"EFFECTS OF AGE AND GENDER DIVERSITY ON EMPLOYEES PERFORMANCE"

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ABSTRACT

The intention of this paper is to study the workforce diversity effects on employees' performance. Though diversity has many areas researcher has focused age and gender diversity effects in Manufacturing, IT and Research and development industries in Pune. The core objective of this paper is to study the relationship between the age and gender diversity and employee performance. The reliability of the survey was tested by estimating Cronbach's alpha and split half coefficient. Study is done with 508 samples (employees) from Manufacturing, IT and Research and development industries in Pune. Data is collected with the help of electronic survey using Google forms for IT and Research and development organisations, whereas in manufacturing industry researcher personally administered the questionnaire. The statistical analysis is done by using the SPSS 16 version. Paper reveals that age and gender diversity positively influences employees' performance. The results of the regression analysis predict that employee performance may get influenced by fair treatment, group cohesiveness and conflict.

Keywords:- Age diversity, Gender Diversity, Employee Performance, Workforce Diversity.

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1 Introduction

When the organizations create ideal environment for practising workforce diversity, employees will enjoy all the positive benefits such as motivation, knowledge and skill transfer, creativity and better decision making (Amaram, 2007) and thus they will become catalysts for the organisation's growth. On the other hand, if workforce diversity is not handled correctly, the formation of different groups will occur; which could lead to miscommunication, emotional conflicts, power struggle and ultimately to high turnover of employees (Jackson et al, 1991; William and O'Reilly, 1998; Jehn, 1995).

Various industry experts stated that if the organizational performance is highly influenced by individual employee performance. The positive outcomes of workforce diversity at the employee level would also act motivational factor for them and would also increase employee participation. Therefore, this paper focuses on the employee's perception gained through their personal experience in dealing with workforce diversity - with respect to gender, age, in the context of their organisation. It covers IT, manufacturing and Research and development in Pune.

The importance of this study is explained by Choy (2007); diversity would lead to synergistic performance when team members are able to understand and appreciate each other, and capitalize on one another experiences, knowledge and perspectives.

The following key research questions are addressed:
  I.   Whether Gender Diversity has relationship with employees' performance
  II.   Whether Age Diversity has relationship with employees' performance

1.2 Statement of the Problem

Researcher has stated the problem statement as "A study of effects of Workforce Diversity on employees' performance in selected organizations in Pune"

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1.3 Significance of the study

According to Pitts, Hicklin, Hawes and Melton (2010), diversifying workers from different education background creates opportunities for greater innovation and more creative solutions to problems (Richard, 2000; Richard, 2003; Watson, 1993).

Ethnically diverse teams showed poor performance than homogeneous teams (Jackson et al, 2003). Ethnically diverse teams lead to more creativity and innovation due to complementarities and learning opportunities (Alesina and La Ferrara, 2005; Lee and Nathan, 2011; Ozgen et al, 2011). A similar positive impact of ethnic diversity on sales, productivity, market share, and innovativeness was reported by Gupta (2013) and the team performance of the multidisciplinary teams in oil and gas industry by Van and Bunderson (2005). Ely (2004) has observed no relationship between ethnic diversity and sales revenue, customer satisfaction and sales productivity Diversity includes the differences and similarities between individuals and groups, comprising race, ethnicity, gender, culture, age, sexual orientation, religion, language, socio-economic status, personality, education, life styles, family status, physical, and mental ability (D'Netto et al., 2000: 9; Nicholas, 2000: 14). A failure to understand demographic and other differences can lead to discrimination, poor working relations, and underperformance (Horwitz et al.1996: 140).

According to Soltani (2010), diversified human resources contribute to determining and realizing strategic objectives of the organization, and a systemized approach for making a linkage between organization excellence and effective people management is critical to organizational continuity

In a nutshell need for the study can be stated as:-

I. Workforce Diversity Management leads towards the synergetic performance, innovation, creativity amongst the employees

II. It further helps the organisations in attracting and retaining the most qualified candidates from knowledge intensive organisations

III. Well balanced Workforce diversity can enhance satisfaction with reduced employee turnover and absenteeism

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1.4 Scope of the study

I. The scope of the present research for this paper was restricted to the study of effects of Age diversity, Gender Diversity on Employees performance in selected IT, Manufacturing, Research and development industries in Pune.

II. Industries with turnover more than Rs. 250 core wre considered for the study.

III. Study further considered the employees as respondents who are having minimum 2 years of work experience.

IV. Pune City (PMC and PCMC) is considered for study. All the IT, Manufacturing, Research and Development companies falling in the geographical area of Pune city were considered for this study.

1.5 Objectives of the Study

I. To study the relationship between gender diversity and employee performance in an organization.

II. To study the relationship between age diversity and employee performance in an organization.

1.6 Hypotheses

H_1: There is positive relationship between gender diversity and employees performance

H_2: There is positive relationship between age diversity and employee performance

1.7 Literature Review

Women managers in India challenges and opportunities, Gupta, Ashok; Koshal, Manjulika; Koshal, Rajindar K, 1998

This paper focuses on the opportunities and challenges facing women managers in corporate India, against the backdrop of a worldwide (albeit theoretical) trend aimed at reducing the gender gap. Bases findings on responses to 162 questionnaires designed to establish the respective attitudes of male and female managers (within manufacturing and service industries) to key gender issues. Examines issues including -inter alia - perceptions regarding company hiring practices and remuneration equity; the perceived competencies of women in management; the attitudes of men towards women managers and company initiatives to reduce the gender gap. Establishes that the majority of managers believe that employment in their organizations is based on merit and not gender

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Workforce Diversity Status: A Study of employees' reactions, Kundu, Subhash C (2003)

The objective of this paper is to examine the reactions and perceptions of male and female employees across categories about workforce diversity status in Indian Organisations. Study is based on Primary data with 1083 sample size. Results indicated the prevalence of gender and category discrimination in Indian organisations. Male employees rated female employees less qualified, less competent and less productive than females rated themselves. General category employees perceived that minority and socially disadvantaged employees were less competent and productive.

Critical review of literature on workforce diversity: - Ongori Henry and Agolla J. Evans, 2007

Diversity refers to the co-existence of employees from various socio-cultural backgrounds within the company. Diversity includes cultural factors such as race, gender, age, colour, physical ability, ethnicity, etc. The broader definition of diversity may include age, national origin, religion, disability, sexual orientation, values, ethnic culture, education, language, lifestyle, beliefs, physical appearance and economic status. In this paper it is observed by the researcher that many people feel threatened by working with people of a different age, sex, or culture.

Workforce Diversity in SME's Of Pakistan, Ali IftikharChoudhary, Syed Azeem Akhtar, Muhammad Asif, Prof.ArifKhattak (2011)

The objective of this paper is to study how education, gender, religion, motivation and number of family members of the entrepreneur employed affects diversity in the organization. Findings show that organization with well-educated and highly motivated entrepreneurs have more diverse culture. Firms with female and minority members also have well diverse human force and policies. While age of the entrepreneur and number of family members employed are not much influenced on organizational diversity. Behaviour and attitude of the entrepreneur for employees is helpful in producing the diverse culture of the organization.

Workforce Diversity Management and Employee Performance in the Banking Sector in Kenya, Mercy Gacheri Munjuri, 2012

In this paper study revealed that the Bank had strategies such as balanced recruitment, support to minority groups, diversity training and equal employment opportunities. Other than an employee's level of education and performance ability, there was no other workforce diversity variable that determined an employee's compensation. Workforce diversity was found to affect

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employee performance at varying degrees considering both managers and non-managerial employees of the Bank.

A Multi-Generational Workforce: Managing and Understanding Millennials

Belal A. Kaifi, Wageeh A. Nafei, Nile M. Khanfar& Maryam M. Kaifi (2012)

The differences among the generations in the workforce can create some problems for managers who are responsible for making sure that tasks are being completed. To keep this in mind authors of this study surveyed 148 millennial who work in the I.T. industry. A total of 74 males and 74 females were surveyed to find out the commitment levels and satisfaction levels. The different generations in the workforce identified are as follow:-

Generation	Date of Birth
Baby Boomers	1946-1964
Generation X	1965-1980
Generation Y (Millennial)	Born after 1980

Results show that males have higher job satisfaction levels than their female counterparts and females have higher organizational commitment levels than their male counterparts.

Gender diversity in Boardrooms: Comparative Global review and India, Soumi Rai, 2012

This paper seeks to review and highlight the aspect of lower women representation on Indian corporate boards through a comparative global outlook, portraying facts related to women participation in workforce, the business case for gender diversity, and the current situation in India with an attempt to understand factors that may be contributing to the above cause. While Indian women at senior positions strongly believe in their capabilities and feel that gender should not be a bias for growth; there is apprehension both in the Corporate sector and at the political level in implementing mandatory Corporate quotas in the country

Managing Workplace Diversity: Issues and Challenges, Harold Andrew Patrick and Vincent Raj Kumar (2012)

This study has been undertaken to find out the attitudes of employees toward diversity at the workplace. Sample size was 300 employees consisting employees from top 15 IT Organisations in India. Major finding is Organizations with diverse employees are better suited to serve diverse external customers in an increasingly global market. Such organizations have a better understanding of the requirements of the legal, political, social, economic, and cultural environments. The results of the study provide considerable insight on present diversity

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management practices in the IT industry. Most of the employees are positive that they can cope with diversity (diversity realists), while a few of the employees have understood, adjusted, and are enthusiastic to work and leverage positive workplace diversity (diversity optimists). Discrimination was the most frequently encountered barrier for accepting workplace diversity, followed by prejudice and ethnocentrism

1.8 Research Methodology

Researcher has prepared the questionnaire in Google Forms. After the approval from HR department separate meetings were held for employees fulfilling the criteria of two years of work experience. After the consent questionnaires were sent through emails to the employees with covering letter mentioning the timeline for submission of the online questionnaires. Rigorous follow up required through telephonic calls for getting the online questionnaires. Due to inconvenience stated by the employees in manufacturing industries for the use of internet, researcher has personally administered the questionnaires.

For Selection of IT, Manufacturing and R&D organisations Purposive Sampling method was used. The reason behind selecting stratified sampling method was to cover the organisations with turnover more than 250 Crores, which increases the chances of diversified workforce in the organisation. As many multinational organisations are situated in Pune has global business.

For Selection of Employees from IT, Manufacturing and R&D organisations Purposive Sampling method was used. The reason behind selecting stratified sampling method for employees was to consider the employees with 2 years work experience. As employees increase the experience they better understand the positive and negative effects of their performance. Further Convenience sampling technique was used. Sample size was 508 from the population of 3,88,096. Total 50 industries were covered out of which 18 IT, 23 Manufacturing and 9 Research and Development. Five Point Summated Rating scale known as Likert Scale (Always, Mostly, Sometimes, Rarely and Never) was used to measure the degree of impact. That is, 5 indicate high impact and 1 indicates low impact.

Pilot study has been done with the help of 55 Sample size and SPSS 16 version used for the data analysis.

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1.9 Analysis

Reliability analysis for Workforce Diversity Questionnaire

Cronbach's Alpha: .906

Split-Half Coefficient: .850

Table 1: Reliability Analysis

No	Variables	Number of Items	Cronbach's Alpha	Spilt-Half Coefficient
1	Gender related items	9	.912	.973
2	Age related items	9	.789	.801
3	Employee Performance	14	.975	

Table 2: Frequency distribution chart for Gender of the Respondents

Gender	Frequency	Percentage	Valid Percentage	Cumulative Percent
Male	345	68%	68%	68%
Female	163	32%	32%	100%
Total	508	100	100	

Inference

The above mentioned table states that in the total sample of 508, 345 (68%) were male and 163 (32%) were female respondents.

Table 3: Frequency distribution chart for Female Gender of the Respondents

Type of industry	Frequency	Percentage	Valid Percentage	Cumulative Percentage
IT industry	74	45%	45%	45%
Manufacturing Industry	39	24%	24%	69%
Research And Development	50	31%	31%	100%
Total	163	100	100%	

Interpretation

The above table shows the percentage of female respondents. 74 (45%) female respondents are from IT Sector, 39 (24%) Male respondents are from Manufacturing Sector whereas 50 (31%) respondents are from Research and Development Sector in Pune

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Table 4: Frequency distribution chart for Male Gender of the Respondents

Frequency distribution chart for Male Gender of the Respondents				
Type of industry	Frequency	Percentage	Valid Percentage	Cumulative Percentage
IT industry	130	38%	38%	38%
Manufacturing Industry	125	36%	36%	74%
Research And Development	90	26%	26%	100%
Total	345	100	100	

Interpretation

The above table shows the percentage of male respondents. 130 (38%) Male respondents are from IT Sector, 125 (36%) Male respondents are from Manufacturing Sector whereas 90 (26%) respondents are from Research and Development Sector in Pune.

Table 5: Frequency distribution chart for Age groups of the Respondents

Age in years	Frequency	Percentage	Valid Percentage	Valid Percentage
25 to 30	163	32%	32%	32%
30 to 35	157	31%	31%	31%
35 to 40	111	22%	22%	22%
40 to 45	47	9%	9%	9%
45 above	30	6%	6%	6%
Total	508	100%	100%	100%

Table 6: Frequency distribution chart for work experience of the Respondents

Years of Experience	Frequency	Percentage	Valid Percentage	Cumulative Percent
2 to 5	131	26%	26%	26%
6 to 11	190	37%	37%	63%
12 to 17	124	24%	24%	88%
18 to 23	29	6%	6%	93%
24 and above	34	7%	7%	100%
Total	508	100%	100%	

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Table 7: Mean and Standard Deviations of Gender diversity
Descriptive Statistics

Statements	N	Mean	Std. Deviation
Fair treatment for both male and female	508	4.5295	.71688
Group cohesiveness among the employees irrespective of gender differences	508	4.3228	.82258
Same performance criteria for both male and female	508	4.4508	.79168
Effective Communication regardless of gender differences	508	4.4980	.70361
Equal growth opportunities for both male and female	508	4.4764	.77779
Common training and development programmes	508	4.5335	.68864
Consideration for both the Genders in recruitment process	508	4.4665	.75686
Sabbatical leave (Paid study leave) irrespective of gender	508	3.9902	1.27094
Overall gender diversity at the workplace	508	4.1398	.96597
Gender_diversity	508	39.4075	5.24144
Valid N (listwise)	508		

Table 8: Mean and Standard Deviations of Age diversity
Descriptive Statistics

Statements	N	Mean	Std. Deviation
Fair treatment for all employees irrespective of age	508	4.5197	.69487
Group cohesiveness amongst the people of different age groups	508	4.3957	.77621
Members of different age groups in problem solving and decision making process irrespective of age	508	4.3720	.80516
Same performance criteria for all age groups	508	4.3602	.88051
Equal growth opportunity for all age groups	508	4.3661	.77421
Common training and development programmes for all age groups	508	4.4449	.79626
Conflict in workgroup due to age differences	508	2.5846	1.39834
Sabbatical leave (Paid study leave) for all age groups	508	3.7854	1.35117
Overall Age diversity in the workplace	508	4.1713	.95469
Age_diversity	508	36.9882	4.86462
Valid N (listwise)	508		

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Gender Diversity and Employee performance

H₁: There is positive relationship between gender diversity and employees performance.

Pearson's Product Moment Correlation is implemented to derive relationship between the variables

Table 9: Table showing correlations between gender diversity and employee performance

Statements	Performance
Fair treatment for both male and female	$.549^{**}$
Group cohesiveness among the employees irrespective of gender differences	$.456^{**}$
Same performance criteria for both male and female	$.449^{**}$
Effective Communication regardless of gender differences	$.403^{**}$
Equal growth opportunities for both male and female	$.546^{**}$
Common training and development programmes	$.509^{**}$
Consideration for both the Genders in recruitment process	$.521^{**}$
Sabbatical leave (Paid study leave) irrespective of gender	$.332^{**}$
Overall gender diversity at the workplace	$.416^{**}$
Gender Diversity	$.649^{**}$

** Correlations significant at .01 level

Interpretation

The above table of correlations between Gender Diversity and Employee Performance states that there is a positive correlation between gender diversity and employee performance. The correlation coefficients between gender diversity and employee performance is significant. Thus, hypothesis 1 is accepted.

Hypothesis 1 stated as gender diversity is positively related to the employees performance. Respondents asked to rate the practices followed in their organisation for gender diversity on the 5 point likert scale from always (5), Mostly(4), Sometimes(3), Rarely (2), Never (1).

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Regression Analysis for Gender Diversity

To see influence of each dimension of work force diversity on employee performance multiple regression analysis was done (enter method).

Results of regression analysis with items of gender diversity as independent variables and employee performance as dependent variable:

Adjusted R Square .445 (F = 46.193, df 9, p < .001)

Table 10: Table showing beta coefficients of gender diversity (Constant 20.060)

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	20.060	2.245		8.934	.000
Fair treatment for both male and female	**3.051**	**.905**	**.265**	**3.371**	**.001**
Group cohesiveness among the employees irrespective of gender differences	**1.668**	**.751**	**.166**	**2.220**	**.027**
Same performance criteria for both male and female	.311	.772	.026	.403	.687
Effective Communication regardless of gender differences	**2.569**	**.945**	**.242**	**2.718**	**.007**
Equal growth opportunities for both male and female	**2.420**	**.711**	**.202**	**3.406**	**.001**
Common training and development programmes	**2.382**	**.767**	**.218**	**3.107**	**.002**
Consideration for both the Genders in recruitment process	**1.287**	**.593**	**.198**	**2.172**	**.030**
Sabbatical leave (Paid study leave) irrespective of gender	**2.074**	**.667**	**.243**	**3.109**	**.002**

(Item 3 is excluded as it is highly correlated with other variables.)

Statement stating fair treatment for both male and female predict employee performance by 26.5%, this indicates that fair treatment is very important in employee performance. Further in the above analysis it is observed that effective communication regardless of gender differences

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predict employee performance by 24.2 %. Common training and development programmes predicts employee performance by 20.3%

Age Diversity and Employee Performance

(Objective No 2) To study the relationship between age diversity and employee performance

H2 : There is positive relationship between age diversity and employee performance.

Pearson's Product Moment Correlation is implemented to derive relationship between the variables.

Table 11: Table showing correlations between age diversity and employee performance

Statements	Performance
Fair treatment for all employees irrespective of age	.623[**]
Group cohesiveness amongst the people of different age groups	.649[**]
Members of different age groups in problem solving and decision making process irrespective of age	.476[**]
Same performance criteria for all age groups	.510[**]
Equal growth opportunity for all age groups	.518[**]
Common training and development programmes for all age groups	.524[**]
Conflict in workgroup due to age differences	-.235[**]
Sabbatical leave (Paid study leave) for all age groups	.357[**]
Overall Age diversity in the workplace	.536[**]
Age diversity	.669[**]

** Correlations significant at .01 level

Interpretation:

The correlation coefficients between age diversity and employee performance is significant. Thus, hypothesis 2 is accepted. The results indicate that there is a positive correlation between age diversity and employee performance.

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Second hypothesis proved that age diversity is positively correlated to employees' performance. Employees are getting fair treatment irrespective of their different age groups which leads to better performance. Employees also group cohesiveness amongst all age group employees while performing the task. Employees stated that while problem solving and decision making all the employees in the group are considered.

Most of the orgnisations provide trainings on the basis of training need analysis so as per the need identified training programmes are organized. The scoring of statement mentioning the Conflict in workgroup due to age differences was in the reverse order. The option 1 as always was being rated lowest i.e score of 1 and the option 5 never was rated highest points i.e score of 5. As per the result in the Pearson's Product Moment Correlation conflict does not arises in workgroup due to age differences.

Regression Analysis for Age Diversity

Results of regression analysis with items of age diversity as independent variables and employee performance as dependent variable:

The regression analysis results show that Adjusted R Square is .528 (F = 63.681, df 9, p < .001).

Table 12: showing beta coefficients of each independent variable in prediction of Performance

Coefficients [a]					
	Unstandardized Coefficients		Standardized Coefficients		
Model	B	Std. Error	Beta	t	Sig.
(Constant)	19.394	2.170		8.936	.000
Fair treatment for all employees irrespective of age	**2.587**	**.681**	**.217**	**3.801**	**.000**
Group cohesiveness amongst the people of different age groups	**1.811**	**.751**	**.170**	**2.410**	**.016**

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Members of different age groups in problem solving and decision making process irrespective of age	-.998	.646	-.097	-1.545	.123
Same performance criteria for all age groups	.402	.594	.043	.677	.499
Equal growth opportunity for all age groups	.162	.601	.015	.270	.787
Common training and development programmes for all age groups	.714	.581	.069	1.231	.219
Conflict in workgroup due to age differences	**-.820**	**.390**	**-.139**	**-2.104**	**.036**
Sabbatical leave (Paid study leave) for all age groups	-.365	.463	-.060	-.787	.431

Item 9 is excluded as it is highly correlated with other items of age diversity.

Statement stating fair treatment for all irrespective of age differences, predict employee performance by 21.7%. Further in the above analysis it is observed that Group cohesiveness amongst the people of different age groups predict employee performance by 17%. Another statement which was having negative (reverse) scoring pattern about conflict in workgroup due to age differences predicts employee performance by 13.9%.

Conclusion:-

The study reveals that age diversity as well as gender diversity positively influences employee performance. The results of the regression analysis predict that employee performance may get influenced by fair treatment, group cohesiveness and conflict. Comparison of the workforce diversity effects can be done amongst IT, Manufacturing and Research and Development industries for further studies. One can also study the relationship of other dimensions of workforce diversity such as Education and ethnicity with employee's performance.

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