

WORKFORCE DIVERSITY IN THE WORKPLACE AND ITS IMPACT ON EMPLOYEE PERFORMANCE AT McCANN WORLDGROUP BENGALURU

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ABSTRACT

Purpose of the study -In today's constantly shifting business climate, organizations in the have embraced a strategy of acquiring a diverse staff for growth and overall development. The present study explores the impact of workforce diversity in the workplace and its impact on employee performance.

Design/Methodology - The responses were taken from the employees of McCann World group, with a sample size of 50 respondents. The structured questionnaire was prepared by reviewing the previous literature articles. The responses to the questions regarding workforce diversity were ranked on a 5-point Likert scale. Using the responses from the survey, Statistical Package for Social Sciences(SPSS) was used to analyse the data that had been collected. The statistical test used to analyse the data was Correlation.

Findings – The study's findings were demonstrated incorporating Workforce diversity dimensions (age, gender, education, ethnicity). It was found in our study that most influencing factor was ethnicity level.

Practical implications – The findings of the study have various managerial implications for the organization that want to have a significant ethnicity. These findings will help employees design any effective Workforce Diversity in a successful manner, which will help both the employer and employee.

Social implications – Somehow this study is also useful for societal impact in terms effective workplace practices like workforce diversity which will also help to enhance the employee motivation to work with dedication and involvement in the organization.

Keywords: workforce diversity, age, gender, education level and employee performance

Introduction

The sole attribute that can set one organization apart from another given the ease of accessibility to technology and the majority of resources is its human capital, organizations are bound to succeed in accomplishing their goals. Diversity means different things to different people, but one thing is certain: creating a culture that celebrates the diverse perspectives of race, age, gender, language, educational background, and physical disabilities is one of the most important goals of the country's most progressive organizations. The workplace is becoming more diverse in today's world of globalization and demographic change, which has led to a greater variety of knowledge, skills, experiences, and attitudes. All of these factors contribute to the organization's performance in what has grown to be a highly competitive world business market. Encouraging diversity in the workplace may have good effect on recruiting, retaining, and employee participation.

THEORETICAL FRAMEWORK

Workforce Diversity

Workforce diversity is a valuable resource for any firm looking to gain a competitive edge in the current global economy. Employees' ambitions, motivations, and sensitivities vary throughout the company, and they base their performance on the rewards given by their bosses. Nowadays, the workforces of the firms are getting more diverse. A woman may now stand shoulder to shoulder with males because she is more educated, autonomous, and independent-minded. Age and aptitude have an impact on how people operate in organizations. Gender, age, ethnicity, education, beliefs, values, points of view, and behavioural styles are all examples of diversity.

a. Gender Diversity

The representation of the people from different genders at work is balanced and fair. Gender diversity continues to exist throughout history and among various cultures. Any workforce contains both male and female characteristics. As a result, when an organization embraces gender diversity, it does so as a matter of organizational policy, ensuring that there is an equal representation between the two within the organization. During hiring and job advancement, the organization can apply a gender diversity strategy. Because it can attract in both sexes and get into a variety of skills and capacities, positive gender diversity frequently enables an organization to outperform, rival organizations and increase productivity. Due to the psychological and physical differences between the sexes, gender diversity in the workplace could, on the other hand, have a negative impact on employees' performance.

b. Age Diversity

In the workplace, an organization might recognize people from various age groups. A common factor now is how the organization handles the ageing population in all conceivable ways. Many organizations now include people of varying ages. Numerous studies have revealed that older workers are more active, successful, and skilled than younger ones. Therefore, a diversified age group of employees would be more creative, diverse, and effective than an identical age group.

c. Education Diversity

There are many levels of education credentials for employees. Employee productivity is also impacted by educational diversity. It has been shown that a larger percentage of trained employees contributes to better output levels. An individual would be more effective based on their level of schooling. Therefore, a staff member's educational background is essential. Employees must have an adequate educational background in order to get a good job and perform well. According to one research, an individual's productivity is determined by his or her level of education. This means that those with a higher level of schooling will be more productive, whereas those with a lesser degree of education will be less efficient.

d. Ethnic diversity

Ethnic diversity is one of the earliest diversity issues that the world has faced. For a long time, ethnic/racial discrimination in the workplace has covered many organizations around the world. There are people there from various ethnic backgrounds. The rise in multicultural expectations in society is attributed to the increase in multi-ethnic business groups, which include organizations devoted to education, family and religion.

Employee Performance

Employee productivity has a critical role in a success of an organization. Employee productivity is correlated with output quality and quantity, attendance at work, and the performance and efficiency of work completed. Employee performance is the successful completion of tasks by an individual using the resources available, as made clear by the manager or other seniors of the organization. It has 2 components: one is individual self-motivation one that makes them undertake task efficiently with their highest capacity, the other being the fact that the individuals are inspired by managers or leaders of the organization.

Objectives of the Study

- To investigate the relationship between age diversity and employee performance.
- To explore the relationship between gender diversity and employee performance.
- To analyze the relationship between education diversity and employee performance.
- To study the relationship between ethnicity diversity and employee performance

Company Profile

The logo for McCANN, featuring the word "McCANN" in a bold, black, sans-serif font. The letters are stylized with sharp, angular shapes, particularly the 'M' and 'A's.

With operations in 120 countries, McCann, originally McCann Erickson, is an American network of worldwide advertising agencies. Along with a number of other businesses, McCann is a part of the McCann World group. These businesses include the direct digital marketing firm MRM/McCann, the experiential marketing firm for Momentum Worldwide, healthcare marketing group McCann Health, and public- relations and strategic- communications agency.

Literature Review

AUTHOR	YEAR	FINDINGS
Lal Mani Pokhrel	2023	In order to ascertain the advantage of workforce diversity, this study looks at how employee performance in Nepalese commercial banks acts as a benchmark for organizational success. A descriptive and casual comparative research approach was used in the study to evaluate the staff members of bank of Kathmandu Ltd., which was founded in Banke and Bardiya District. This research concluded that workforce diversity is essential for human resource planning in the banking business in order to draw in and recruit the most competent people from a varied workforce. This research was from Academia Research Journal.
Dr. Shalini Wadhwa	2022	This study explores the relationship between views of diversity in the company and employee performance and finds a link between both of them. It also reveals crucial details about different kinds of diversity that influence employees' performance. The major findings of the study are workers who are still in institution believe that there is good racial diversity in the workplace. The paid leave policy for pursuing higher education, according to about 30% of the workforce, needs to be improved. To address difficulties connected to educational diversity, organizations could offer paid study leave to their staff members. This research was from Journal of Positive School Psychology.
Dr. Prakash Shrestha & Dr. Dilip Parajuli	2021	This study aims to examine the connection between employee performance and workforce diversity in Nepal's commercial banks. The workforce is diverse in terms of gender, age, education, and ethnicity. A series of standardized surveys were sent out in order to conduct the study. The study received and utilized useful questionnaires from four Nepali commercial banks in the amount of 70.25%. The study's findings revealed a strong correlation between gender diversity and employee effectiveness. It suggests that the majority of workers agreed that the company should not bias when employing personnel of different genders and that women had a same opportunity to advance their professions.
Jayawardana, H.M.A.S & Priyashanta K.G	2019	The objectives of this study are to examine how employee performance in Sri Lanka's garment industry is impacted by workforce diversity. There are many diversity factors that can influence how well employees perform, but for the purposes of this study, they focused only on the most important ones, such as employee performance in an organization and diversity in the following areas: age, level of education, religion, job experience, and mindsets towards their jobs. The results of all these studies showed a positive relationship between age diversity and employee performance. The analysis's findings showed a strong and favourable correlation between schooling diversity and worker performance. The paper was taken from 8 th international conference on management of economics – ISBN.
Subhash C. Kundu et al	2018	This study is an attempt to explore the linkage between the perceptions of employees regarding workforce diversity and firm performance in an Indian Public Sector Organization that is Bharat Sanchar Nigam Limited (BSNL). Based on a sample of 619 respondents, the results of data analysis indicated that the perceptions of diverse employees towards workforce diversity were affirmatively and significantly allied to perceived firm performance. Detailed investigation of the impact of employees' perceptions pertaining to workforce diversity on perceived firm performance of diversity, access of developmental opportunities, ability and performance revealed that promotion of diversity, access of developmental opportunities, ability and performance of female, minority, and socially disadvantaged workforce, and organizational support for female and differently abled workforce positively contributes to perceived firm performance. The study was from Journal of Strategic Human Resource Management.

RESEARCH METHODOLOGY

Research design	Descriptive
Data sources	Primary, Secondary
Sample area	Employees of McCann World Group from Bengaluru
Sample size	50
Sampling type	Simple Random Sampling
Research Instrument	Questionnaire
Type of Questionnaire	Structured
Statistical tool used	Excel, SPSS
Scaling Technique	Likert’s Five Point Scale

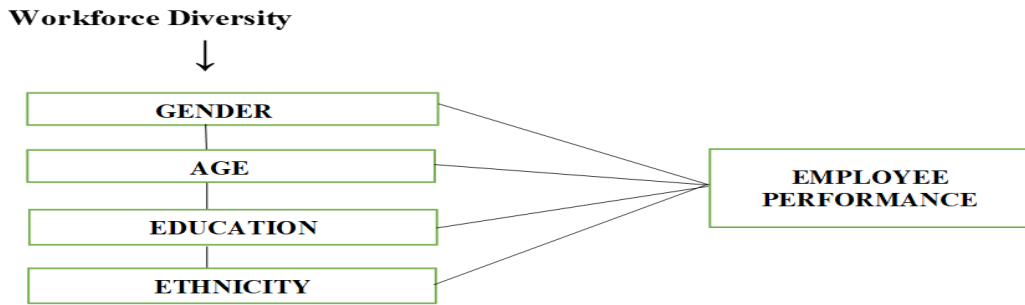


FIG 1. Theoretical framework

DESCRIPTIVE STATISTICS

	Gender	Age	Native	Education	Year of Experience	Marital Status
Mean	1.44	2.26	1.62	3.36	1.94	1.36
Standard Error	0.07	0.13	0.09	0.08	0.15	0.07
Median	1	2	2	3	2	1
Mode	1	2	2	3	1	1
Standard Deviation	0.50	0.92	0.67	0.60	1.10	0.49
Sample Variance	0.25	0.85	0.44	0.36	1.20	0.24
Kurtosis	-2.02	-0.33	1.86	3.10	-0.52	-1.71
Skewness	0.25	0.59	1.05	-0.92	0.90	0.60
Range	1	3	3	3	3	1
Minimum	1	1	1	1	1	1
Maximum	2	4	4	4	4	2
Sum	72	113	81	168	97	68
Count	50	50	50	50	50	50
Confidence Level(95.0%)	0.14	0.26	0.19	0.17	0.31	0.14

INFERENCE STATISTICS

ANALYSIS 1

Statistical tool – Correlation

Dependent variable –Employee performance

Independent variable – Gender

Hypothesis 1

H₀1: Gender diversity and employee performance have no significant relationship.

H_a1: Gender diversity and employee performance have significant relationship.

Correlation

		Gender	EMPPERFORMANCE
Gender	Pearson Correlation	1	-.016
	Sig. (2-tailed)		.000
	N	50	50
EMP PERFORMANCE	Pearson Correlation	-.016	1
	Sig. (2-tailed)	.000	
	N	50	50

The null hypothesis is rejected and the alternative hypothesis is accepted at a 5% level of significance because the p value (significant value), which is 0.000, is below 0.05.

H₀ is rejected and H₁ is accepted.

Therefore, there exist a negative correlation between gender diversity and employee performance.

ANALYSIS 2

Statistical tool – Correlation

Dependent variable –Employee performance

Independent variable – Age

Hypothesis 2

H₀2: There is no significant relationship between age diversity and employee performance.

H_a2: There is a significant relationship between age diversity and employee performance.

		Age	EMPPERFORMANCE
Age	Pearson Correlation	1	.253
	Sig. (2-tailed)		.000
	N	50	50
EMPPERFORMANCE	Pearson Correlation	.253	1
	Sig. (2-tailed)	.000	
	N	50	50

Since the p value (significant value) is 0.000, which is below 0.05, the H₀ is rejected and the H₁ is accepted at the 5% level of significance.

H₀ is rejected and H₁ is accepted.

Therefore, there is a low positive value between age diversity and employee performance.

ANALYSIS 3

Statistical tool – Correlation

Dependent variable –Employee performance

Independent variable – Education

HYPOTHESIS 3

H₀3: There is no significant relationship between education diversity and employee performance

H_a3: There is a significant relationship between education diversity and employee performance

		EMPPERFORMANCE	Education
EMPPERFORMANCE	Pearson Correlation	1	.129
	Sig. (2-tailed)		.000
	N	50	50
Education	Pearson Correlation	.129	1
	Sig. (2-tailed)	.000	
	N	50	50

Considering the p value (significant value) is 0.000, that is the value lower than 0.05, the null hypothesis is rejected.

H₀ is rejected and H₁ is accepted

Therefore, there is a low value existing in the relationship between education diversity and employee performance

ANALYSIS 4

Statistical tool – Correlation

Dependent variable –Employee performance

Independent variable – Ethnicity

HYPOTHESIS 4

H₀4: There is no significant relationship between ethnic diversity and employee performance

H_a4: There is a significant relationship between ethnic diversity and employee performance.

		EMPPERFORMANCE	Ethnicity
EMPPERFORMANCE	Pearson Correlation	1	.647
	Sig. (2-tailed)		.000
	N	50	50
Ethnicity	Pearson Correlation	.647	1
	Sig. (2-tailed)	.000	
	N	50	50

Since the p value (significant value) is 0.000 which is less than 0.05 which indicates that null hypothesis is rejected and alternative hypothesis is accepted at 5% level of significance.

H₀ is rejected and H₁ is accepted

There is a significant relationship between ethnic diversity and employee performance.

CONCLUSION AND FUTURE SCOPE OF THE STUDY

The aim of this research was to determine how workforce diversity affected workers' performance. Under that ethnic diversity showed a significant relationship on employee performance. This research laid out strong evidence to prove their impact. Employees agreed that women can cope up in stressful situations as same as men.

Employees from various regions and religions have not faced major challenges as a result of their region or belief But this research was limited to one organization and hence more researches can be conducted to focus other sectors also.

Furthermore, future researchers can concentrate on additional independent variables that may have a greater impact on the variance of employee performance. As a result, the study advises additional research in this area in the future. This study will be utilized for guiding future research.

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