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The Effect of Employee Diversity on Organizational Performance

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Abstract

The members of the group are able to appreciate the cultural variety of the group because they find something essential, natural, and appealing in the cultural diversity of the group. It is hard for a manager to disregard the reality of diversity, whether it be in the workplace or in society as a whole, since diversity is an unavoidable aspect of the contemporary world. The company puts in a lot of work to ensure that its staff is comprised of competent people both now and in the future. When workers report for work, they carry with them their own unique personalities and points of view on the functioning of the world.



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Publication ethics of the relevant regulations of our university; It is a national-based scientific study that aims to ensure that scientific research and publications are carried out in accordance with basic principles such as honesty, openness, objectivity, and respect for the findings and creations of others, and works for the realization of these principles in the field of related sciences.

Abstract

The members of the group are able to appreciate the cultural variety of the group because they find something essential, natural, and appealing in the cultural diversity of the group. It is hard for a manager to disregard the reality of diversity, whether it be in the workplace or in society as a whole, since diversity is an unavoidable aspect of the contemporary world. The company puts in a lot of work to ensure that its staff is comprised of competent people both now and in the future. When workers report for work, they carry with them their own unique personalities and points of view on the functioning of the world. Because of these demographic transitions, it is becoming more challenging to run organizations of all types, particularly public ones. It is possible for a firm to face a drop in morale and productivity among its workers if the organization is unable to successfully manage the varied workforce it employs. This may be attributed to hindered communication, intolerance, and respect among the workforce of the company. When workers think that their unique contribution to the success of the company is recognized and acknowledged, they are more likely to put in the required effort not just to reach their objectives, but also to surpass them. This is because when employees believe that their contribution is respected and appreciated, they feel as if their efforts are valued. According to Kreitz (2008), accepting, understanding,



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recognizing, respecting, and embracing the differences that exist among workers is what it means to have diversity in the workplace. The term "diversity in the workplace" refers to the many ways in which people in the workplace both have something in common with one another and distinguish themselves from one another. Each of these aspects, including age, working circumstances, gender, perceptions, ethnicity, marital status, geography, years of experience, sexual orientation, pay, and nation, contribute in some way to the fundamental principles upon which the organization is based and functions. It is possible for diversity in the workforce of an organization to have both good and negative impacts on the degree of productivity that is attained. According to Miliken and Martins (1996), having a varied workforce may have good impacts, such as motivating workers to be more creative and imaginative. One of these benefits is that having a diverse workforce can have these positive effects. A higher level of productivity is only one of these many benefits. In a nutshell, we think that the favorable benefits of age difference on productivity will be seen more in roles that demand knowledge and creativity than in positions that do not require either of those things. This is due to the fact that tasks that demand a significant amount of knowledge and creativity need a workforce that is varied. The many generations of workers will each bring their own distinct viewpoints, tastes, and degrees of life experience to the workplace. This enhances the probability that individuals will approach issues from a variety of viewpoints and come up with original solutions to the difficulties they are confronted with. On the other side, according to Mas and Moretti (2006), a group of people that have many similarities may form a culture that discourages creativity since they utilize the same methods and tactics to address every issue. This results in the group not being able to come up with new solutions.

Keywords: *Employee Diversity, Organizational Performance, Employee Diversity Performance, Employee Diversity Organizational Performance, Employee Organizational Performance and Diversity*

Introduction

When people are the same age, it may lead to "groupthink," which is a limiting type of decision making that forces people to interpret events solely from their own perspective (Janis 1982). When



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individuals are all the same age, it can lead to "groupthink." When individuals are the same age, it's easier for them to engage in groupthink. When exposed to a broad array of ideas, viewpoints, interpretations, heuristics, and mental models, individuals from a variety of demographics are said to be armed with more complete cognitive tools. This is the conclusion reached by the author of the research. When a group has more options to choose from, the members of that group are able to be more flexible and creative, which eventually leads in higher performance when it comes to problem-solving. However, other research has demonstrated that the particular circumstances of the organization also have a significant impact in the effects on productivity. This is due to the fact that their improved problem-solving talents can only be used to their full potential if those abilities are suitable for the work that has to be completed right now. It can be seen rather plainly, in light of the results of the investigation that Park and Lin (2008) carried out, that social heterogeneity does, in fact, have beneficial benefits. This is particularly true in situations where the work that is being done at the moment involves a high degree of creativity and decision-making abilities, as well as strategic and sophisticated decision making, and when one must deal with difficulties that are not clearly defined (Richard Shelor 2002). Therefore, it is considered that a higher age difference has a stronger favorable influence on the total productivity of an organization when working circumstances are more dynamic than when working conditions are more traditional. This is because traditional working conditions tend to be more hierarchical in nature. They made the first discovery that performance improves when they are aware of a capacity gap in the system. They began by making this remark as their first step. This is the case despite the fact that wealthy individuals often have access to greater resources. They demonstrated that the amount by which a person's performance may be enhanced is precisely related to the amount of intrinsic talent the person already has. This is an important finding since it explains why some people are more naturally talented than others. The least amount of growth was shown in those individuals who had more money but less skill.

Methodology

Businesses that publicly acknowledge and appreciate the value of diversity in the workplace will be in a stronger position to attract and keep a more varied workforce. This will allow the businesses to better meet their business objectives. This new development will be beneficial to the reputation of the organization as well as to the culture in general. According to Childs (2005), the presence



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of diverse groups in the workplace as well as the market is a phenomenon that occurs on a worldwide scale. Therefore, in order for a business to be successful, it must have the attitude that it does not care where it is located and must be dedicated to employing people from a wide range of backgrounds. A more varied workforce may result in an increase in the percentage of workers who comply with anti-discrimination laws, an increase in multiculturalism in the workplace, and an enhanced knowledge of how important it is to take into account the viewpoints of others. A workforce that is varied is comprised of individuals that vary in a number of demographic categories, such as age, ethnicity, ancestry, gender, physical abilities or features, race, sexual orientation, place of origin, educational level, and marital status, among others. It was vital to consider factors such as income, years of experience, religious beliefs, years served in the military, and the number of children they had. Srivastava (2012). According to Bhatia (2008), other characteristics such as the individual's political opinions, qualification level, personality, socioeconomic background, union membership (or absence), term of employment, job kind, and working style, as well as the diverse natures of the workers, are all relevant aspects to consider. All of these factors demonstrate that people are one of a kind and possess a wide range of skills. Because of this, it is beneficial for firms to have a varied staff that is capable of working together effectively and retaining the people that make up this workforce. The proliferation of the Internet and the World Wide Web gave rise to the idea of a "global village." As a result, it became abundantly evident that in order for companies to be successful on an international scale, they needed to include employees who came from a variety of cultural and ethnic backgrounds into their operations. Madiha , (2003).

It is inevitable that the variety of a firm's clientele will somehow be reflected in the personnel of that organization. Although workers have a legal right to receive payment from their employers, the importance of their role in the organization's overall performance cannot be minimized even if that payment is received. As a result, it is essential to pay some consideration to the ways in which having diverse personnel might impact the efficiency of an organization. Diversity in the workplace has the potential to confer considerable advantages onto the business while also posing major difficulties for its management. Some of the obstacles that a diverse workforce may bring to an organization include issues of individual and collective justice, reluctance to change, resentment, a lack of group cohesiveness and interpersonal conflict, fractured communication



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networks, pushback, and rivalry for chances. Madiha, (2003). (2003). As a consequence of this, it is essential to investigate the ways in which the existence of diversity influences aspects such as the level of production, the morale of the workforce, and the retention of employees (Sungjoo, 2010). The capacity of a business to both recruit and retain a diverse staff is critical to the organization's overall performance. It is a phrase that refers to the variances that exist among the staff members of a certain organization in terms of age, gender, race, ethnicity, and other factors. A more varied workforce makes it possible for more people to bring their unique viewpoints to the table, which in turn may contribute to a more productive work environment. Diversity in the workforce has been linked to enhanced levels of business success, which may be characterized as higher levels of both innovation and customer service, as well as higher levels of profitability. The investigation of the ways in which a diverse workforce influences the overall performance of a business will be the major focus of this study. It will clearly investigate how the diversity of an organization's workforce influences a variety of different areas of an organization's success, such as the happiness of customers, the retention of employees, and the overall financial performance of the company. Clearly explore how the diversity of an organization's workforce affects the success of an organization. In addition, the study will investigate the many methods that businesses might use in order to efficiently manage the different workforces that they employ. This study will investigate not just the benefits but also the drawbacks of hiring individuals who come from a diverse variety of backgrounds. A growing number of companies now place a major emphasis on ensuring that their workforces reflect the diversity of the communities in which they operate. When used to the setting of an organization, the term "employee diversity" refers to the representation of various social groups, such as age, gender, ethnicity, race, religion, sexual orientation, and the presence or absence of a handicap among its staff members. Companies are fully aware of the potential advantages that may result from employing a diverse team, which may include enhanced customer service, more innovation, and a deeper grasp of what it is that consumers want. In any case, it is not understood how the diversity of the workforce impacts the accomplishments of the business. This study's objective is to investigate the connections between the diversity of an organization's personnel and its degree of success in achieving its goals. The primary objective of this study is to investigate how the diversity of a company's workforce



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impacts the effectiveness of the organization. The following research questions will each have their respective answers provided by this study:

- (1) What impact does a diverse workforce have on an organization's overall performance?*
- (2) How does the diversity of the workforce affect the quality of customer service provided?*
- (3) How does the presence of different employees affect the level of job satisfaction?*
- (4) How does the presence of a diverse workforce affect a team's productivity?*
- (5) How does the diversity of the workforce affect the innovative capacity of the organization?*

In this specific piece of research, the strategy that will be used will be one that is referred to as a qualitative case study approach. A survey will be given to managers, workers, and customers to better understand what these groups believe about staff diversity and how this impacts the operation of the organization. The purpose of the survey is to better understand how diverse staff influences the operating of the business. This study will shed light on how employee diversity influences the performance of companies and will support businesses in building plans to optimize the advantages of having a varied workforce. Additionally, the findings of this research will assist businesses in implementing strategies to maximize the benefits of having a diverse workforce. Diversity in the workforce is becoming an issue that is getting more and more important in the contemporary current corporate environment. A rising number of companies are coming to the realization that employing a diverse workforce may result in a variety of beneficial results, such as increased creativity and innovation, better problem-solving abilities, and superior customer service. The presence of various people in the workplace may also assist firms in better comprehending and satisfying the requirements of their varied consumer base. Organizations are becoming more globalized and more competitive as a direct consequence of which they are seeking for methods to reach better levels of success by taking use of a workforce that is varied in its composition. In addition to this, the study will investigate how the use of a number of strategies to both manage and capitalize on diversity might have an effect on the overall performance of an organization. The scope of this study will also include an investigation of the effect that diversity has had on aspects of business culture such as customer service, employee relations, and overall



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company atmosphere. The third stage of the study will investigate how an organizational commitment to diversity might help contribute to the creation of a friendlier and more productive atmosphere in the workplace. In the modern and contemporary world, the lack of diversity in the workplace has developed into an issue that has to be addressed by organizations. The increasing need for a diverse workforce is providing many companies with the impetus to strive toward fostering a culture that is more inclusive of a wider range of people in the workplace. Recently, the business world has been increasingly aware of the notion that having diverse personnel may assist a company in improving its performance and cultivating a more congenial working atmosphere. Research has shown that having a workforce comprised of people who come from a variety of different backgrounds may help lessen the number of disputes that develop in the workplace and build an atmosphere that is calmer. There are a number of potential benefits that might accrue to an organization from having a diverse workforce; however, there are also a number of potential drawbacks that should be taken into consideration. The incorporation of a diverse workforce, for instance, may result in an increase in expenditures for the organization, such as the need to provide more training and resources.

The introduction of a more diverse workforce has been linked to an increase in the number of disputes that occur in the workplace. This is due to the fact that people who come from a variety of various origins and cultures may have difficulty communicating with one another and understanding each other's points of view. In the end, the aims and objectives of a firm should serve as the fundamental reason for choosing a decision that will develop diversity in the workforce. Both the potential advantages and costs of having a diverse workforce should be given careful consideration by businesses in order to determine whether or not it is worthwhile to pursue. If this plan is to be implemented, businesses need to take steps to guarantee that their employees are effectively managed and that each individual is treated fairly and with respect. These are prerequisites for successfully implementing this approach. The performance of an organization is an essential indicator of both the health and the level of success enjoyed by any given company. As more and more companies become aware of the advantages associated with having a varied staff, diversity in the workforce is becoming an increasingly essential consideration. The presence of a diverse workforce is able to provide a variety of viewpoints, experiences, and ideas, all of which are able to contribute to the development of innovative and creative solutions. Additionally,



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having a diverse workforce may improve communication, lessen the likelihood of conflict, and result in increased cooperation. Everything taken together has the ability to make a contribution to higher levels of productivity as well as an overall improvement in the performance of the firm. Therefore, it is very necessary to investigate the effect that having a diverse workforce has on the performance of a firm if one wants to have a better understanding of how this factor might influence a business's capacity to turn a profit.

from the literature

When it comes to establishing a company's level of success, the diversity of its staff is an essential factor. It has been discovered that firms that employ a workforce that is composed of a varied range of people have a higher rate of success than companies that use a workforce that is composed of a single demographic. According to a number of studies, having a workforce that is comprised of individuals from a broad variety of backgrounds may result in a variety of positive outcomes, including increased levels of creativity and problem-solving abilities, as well as enhanced communication and output. In addition, studies have shown that more diversity may lead to higher levels of customer satisfaction, higher levels of profitability, and an improved image for the business. Therefore, in order to establish an organization that is both effective and successful, it is necessary to have a thorough grasp of the implications that having a diverse workforce may have on job performance. It is becoming an increasingly essential factor in determining the success of a company, and one of those factors is the diversity of the workforce that the firm employs. A growing number of businesses are coming to the realization that having employees that come from a variety of different backgrounds may help them achieve a competitive edge and enhance their overall performance. The major focus of this research will be on determining how various aspects of diversity, including age, gender, ethnicity, and skill sets, have an effect on the performance indicators of a company.

In particular, the purpose of the research is to investigate how different aspects of employee diversity, such as gender, age, ethnicity, and educational background, influence the performance of a firm. In addition, as part of the study, components of a company's culture, management practices, and leadership style that may be possibly relevant to the connection between employee diversity and organizational success will be investigated. In addition, as part of this study,



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strategies and strategies that may be used to boost organizational performance while simultaneously expanding personnel diversity will be investigated and analyzed. The purpose of this study is to evaluate how different employee characteristics, such as gender, ethnicity, education level, and age, impact the performance of different types of businesses. As part of the study, the link that exists between these characteristics and other aspects of organizational performance, such as profitability, productivity, and the level of pleasure experienced by customers, will also be investigated. In particular, this aspect of the overall functioning of the organization is going to be investigated. In addition, the research will investigate the role that policies and practices pertaining to diversity have in influencing the level of success achieved by firms. To be more explicit, the purpose of the research is to investigate how the performance of employees and the outcomes of businesses, such as sales, profitability, customer pleasure, and staff satisfaction, are affected by various forms of diversity, such as gender, ethnicity, age, and educational background.

Previous study on diversity has mostly concentrated on topics pertaining to culture and ethnicity; however, elements such as age, gender, and education have not been examined to a significant degree. As a consequence of this, it is essential to investigate different facets of diversity in a variety of settings in order to get an understanding of its applications and the managerial consequences that it has on the performance of organizations throughout the course of time. However, owing to the subjective nature of diversity, a large number of practitioners do not have the training necessary to properly manage diversity or to determine which components play a role in diversity management and diversity-related issues. Consequently, these issues may be difficult to solve. Because of this, many problems relating to diversity remains unsolved. Additional study on diversity and results that contradict each other is required so that this situation may be better understood and an explanation that is more satisfying can be provided. Previous research has investigated a wide range of facets of diversity to determine which ones have the most bearing on the effectiveness of companies. For instance, Garca- Granero et al. and Georgakakis investigated the connection between the functional diversity of the senior management team and the performance of the firm, as well as the regulatory influence that senior management (CEO) traits have on this relationship. They found that the functional diversity of the senior management team was positively correlated with the company's success. Other studies have attempted to investigate



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diversity by including pejorative descriptors like discrimination and racial prejudice in their research. However, no study has been done to investigate the function of leadership or expertise in diverse viewpoints, nor has any research studied the situations that are imagined.

It is more probable that employer policies that are backed by principles of inclusiveness and justice will generate fruitful results for the businesses that use such policies. These attitudes or biases, whether they are directed toward homogeneity or variety, have the potential to become polarized and are grouped together as diversity beliefs. It's possible that a leader's perspective on diversity is one of the elements that determines how efficiently a company gets its work done. According to the results that Manoharan and Singal came up with, a beneficial influence of diversity on the performance of businesses may be shown in situations where it is supported by good attitudes and values. Kundu and Mor came to the conclusion that having an attitude that is usually favorable regarding workforce diversity may have a good influence not only on the performance of companies but also on the success of new initiatives (projects). In addition to this, there is a strong correlation between effective organizational performance and workers' perspectives on workforce diversity. In addition, when a good management strategy for diversity is implemented, workers have a more favorable opinion of the company they work for. However, as the organizational and cultural environments of different organizations are different, diversity management must be tackled from a number of perspectives.

According to Kreitz (2008), diversity may be described as an organization's willingness to embrace, appreciate, understand, recognize, value, and enjoy the differences that exist among its personnel. The concept of "workplace diversity" refers to the numerous ways in which workers are similar to one another as well as the many ways in which they are distinct from one another. It is made up of a variety of characteristics, including age, work environment, gender, perceptions, ethnicity, marital status, area, job experience, sexual compatibility, income, and nationality, all of which interact with one another and support the essential concepts of the organization (Bassett, 2005). Diversity in the workplace may have opposite impacts, both good and bad, on an employee's performance in each given position. Miliken and Martins (1996) are advocates of the positive advantages of diversity in the workplace, such as wider viewpoints, and they reference research that supports the statements that they make. According to Alserhan, Forstenlechner, and Al-Nakeeb



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(2010), a negative effect might be seen because it is difficult to maintain group homogeneity. This difficulty can have a detrimental impact.

As a direct consequence of this, the cumulative ramifications of using diversity within a research group are not well understood at this point in time.

Rationale of the Study

When it comes to a business, recognizing the value of diversity delivers a number of different advantages, while ignoring the importance of diversity brings a number of distinct drawbacks. In general, managers of any ethnicity do not get enough training to address the cultural differences that are prevalent in the working environment. The subject of how managers may best prepare their companies to accept the presence of a variety of opinions in the workplace is an essential one. The institution is a cultural melting pot, which presents the administration with the issue of accommodating staff members who come from a broad range of demographic backgrounds. There is a wide range in age, gender, racial, and cultural background, as well as years of experience among these professionals. The way that employees saw the organization via these traits had a lasting effect on the company's overall success.

Impact of Workplace Diversity on Employee Performance

The views that workers had of their employer had an effect on the results that were achieved by the company. The goal of this study was to investigate how having diverse members of staff impacts the performance of the team as a whole. Problem Statement Allama Iqbal Open University (AIOU), which was established in 1974, has the distinction of being the first educational institution in the world to provide classes through remote learning. The fundamental objectives of the university are to broaden people's access to higher education at a cost that is within their financial means and to do it in a manner that is personalized to their preferences. In order to accomplish these objectives, the university established a network of regional campuses around the nation, which consisted of 44 regional offices, and employed 1066 permanent employees (ranging from BPS-2 to BPS-15) in addition to 1059 daily bookies and workers. These staff members have years of experience working at AIOU and come from a variety of backgrounds, both culturally and racially. Any company, including the Allama Iqbal Open University (AIOU), which also operates as an entity, should place a high priority on maximizing the efficiency of its personnel in order to maximize profits. It is thus vital, in order to increase employee performance, to have a knowledge



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of the phenomena of diversity in the workplace and its probable influence on employee performance. This is because diversity in the workplace may have a positive impact on employee performance.

Goals

- i. *The purpose of this study is to evaluate the impact of workplace diversity on the performance of AIOU employees.*
- ii. *What is the relationship between the age of the employees and their performance level?*
- iii. *Is there a relationship between the gender of the employees and their performance level?*
- iv. *What kind of relationship is there between the ethnic origins of the workers and their performance levels?*
- v. *What kind of relationship does the experience level of employees have with their performance level?*

Gender Diversity According to Unger (1979), the term "gender" was used for the first time in 1970 as an alternative to the term "gender" in order to define features that are distinctive to women and men.

An individual's sense of self-identity, or the degree to which a person identifies with the masculine or feminine qualities of the roles that have historically been allocated to them by society, is what is meant when the word "gender" is used to refer to an individual. In a similar vein, some assumptions are made about men and women based on their intrinsic tendencies, the natural relationships they have with one another, and thoughts about the characteristics of behavior, attitude, cognitive ability, and interests that are more appealing to one gender than the other. These gender discrepancies have an effect on how people act in the job, which in turn has repercussions for persons of both genders. Sometimes there being more than one gender may have a detrimental influence on behavior such as discrimination, prejudice, and stereotyping. This can happen when there are several genders. An attitude like this will, in the long term, have a negative impact on one's overall productivity at work. According to Singh and Vinnicombe (2004), this is an issue of worry since the talents, skills, and capabilities that women possess are not properly acknowledged, and as a result, they are underused. This is a predicament that requires action to be taken on it. In



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many instances, businesses gave preference to male applicants for managerial positions over female candidates because they felt male candidates could outperform their female counterparts. Carr-Ruffino (2003) came to the conclusion that an insufficient management of gender problems was the root cause of the organization's failure to capitalize on the diversity of its personnel. In a similar vein, Kochan, Bezukova, and Thomas (2002) believe that it is essential to incorporate women at all levels of the organization in order to raise the overall efficiency of the firm. This is because women bring unique perspectives and experiences to the table that may help improve business operations. According to Connel (2002), there is indisputably a favorable association between gender diversity and employee performance. On the other hand, Williams and O'Reilly (1998) proposed that the presence of members of different genders on a team contributed to a decline in the overall performance of the group. This concept was offered up as a rebuttal to the previous argument. According to McMillan and Capehart (2003), gender heterogeneity in the workplace provides organizations with competitive advantages that help them remain ahead of the competition.

ii. Age Diversity There are good and negative age stereotypes that exist for employees of all ages in the workforce, including older workers, younger workers, and those in between. Kunze, F. (2009) noted that it is common for individuals to favor their own group above those of other groups, which presents a challenge for organizations trying to achieve age diversity. This is a challenge for businesses and organizations. He stated that other age groups would have emotions of uneasiness and emotional instability, and biases would form in institutions if an employee's age was regarded as the primary basis for distinction. According to a summary that was offered by Gelner (2009), the variety of age groups among workers might have a detrimental effect on their productivity owing to the disparities in views, attitudes, and preferences that exist across various age groups. In a broad sense, disputes and conflicts, as well as a lack of productivity, may be traced back to generational disparities. According to Rowe (2010), each generation has the presumption that its capabilities are unequalled, and as a consequence, there is no need to worry about inconsistencies that develop as a result of generational disparities.

Findings

According to Sayers (2012), a group of individuals is said to have a similar ethnicity if they also share a shared history, culture, tradition, traditions, regular behaviors, clothing, beliefs, and values.



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The next paragraph will provide a more in-depth discussion of the implications that racial and ethnic diversity have on the job performance of workers in the workplace. An ethnic group is a tribal group that has a shared birth history and develops a common sense of destiny, as stated by Makokolo (2005). This definition of an ethnic group comes from the book. According to the results of Timmermans, Ostergaard, and Kristinsson (2011), cultural background might be replaced by ethnicity, or ethnicity could serve as an alternative to cultural background. The members of the group come from a variety of different ethnic backgrounds, which gives them the opportunity to produce work that is both original and inventive. According to Pitts (2010), racial diversity in institutions is growing at an increasing rate; as a result, it is therefore vitally important to research how various ethnic groups act when they are at work. According to Opstal (2009), there are positives and negatives associated with one's ethnicity. Ethnicity is a double-edged sword. According to Kiglai (2006), disputes that arise as a consequence of tradition have the potential to have an effect on the level of job quality, outcomes, and profitability of the business. According to Dahlin, Weingart, and Hinds (2005), disputes, conflicts, and confrontations have taken place as a direct consequence of the presence of ethnic variety as well as the categorization of social groupings. According to Benschop (2001), one of the drawbacks of having a diverse ethnic population is that it might result in unfairness. In addition, Van Esbroek (2008) summed up that the management of a diverse workforce is essential to ensure the protection of organizational advantages and reduce the risks that ethnic diversity might have a negative influence on the performance of employees. This was expressed in the context of defending the interests of the institution and managing the risks associated with the ethnic variety of the population.

[Diversity of Experience According to Carr et al.](#)

According to the definition provided by Merriam-Webster (2006), "workplace experience" refers to the knowledge, competence, and capabilities that a person acquires during the course of their professional journey in a certain sector. According to Pinder (2014), the generation of organizational profitability is more closely tied to the experience level of workers in any given firm than it is to the production of the products or services themselves. According to Morgan (2015), one of the most significant aspects in obtaining success is ensuring that the workers you recruit have appropriate competence, as well as a grasp of the needs of the job, employment-related



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objectives, and impediments. This is one of the most essential components in achieving success. According to findings from a study that was carried out by the World Bank Group (2012), experienced workers are the primary factor that contributes to the success of an organization. The reason for this is because more experienced workers have participated in various trainings, which eventually have an effect on the overall performance of the personnel. The degree of experience that an employee has is a reliable sign of his level of dedication, consistency, and growth in professional knowledge, all of which are important factors that contribute to the success of the company as a whole.

Review of Theoretical Model

The use of not one, not two, but three distinct theoretical frameworks is encouraged by the diversity theoretical model. To begin, there is the idea of social categorization, which describes the classification of people according to social qualities such as age, gender, and ethnicity, and develops stereotypes on the basis of these distinctions. This notion also explains the classification of groups according to social characteristics such as age, gender, and ethnicity. In Tajfel's (1982) theory of social identity, an individual's sense of self originates from their participation in certain social groups, in particular those social groups that believe themselves superior to other groups on the basis of certain social qualities. In other words, an individual's sense of self is derived from their social group membership. Second, Bersheid and Walster's (1978) similarity and attraction hypothesis suggested that there is an increase in mutual temptation and attraction when two individuals are similar in terms of a characteristic such as age, ethnicity, race, or ideas. This theory was based on the idea that people are more likely to be tempted by and attracted to one another when they share this attribute. According to the third hypothesis that Wittenbaum and Stasser (1996) put up, the influence of information sharing on work teams may be described by the interplay between knowledge and decision making. This theory was put forward by the two researchers. Both social categorization and similarity-attractive theories anticipate unfavorable outcomes, such as a reduction in communication within the group, a lessening of both satisfaction and commitment, and an increase in turnover. The positive impacts of diversity are anticipated to manifest themselves in information and decision-making processes. This is due to the fact that a more varied workforce is anticipated to process information in a different manner due to the fact



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that its individuals offer their own viewpoints as team members. results in enhanced performance as well as greater levels of inventiveness. There is a rising understanding around the globe of the obviously crucial function that human capital plays in the process of maintaining organizations in all elements of the corporate world as well as in all areas of activity connected to the community. Human capital is often believed to contribute to the competitive advantage of the business from the resource-based viewpoint of the organization. This is because human capital cannot be replicated since it is intangible, company-specific, and socially complex. In keeping with this point of view, investments in company-specific human capital have a major influence not only on the learning of an organization but also on the success of the organization as a whole. Empirical evidence suggests that human capital cannot be replicated, in contrast to other physical and intangible assets that contribute to a company's competitive edge, as Nile and Dyer (2004) point out. This is in contrast to the assets of the company in other categories, such as its physical assets. The United States of America is often cited as the nation where the idea of racial and ethnic diversity first emerged. A significant number of American businesses were among the pioneers in recruiting diversity specialists to aid them in the process of putting diversity policies into action. It is well knowledge that corporations in the United States tackle the issue of diversity front on. For instance, a large number of programs have diversity managers on staff and conduct monitoring at the state level. According to Smith (2013), implementing diversity policy at a company is not only the right thing to do from a moral standpoint, but it also has a positive impact on the financial health of the business. According to study that was carried out by McKinsey & Company (2013), businesses in the United States that had the highest levels of diversity brought in an average of fourteen percent more profit than those that had the lowest levels of diversity. According to PWC (2014), businesses that see diversity as a source of competitive advantage have taken the initiative to build relevant diversity channels and key performance indicators (KPIs) throughout their organizations.

These efforts had the goal of increasing worker diversity, which would eventually lead to increased staff retention, employee engagement, and overall productivity. The European Union as a whole has increased its dedication to the advancement of positive action programs and has strengthened its commitment to equality. The Directive on Equal Treatment of Persons in the Labor Market and the Directive on Equal Treatment of Individuals Regardless of Their Race or Ethnic Origin Both



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of These Directives Were Approved in 2004 by the Council of Ministers of the European Union. Europe. There have been a number of studies that have shown that having a diverse staff is one of the most essential aspects in a company's success. As stated in Erich's (2012) research, since 1998, TNT Express Austria has had consistent development in terms of both the quality of its products and the degree of satisfaction experienced by both its customers and its staff. Additionally, the firm has witnessed a substantial improvement in all of these areas. The capacity of the company to bring in and keep workers of high caliber who come from a variety of different backgrounds has contributed to the success of the business. By implementing an aggressive staff diversity program with the goal of recruiting more handicapped customers and other special needs customers, the Scandic hotel in Sweden was able to boost the number of hotels stays it has recorded and become the contractor of choice for various businesses. hundred businesses. In addition to this, more than a hundred different businesses now recommend the hotel as their contractor of choice. According to Mattsson (2012), Scandic has reportedly made investments in diversity training for all of its staff, recruited a disability coordinator, and worked toward the goal of making each hotel barrier-free. The variety that can be seen in South Africa serves as a model for the rest of the African continent. Equal rights legislation and affirmative action policies were practically passed at the same time in South Africa, which in 1996 had been the first country in the world to adopt a non-racial democratic constitution. In addition, almost all companies operating in South Africa are in the process of formulating and putting into action diversity management strategies practically simultaneously. Even if these rates are still a long way from their demographic representation in the overall population, the consequences of South Africa's equal rights legislation and affirmative action policies are seen in the increase in the number of Black people in positions of authority. South Africa has already started to feel the effects of these changes. According to Horwitz (2002), the practice of managing diversity becomes more relevant as the racial and cultural profiles of South African organizations continue to experience substantial modifications. This is one of the reasons why diversity management is becoming more popular. On the other hand, while law and workplace diversity management approaches continue to gain pace in South Africa, the influence of these diversity management programs on the performance of businesses is not documented. This is despite the fact that the implementation of legislation and these techniques continues to gain speed. Recent developments in Brazil, including new legislation and steps taken



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by the government, aim to eliminate discrimination in the workplace, and the situation there is somewhat analogous to that in South Africa. On the other hand, Brazil is quite distinct from other countries since it has always been a multicultural society. The enormous number of migrations of immigrants that took place relatively early on in the process of the country's establishment led to the formation of Brazil. As a consequence of this, Brazilians take great pleasure in their non-discriminatory national philosophy, which they also regard to be the primary motivating factor behind their country's present prosperous economic performance. Inequalities, on the other hand, continue to exist, and the participation of Brazilian enterprises in the practice of managing cultural diversity is both very new and to a very limited extent. Despite the fact that the app has been available for quite some time, this remains true. According to the results of a global research on gender diversity in Latin America carried out by McKinsey & Company (2013), diverse leadership teams that are mostly comprised of female employees are more productive.

Argument

According to Perez- Floriano and Gonzalez (2007), the majority of the corporations responsible for designing the program are US subsidiaries. This is despite the fact that the population of Brazil is highly varied. In Kenya, a progressive and multiethnic/ethnic nation, which has opened up to globalization in recent years, workforce diversity management is increasingly being embraced in many Kenyan enterprises (Edeltraud & Ukur, 2011). Kenya is a country that has opened up to globalization in recent years. Ethnicity is the primary means through which Kenyans demonstrate their country's diversity; the resulting disparities provide for a dynamic work environment (Ithura, 2010). Companies in Kenya have lately been pushed to comply with standards intended to monitor diversity in the workforce. This comes as diversity in the workforce has recently been a focus of attention in Kenya. The adoption of the Constitution of Kenya in 2010 includes a clause that gives formal backing for the principle of promoting diversity among public sector employees. Representing Kenya's many different groups and ensuring appropriate and equitable opportunities for recruitment, training, and development at all levels are now core values and principles of public service. In Kenya, there are many different communities. Its goal is to broaden the participation of individuals from a variety of racial and ethnic backgrounds in the process of making public policy



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decisions and exercising public authority. The same constitution makes provisions for women's representation, and a legislative clause ensures that no gender assumes more than two-thirds of leadership posts in government and public corporations (Kinyajui, 2013). These provisions were included into the constitution at the same time.

Employee Diversity Concept

According to Jamrog (2002), in the contemporary discourse on human capital management, many managers and scholars are in agreement that human capital diversity is a significant and beneficial component in businesses. According to research conducted at the University of Southern California in 2004, "otherness," also known as human characteristics that are distinct from our own and that exist beyond the groups to which we belong, is one definition of diversity. One individual may be distinguished from another based on a number of defining characteristics. According to Stoller and Gibson (2004), variety is the fuel that keeps the creative engine running. Social diversity refers to differences in demographic characteristics such as age, gender, ethnicity, and geographic region of origin; skill diversity refers to diversity of background such as knowledge, education, experience, tenure, and functional background; and diversity of values refers to differences in personality and attitudes. Social diversity, skill diversity, and value diversity are all interrelated concepts.

An individual's age may be expressed as the number of years that have passed from the day they were born. The presence of staff members who belong to a variety of age groups in an organization is an example of the kind of diversity known as "age diversity." Because of the ways in which it impacts communication, learning, and working style, age diversity has a direct bearing on the overall success of an organization. (Cekada Tracey L., 2012) The condition of having female and male persons and being able to differentiate between them is referred to as gender. A workforce that is diverse in terms of gender includes both men and women working for the same company. These days, more and more women are considering careers in organizations. The process of obtaining information, skills, ideas, concepts, attitudes, dispositions, and habits is referred to as education. Education may also refer to the act of acquiring these things. Simply said, a geographical location is a spot or region on the surface of the globe that can be described or identified using longitude and latitude coordinates. The term "income" refers to the sum of money



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that a person brings in via the sale of goods or the operation of a company. An individual's religious ideas, values, emotions, and the rituals and observances associated with those beliefs make up their religious system.

It was suggested that KSG modify its HR policies in order to solve the issue, since the company has to improve the education of its employees and eradicate bias and prejudice from the working environment. (Maingi J. and Makori M.)

Research Strategy

As a result of the ever-increasing amount of intrinsic variety in the workforce, diversity management has emerged as a subject of growing academic and practical interest, and the pace at which diversity management programs are being implemented has been gradually climbing for quite some time. However, this connection has not been a happy one, as a number of businesses have experienced challenges or failures in the strategy, they take to managing diversity (Christian, Porter, and Moffitt, 2006). Confusion between functional diversity and non-functional kinds of diversity is one of the obstacles that must be overcome in order to successfully integrate diversity within an organization. Functional diversity, also known as diversity that leads to more effective function or innovation (Bunderson and Sutcliffe, 2002), is the kind of diversity that is often meant when popular phrases in the workplace refer to diversity, such as "we must focus on diversity" or "diversity is something we strive for." In actuality, though, it is all about boosting the efficiency of the business. There are many different kinds of diversity that may be found in companies, some of which are beneficial while others can be detrimental to the company. According to Bunderson and Sutcliffe (2002), many of these different types of variety fall under the category of social diversity. In the context of the organization, what significant difference can be seen between functional diversity and social diversity, and how exactly may this distinction be drawn? The purpose of the study is to investigate the numerous conceptions of diversity that have persisted to the current day and to investigate the various definitions of diversity that are offered in the existing body of academic literature. It will explore how the many definitions of diversity that have been offered in the existing body of research, if adopted, either promote or impede the establishment of successful organizational innovation.



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Conclusion

In order to accomplish these objectives, this article makes use of a variety of case studies that are based on a select group of previously published works. In the end, the objective of this essay is to identify where areas for improvement may be made in the current literature on the diversity debate in order to increase its influence on projected organizational results. Specifically, the goal is to improve the effectiveness of diversity initiatives in organizations. Research on social networks may provide a conceptual underpinning for the practice of diversity in the workplace. According to McPherson, Smith-Lovin, and Cook (2001), one of the guiding principles of social networks is that they are homogenous and have a tendency to be homogeneous. That is to say, people are more likely to create social interactions with other people who share significant socio-demographic and other personal features with them. According to McPherson, Smith-Lovin, and Cook (2001), this pattern may be seen in many other types of social interaction groups, such as families, marriages, places of employment, and other types of personal interactions. This does not imply that social relationships may never be created between persons who are not very similar to one another; nonetheless, studies have shown that social bonds formed between individuals who are not very similar to one another tend to be weaker and disintegrate more quickly. On the other hand, this does not always imply that homophilic couplings are the best option in every circumstance. Recent study on social networks has demonstrated, as pointed out by McPherson, Smith-Lovin, and Cook (2001), that outside viewpoints are often utilized to encourage change inside this network, even in cases where there is a strong incentive for change. This is the case even when there is a clear motivation for change. The problem of the organization itself also works as a point of contact for people despite variations in socio-demographic or other characteristics. This makes the organization itself an essential component of the organizational viewpoint on diversity. According to research in the field of entrepreneurship, women company owners may improve their access to financing and other resources like business experience by becoming members of business organizations that are mostly led by males. According to research conducted by McPherson, Smith-Lovin, and Cook (2001), the similarities that arise as a result of associate membership in an entrepreneurial group are sufficient to counteract the effects of gender diversity and lead to improved results for business owners. According to McPherson, Smith-Lovin, and Cook (2001), there was a lack of study on social group dynamics, which is the field in



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which this theory would be mirrored in the research that is being conducted now.

In light of this, even this highly theoretical approach is lacking an essential component of study knowledge.

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