frequent would you like to visit your colleagues personally after working hours?

How frequent do your colleagues also visits your home with their family?

If you do not have equal repo with all of your colleagues plz give reasons

Workforce Diversity & Its Impact On Productivity

If you would like to work with some selected colleagues only (give reasons)
