

EMBA End Semester Major Project

“Empirical research on the impact of workforce diversity on employee performance and employee’s organizational commitment of an IT industry”

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Disclaimer

The views expressed in this project are personal and not of the organization and this project is done as a detailed study under the course from strategy perspective only.

Certificate

This is to certify that the project entitled '**Empirical research on the impact of workforce diversity on employee performance and employee's organizational commitment of an IT industry**' has been successfully completed by **Pallavi Mittal – 2K16/EMBA/520**.

This is further certified that this project work is a record of bonafide work done by her under my guidance. The matter embodied in this report has not been submitted for award of any degree.

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Acknowledgement

I Pallavi Mittal, wish to extend my gratitude to my guide, **Prof. Avdhesh Bhargava**, Assistant Professor, Delhi School of Management (DSM), Delhi Technological University; for giving me all the guidance and valuable insights to take up this Semester Project.

I also take this opportunity to convey sincere thanks to all the faculty members for directing and advising during the course.

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Executive Summary

In today's rapid changing business environment, countries like India have changed to accommodate the increasingly diverse work force. The diversity of the workforce in this country is very creditable as we can see people in the society are fluent various languages

In general, the term "work force diversity" in our context can be defined as differences and similarities among employees in terms of age, ethnicity, gender, and education background. However, when an employee decides to switch his or her working environment, they may face "culture shock" at the work place. This is because the employee has to learn the new language and adapt to different cultural beliefs that has long embed within the people in the working environment.

Therefore, in adapting Brown (2008) diversity in the workplace, this study seek to explore its variable impact of gender on employee performance and their commitment towards the organization in the IT industry which comes with diversified work force in a package.

As per previous research done, it was found that the gender has the effect on the employee performance in the organization (TCS). On the basis of that the research has been expanded to find that whether it is true for TCS only or for the entire IT industry.

1 Introduction

Advances in technology and the advent of a global economy have brought the people of world closer together than ever before. Given this fact, businesses, educational systems and other entities investigated ways to better serve their constituents. This includes attracting and retaining the best and most qualified workers. Organizations that can develop and employ the necessary policies and procedures to do this will maintain a competitive advantage among their counterparts and increase their effectiveness. For achieving success and maintaining a competitive advantage, companies must be able to draw on the most important resource such as the skills of the workforce. With the increasing richness of diversity in the workforce, they need to expand their outlook and use creative strategies to be successful. Employees can provide this resource. This study identifies the effect of workforce diversity toward employees' performance in Tata Consultancy Services Ltd. Workforce diversity refers to organizations that are becoming more heterogeneous with the mix of people in terms of gender, age, race, and education background.

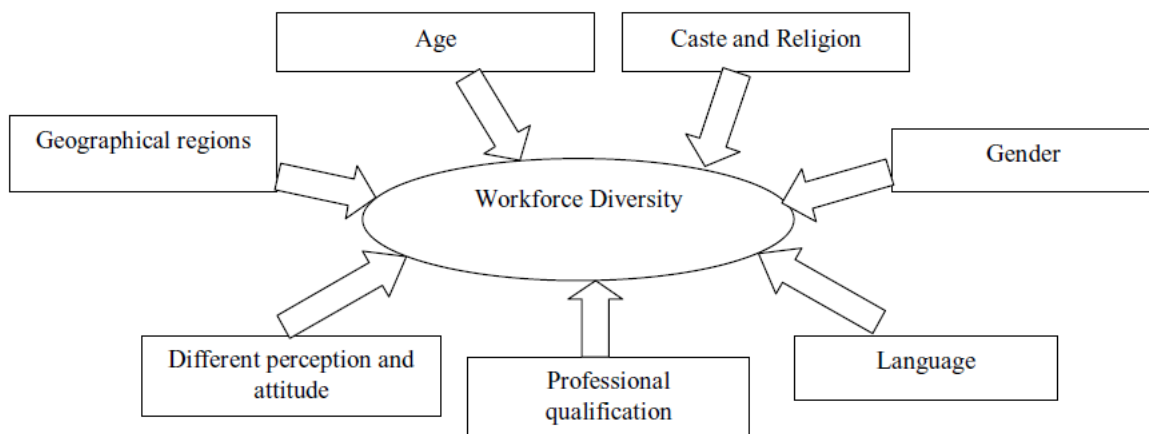


Figure 1 : Workplace diversity

More and more organizations are adopting workplace diversity to increase creativity and bring change. Managing diversity in organizations is challenging due to which managers are specially learning managerial skills needed in a multicultural working environment and are preparing themselves to teach employees within their organizations to value cultural differences and treat others with dignity. This helps them become employers of choice and helps them provide excellent customer service and maintaining a competitive edge.

Responsibility for the success of diversity policies in an organization is mainly on leaders and managers within organizations. They must ensure that the policies are managed effectively. Policies should be tailor made to address the different need of employees; this will help in employee retention and increasing productivity. The most important issues of workforce diversity are to deal with the problems of discrimination in terms of gender, age, caste, religion and educational background. If not managed properly, diversity can have negative effects as well, for example: difficulty in communication and interpersonal conflicts leading to decline in productivity in addition to adverse effect on the organization's performance, profitability and reputation.

1.1 Research Background

The focus of this research is to identify how the factors of workplace diversity affect the performance of an employee in an organization and has the commitment towards the organization. The focus of the study is also to identify if there is any significant relationship between the workforce diversity and organizational commitment. It focuses mainly on the effect of these factors on the performance of employees of IT industry.

The purpose is also to develop a methodology that can be applied to analyse the effect of workplace diversity (Gender) on performance of employees and their commitment towards the organization.

The main purpose of this study is to examine the factors of workforce diversity that can potentially affect the employees' performance and their commitment towards the organization.

First section gives a brief review of the factors such as gender, age, religion, caste, and education background.

Second section summarizes findings of a previous research on workforce diversity and employees' performance.

Third sections gives the results of an empirical study examining issues related to workforce diversity, employees' performance and their commitment towards the organization in IT industry.

Last section gives recommendations for relation between employee performance and workplace diversity.

Previous research was done considering the entire workforce diversity factor and the outcome of that research was found to be that among the workforce diversity factor only gender has the impact on employee performance in TCS.

Based on that conclusion the research is further expanded to find out whether it only affects TCS or entire IT industry. Hence, this research is in the continuation of the previous research done.

1.2 Problem Statement

Workplace diversity has become a global workplace and marketplace topic. Borderless view and an underlying commitment to ensuring that workforce diversity as part of its day-to-day business conducts must for any organization that wants to be successful (Childs, 2005). Besides, it has become essential to understand the impacts of diversity on organizational outcomes, such as employee satisfaction, organizational performance, and turnover (Sungjoo and Rainey, 2010). When these trends were first identified in the mid-1980s, they were proclaimed as an opportunity for organizations to become more creative, to reach previously untapped markets, and in general to achieve and maintain competitive advantage (Loriann and Carol, 2007; (Cox, 1994); Robinson and Dechant, 1997; Thomas and Ely, 1996). (J., 2007)Mentioned that diversity management and workforce diversity is a forced integration that creates conflict and uncertainty in the workforce as leadership is not skilled in the discipline of diversity management and its principles. As a result, managers do not know how to effectively practice diversity management, and what factors contribute to effective diversity management and task that can deal with diversity related issues in the

work place. Even though companies train employees upon hire, conduct ethics test, online training and targeted anti-harassment training, employees still make decisions to break the rules with their behaviour when it comes to diversity (Victoria and Mary, 2010).

According to (Dahm, 2003), diversity within the workplace can evoke an array of emotions as, some view diversity as something to be dealt rather than a tool to be used to improve the organization. Even though, many will agree that the results of a diversity-conscious organization add value to the employee and organization, yet research-evaluating diversity for the sake of developing training interventions does not exist (Dahm, 2003). Hilary and Elaine (2000) suggested that organizations should embrace diversity in their workforce and work towards achieving it by creating a culture where difference can thrive, rather than working simply for representatives and assimilation.

Based on a report from a (Ranstad, 2010) World of Work, many women in their 30's were choosing to leave their workplace to find balance between work life and their home life (Lee, 2011). Most attention on diversity management focused on the organizational decision maker who is prejudiced against certain groups and who allows these prejudices to influence how he or she treats employee. Moreover, they became embodied in organizational policies and practices that systematically disadvantage some employees (Loriann and Carol, 2007). As an extension, employee diversity does not necessarily boost creativity, market share, or competitive advantage. In fact, research suggests that left unmanaged, employee diversity is more likely to damage morale, increase turnover, and cause significant communication problems and conflict within the organization (Loriann and Carol, 2007; Jackson, 1991; Jehn K. A., 1999); Tsui, Egan, and O'Reilly, 1992; Zenger and Lawrence, 1989).

According to (Kochan T. B., 2003), people began to realize that visible, legally recognized, demographic differences such as race and gender were not only types of differences that affected work relationships among employees. Furthermore, most studies show that training programs on workforce diversity management, that

Presumed to enhance decision-making, problem solving, and creativity at work; rarely leads to the desired long-term changes in attitudes and behaviour.

As a conclusion, decades of research on the effects of diversity within teams and small groups indicate that diversity can have negative effects, as well as positives ones (Kochan T. B., 2003). Moreover they elaborated that the lack of evidence linking workforce diversity to employee performance may be that the relationship between diversity and the bottom line is more complex than is implied by the popular discussion. Therefore, this study focuses on the relationship among gender towards employee's performance in an organization.

Organizational commitment is matter of concern for both employee and employer for better work environment of the organization. It improves the attitude of the employee towards the job and organizational retention is developed gradually as the employee analyses nature of the organization, culture, environment, standards and moral. Organizational commitment is an approach showing employee's devotion to the particular organization, and a continuing procedure during which employees convey their apprehension for the particular organization and its continuous achievement. It is a major element in employee bonding with organizational environment. Organizational commitment is simply a triangle, which shows an employee's recognition with, participation in, and devotion to a particular organization.

Previous research was done considering the entire workforce diversity factor and the outcome of that research was found to be that among the workforce diversity factor only gender has the impact on employee performance in TCS.

Based on that conclusion the research is further expanded to find out whether it only affects TCS or entire IT industry. Hence, this research is in the continuation of the previous research done.

1.3 Research Objectives

To establish a better understanding of relationship between the performance of employees and the organizational commitment with gender as a variable.

1.3.1 General Objective

The main aim of this document is to provide details about the relationship between gender and the performance of an employee in the organization and their organizational commitment. Other specific objectives of this research are as follows:

1.3.2 Specific Objectives

The objectives of this proposed study are to:

1. Investigate the relationship between gender and employee performance in an organization.
2. Investigate the relationship between gender and employee organizational commitment in an organization.
3. Investigate the relationship between employee performance and their organizational commitment.

1.4 Research Questions

The research questions of this proposed study are:

1. Is there any significant relationship between gender and employee performance?
2. Is there any significant relationship between gender and organizational commitment?
3. Is there any significant relationship between workforce diversity and organizational commitment?
4. Is there any correlation between workforce diversity and employee organizational commitment.

1.5 Hypothesis of the Study

In this study, employee performance and organizational commitment are dependent variables whereas gender is independent variables. Thus, the hypothesis is that there is significant relationship between independent variables and dependent variable.

H₁: There is no significant relationship between gender and employee performance

H₂: There is no significant relationship between gender and employee organizational commitment

H₃: There is no correlation between workforce diversity in employee performance and organizational commitment.

1.6 Significance of the study

Organizations that view diversity as part of their key strategy rather than business expense will benefit far greater than the organization that does not, and will reap the benefit of cost reduction in attrition and increased revenues (Brown, 2008); Stalinski, 2004). 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), 2000; Richard, 2003; Watson, 1993). Consequently, the management is diversified and work on the effects of increasing diversity is the key to assuring that the organization will be able to fully benefit from bringing underrepresented groups into the organization. Some organizations have adopted diversity management initiatives as a way to improve the ability of diverse groups to work together, and limited empirical research has demonstrated that diversity management can improve outcomes in diverse organizations (Kalev, 2006; Ng and Burke, 2005; Pitts, 2009).

Furthermore, workforce diversity is closely related with Human Resource Management in airline industries to attract and recruit the most talented people from a pool of diverse workforce. Such a diversity-driven approach towards recruiting a range of qualified candidates is needed not least because of the country's diverse population of age and gender (Soltani, 2010). According to Soltani, 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 (Berger and Berger 2003).

Moreover, this study improves the understanding toward culture difference and at the same time promotes to a better communication with workers from different races. For example, one of airline industry in Malaysia, namely Malaysian Airlines encountered cultural differences when dealing with United States companies (Clarke, 2004). By nature, Asians are quiet and do not like to confront issues so, when contentious issues needed to be discussed with the US vendor, it was often difficult for these to be addressed openly and directly. Consequently, vendors do not understand the root of the problem and the significance of the concern. In some ways, having a third party project manager and a foreign business implementation manager as part of the team meant that these negotiations were made easier for all concerned. It allowed a mediator to communicate between the two cultures effectively and efficiently.

On the other hand, implementation of workforce diversity promotes to political stability by unlocking the potential for excellence among all the workers by providing them tools, resources and opportunities to succeed (Raatikainen, 2002); Crockett, 1999).

The optimum outcome of this study is to benefit IT industry by getting along with the top management and workers from different backgrounds that would find the information in this research study useful in accessing the value of workforce diversity in their organization.

Gender diversity is vital for cross-cultural team building in IT industry due to following reasons:

1. In IT industry there is no difference between the male and female task assignment
2. Everyone is treated equally and provided same load of work assignment.
3. The working hours for all the employees are same.
4. Pay package is distinguished over the experience and competency of the individual not by the gender.

5. The positions, scope of learning and international assignments are open to all the employees and they are not gender specific.
6. Promotion and increments are not based on the gender of the employee but according to their performance.

2 Literature Review

2.1 Literature Review

2.1.1 Age

Many organizations have started adopting growing age diversity (Kunze, 2009) There are two major theories which explain this relationship; the social identity and self-categorization. According to social identity and self-categorization theory, individuals are suggested to classify themselves into certain groups based on dimensions that are personally relevant to them ((Kunze, 2009); Tajfel and Turner, 1986).

As a result, individuals tend to favour members of their own group at the expenses of the other groups, against which they may discriminate.

Consequently, age diversity can lead to emotional conflicts and age-based discrimination if the age group or generational belonging of an employee is made a relevant factor for distinguishing the employees (Kunze, 2009).

Gelner and Stephen (2009) said that “generation gap” often leads to a conflict that diminishes the productivity of employees. It happens because the people belonging to different age groups generally have differences in preferences and values (Gelner and Stephen, 2009; Lau, Murnighan, 2005; Pitcher, Smith 2001).

However, Gelner and Stephen (2009) also state that age diversity can be beneficial when it is managed properly. Benefits are seen when individuals become more productive by collaborating as compared to when they are working on their own. Hence, we can harness the differences of preferences, values and ideas of people from different age groups by ensuring proper interaction among them.

According to (Brown, 2008), having people from different age-groups post various challenges in front of the management system, for example, having the people from higher age groups implies higher healthcare costs and pension contributions. However, this in turn will lead to increased employees' commitment to the company. The management will have to ensure that the benefits provided to the employees are coordinated with organization's vision.

2.1.2 Education background

(M., 2011) Found that educational background is an important criterion in selection of a person for a job. Employees with inadequate training, experience, or education are generally considered unsuitable for the job. Employees with inadequate education background will have difficulty in finding a job. Besides that, (C.H., 2009) found that different jobs require different mobility rate for different level of education. For example, there may be difference in job offers available to those with working experience and those without work experience and those without work experience but having higher education level. According to (C.H., 2009) study, higher level of education implies higher productivity, the more education individual worker received, the more productive the worker will be. (Lochner, 2004) Researched further on this idea and found that cities with higher wages level had high percentage of individuals with higher tertiary education levels. Other researchers found that with increase in the level of education of the people in the area civic participation increased (Dee, 2004) or crime rates reduced (Lochner, 2004). (Glaeser, 1995) Observed high

economic growth in cities with high proportion of educated workers. However, (Zeng, 2009) found that the work-performance of high-level managers with high education level and/or the staff whose length of service is 11 to 15 years declined, it may be because of temporary disengagements for which the reason can be the lack of suitable development space.

2.1.3 Ethnicity

Having workforce from various cultural background is gaining momentum in the new area and is not anymore just a thing of 90's (Zgourides, 2002); Milliken and Martins, 1996; Nemetz and Christensen, 1996). Work teams are also increasing alongside increase in diversity, since it helps achieve greater employee satisfaction and business performance by utilizing greater participation and synergy. Interest is on the rise in the impact of educational background in parallel with this increasing diversity in terms of age, ethnicity and gender (Zgourides et al., 2002). The multicultural increase pervades religious, familial and religious circles and its increase in business is leading to its increase in society.

According to (Zgourides, 2002), Teams with ethnical diversity had increased team performance once they learned the ways of taking advantage of various views of people from different ethnical background for team problem solving, in the end, the ethnical diversity in a team was predictive of its team score. (Timmermans, 2011) Found that a firm draws benefits out of the differences in qualities of its employees at each level and when employees with different ideas are given proper channel for communication generate innovative ideas through interaction. Diversity can also have negative consequences for a firm since it is an ascribed characteristic, such as gender, ethnic background, education, and age. Members of the minority group can experience lack of commitment, problems with identity, less job satisfaction, perceived discrimination, etc. ((Milliken, 1996); (Harrison, 2007); (Timmermans, 2011)). However, some of the problems disappear when minority group grows. According to (Timmermans, 2011) study, Diversity in ethnicity can be positive for innovative performance, ethnicity can be used as a proxy for cultural background and it broadens the viewpoints and perspectives in the firm (Richard, 2000). Moreover, based on (Timmermans, 2011) study, certain degree of diversity in ethnicity might be positive, whereas high degree of diversity in ethnicity might be negative since social categorization can create cliques and conflicts (Dahlin, 2005).

2.1.4 Gender

In organizations gender-based inequities provides positive characteristics and higher status to the males that are justified and reinforced by stereotypes and biases ((Kochan T. B., 2003); Nkomo, 1992; Heilman et al., 1989). In other words, since males are perceived to have better performance and ability to manage their jobs, organizations prefer to hire males workers compared with women. Besides, according to (Brown, 2008); Carr-Ruffino, 2003, if the gender issues are not addressed properly then workforce diversity will be affected and might remain ineffective. The research and study also states that overcoming the thought that woman are not equal to man is the most constitutional challenge. (Kossek, 2005) States only 54% of working-age women are in the workforce worldwide compared to 80% of men. Furthermore, women continue to have the upper hand on the "invisible care" economy, which relates to care giving and domestic work. However, according to (Kochan T. B., 2003), to improve employee performance in an organization it is vital to provide equal job opportunities to women. Formal policies that discriminated against specific classes of workers and raised levied fine on organizations that failed to implement fair employment

practices were eliminated by these social mandates. Discrimination on hiring workers based on gender has resulted in a firm's hiring workers who are paid higher wages than alternative workers, but are no more productive (Barrington, 2001), 2001; Becker, 1971). Moreover, (P., 2000) study states that customers will be provided well by organizations with diverse workforce (Kundu, 2003). The research from (Kundu, 2003); Mueller, 1998, states that to tap nice markets organizations should hire woman, minorities and others.

Based on the research from (Jackson S. E., 2004), only the regions that were diverse in terms of gender showed positive relationship between team gender diversity and intra-team cooperation. Furthermore, in regions characterized by relatively high gender diversity, teams with gender diversity in an organization had good team performance. Overall, regions with greater gender diversity at managerial as well as non-managerial levels were more cooperative.

In comparison, (Jayne, 2004) argued that gender diversity does not necessarily results in increased motivation, improved talents, increased commitment, and decline in conflict cases. The results from the studies conclude that organization strategy, culture, environment as well as people and the organization are important factors in knowing whether diversity will yield positive outcomes or not. Other than that, giving adequate training to build commitment among employees is necessary in the surface level. Consequently, high cost in terms of time and money are spent.

Lastly, it is said that to maintain gender diversity lower performing people are given positions for which they are not suited and this results in quality degradation (Herring, 2005); Rothman, Lipset, and Nevitte, 2003). Finally, (Williams, 1998) suggest that the most empirical evidence suggests that diversity slows down group functioning (Herring, 2005). For these reasons, sceptics of the business case for diversity model have questioned the real impact of diversity programs on the bottom line of business organization (Herring, 2005).

2.1.5 Employee Performance

According to Imran, (Hasan, 2009) study, when two parties have incompatible objectives and these are in line with their perception and behaviour, it leads to a state of conflict (Mack, 1965). Conflict is a foreseeable authenticity. It won't fade away if ignored (Michael and Wayne, 2001; (Francisco, 2005)). It was found in organizational, group or personal interaction. Conflict is either "good or bad" and "sinful or immoral". Once conflict is handled intelligently, it becomes significant. When conflict is handled unskillfully, it becomes detrimental, but when it is handled morally and creatively, it ceases to be frightening and incapacitated, and results in growth, maturity, and empowerment for individual, group and organization.

Conflict occurs due to difference of perception, ideas, interest, behaviours, attitudes, political differences, religious differences and unjustified distribution of national resources. Conflict is not always negative. It depends on how the conflict is handled, it can become source of development if it is properly handled (Kigali, 2006). Hence, it affects quality, performance and profit of organization. Conflict is essential to improve team performance by making it dynamic (Francisco, 2005).

Clashes can be converted into personal and emotional conflict when managers ignore clashes between co-workers for a long time, these clashes will damage the organizational culture, workers' morale and this will result in overall chap reduction of organizational performance.

Relationship conflict typically includes animosity, tension and annoyance among group members and is a perception of interpersonal incompatibility ((Hasan, 2009); (Jehn K. A., A multimethod examination of the benefits and detriments of intragroup conflict, 2005); (Simons, 2000)). Difference of relationship between team members is an important factor in it. It is infertile, difficult to manage and likely to leave people with less ability to manage them and more pressures. Normally, it occurs between supervisors and frontline workers under them. It can reduce innovation, creativity, performance, and quality of employees and organizations ((Jehn K. A., Enhancing effectiveness: an investigation of advantages and disadvantages of value-based intragroup conflict., 2004), (Jehn K. A., A multimethod examination of the benefits and detriments of intragroup conflict, 2005); (Amason, 1996); (De Dreu C. K., 1997); (Friedman, 2000); (A., 2005)). Relationship conflict also relates to conflict about interpersonal style, political preferences, values and personal taste (De Dreu C. K., 2003). Relationship conflict breaks professional and personal relations, increases tension in an individual and consequently effects team performance. Once relationship conflict erupts, each individual displays varying difference. In case conflict continues, performance of employees in an organization is reduced due to increase in discontent, stress, nervousness and rivalry ((Hasan, 2009); (Pondy, 1967)). Sorting out flimsy occurrences results from divergent opinion, thoughts and action. Energy that was to be spent in achieving organization's objectives goes into resolving conflict or countering its effect (Simons, 2000).

However, according to (Jonathan, 2004), based on the research they did in past, workplace diversity can be either beneficial or detrimental for performance of a workgroup (Williams, 1998). Creativity and problem-solving skills is higher in groups with workgroup diversity ((Bantel, 1989); (Jehn K. A., 1999)) and negatively related with cohesiveness and cooperation (Pelled, 1999).

An organization gains competitive edge when creativity, ideas and skills of people are used to contribute to a common goal, but this requires properly managing diversity (Morrison, 1992).It is argued that, in order to protect competitive position in marketplace, developing equal opportunities and having diversity management policies is gaining importance in organizations since homogeneity is decreasing in workforce ((Gilbert, 2000); (Shaw, 1993)).Based on recent studies there is a strong correlation between good diversity practices. (Hayles and Mendez, 1997). Diversity allows increased creativity, better problem definition, a wider range of perspectives, better solutions and more alternatives (Adler, 1986). Employee and organizational performance is enhanced when good workforce diversity practices are adopted in the area of human resources (Adler, 1986).

2.2 Review of Theoretical Model

2.2.1 Employees performance

2.2.1.1 *The Behaviour Engineering Model*

Based on Gilbert's (1978) classic behaviour engineering model, it enables the HR professional to organize and to monitor key human resource attributes of the global organization. The model has three cells that correspond to employee performance factors (knowledge, capacity, motives), and three cells that correspond to the workplace environment (information, resources, incentives). Employees give exemplary performance instead of focusing only on employee factors, organization should plan on providing employees with adequate incentives, resources and information Gilbert (1978), Rothwell (1996) and Wright and Geroy (1999), have suggested that most of the change would likely

be found in the environment, rather than in the person. Thus, to engineer a “worthy performance” a two-prong approach is required. In short, to maximize output, gap analysis should be done to determine the factors on which more focus is needed.

2.2.1.2 *The Capabilities Model*

According to Kostas (2007), capacities model extends that by utilizing the fit between an employee and their capability core competencies can be achieved (Stalk, 1992). A capability is a unique way to deliver value to a client by flowing a defined set, or complex string of business processes.

As compared to everything else, what makes a product more difficult to duplicate is its uniqueness. Companies that are successful at transferring their critical business processes to new business ventures and new geographic locations are capabilities-based (Stalk, 1992). It is easier to match employees to global needs by adopting capabilities approach and mapping employees to utilize processes based on their training, when large coordination of people is required to transfer core competencies (internal/external fit) to global needs. Capabilities are the base of entire value chain prevailing in the organization and their members who are working aboard can be assessed easily by taking up these challenges.

2.2.2 Gender

In Lao MSMEs, firms headed by male and female were compared for performance from Human Resources. *International Reviews of Business Papers* Vol 6, No 2, 12-38. Inmyxai and Takahashi (2010) presented that there are different effects on business performance when different gender: male or female headed a firm in different countries. A company performs better than its competitors do when they invest in different stages of business to build core competencies and maximize performance by having gender diversity at the level of firm head.

Model of Gender Discrimination and Employee Productivity Source: (Abbas, 2010), Gender Discrimination and Its Effect on Employees Performance or Productivity, 3rd Annual EuroMed Conference of the Euromed Academy of Business. Recent studies identified that employees' performance is affected by gender discrimination. Genders extend from biological to social range of differences between men and women.

(Abbas, 2010) Suggest that gender discrimination occurs at three levels in an organization:

1. Hiring
2. Promotion
3. Provision of goods and facilities.

According to (Abbas, 2010), men hold upper hand compared to women at the time of hiring. The same is the case when it comes to superintendent salary and promotion i.e. female male superintendent gets lower salary as compared to the male superintendent they replace. In addition, it is seen that employee performance as a result organization's productivity is affected by gender discrimination. (Abbas, 2010); Patrick Francois, 1998 analyses the effects of continued gender discrimination on employee performance and competitive labour market. It clearly shows that women receive lower pay than men do. Wage discrimination against women is suggested by the fact that the difference in wage continues even when work hours, industry of work and human capital are controlled. In addition, it was found in the study that the quotas for the representation of female in an

organization are superficial as these bodies are more or less powerless even after the appointment of a representative.

As per the liberal and social feminist theory, due to lack of freedom from domestic role, insufficient business experience and less value for business expansion, female entrepreneurs are reluctant more to grow their business compared to males the liberal and social feminist theory suggest that female entrepreneurs are reluctant to grow their businesses than males. On the other hand, the liberal feminist theory proposes that females are likely to behave in the same manner as males if they are given equal condition and opportunity to access resources like education, work experiences and other resources ((Inmyxai, 2010);Unger and Crawford, 1992), and eventually performance by different gender headed firms may result in similar outcomes.

In the international arena, there is a growing condition that women participation is fundamental in decision making and adaptation of women's equality in society.

2.2.3 Age

Social identity and self-categorization are the main areas from where the concept of compositional demography can be drawn and explanation for negative effects of age diversity can be derived. It is suggested by the theory that the dimensions that an individual is likely to choose to classify themselves and others into certain groups are personally relevant for them. Age, gender, or ethnicity is the most commonly chosen dimensions ((Kunze, 2009); Tajfel and Turner, 1986).

As per social identity theory, positive self-esteem is the driving factor behind intergroup behaviour, the reason a person generally behaves the way they do in a social gathering to create a positive social identity ((Hogg, 2000); Abrams and Hogg, 1988).The need to reduce subjective uncertainty about one's attitude, behaviour, feelings, perceptions, and ultimately, one's self-concept and place within the social world is also a very strong motivation factor. As according to AlJishi (2009), the level of motivation a person has to complete necessary tasks and work to achieve the goals determines the level of performance.

2.2.4 Ethnicity

Relationship between leadership, race, and the nursing care teams' self-perceived communication effectiveness (NCT).

Source: (Sprainer, 2000). Relationship between leadership, race, and the nursing care teams' self-perceived communication effectiveness (NCT).

Based on (Sprainer, 2000) study, only when the receiver perceives the message in the manner sender of the message intended, effective communication occur and this is the key to high performing teams. Thus, effective communication can be seen as an integrating mechanism.

It enables teamwork by overcoming the ethnical differences among diverse groups. Not much attention is given to communication even though it appears to be central to smooth functioning between ethnically diverse teams (Maznevski, 1994).

According to (Sprainer, 2000) development of a grounded theory was the main purpose of the reanalysis, this theory that in the nursing care teams self-perceived communication effectiveness plays an important role.

In Grounded theory, Categorizing and interpreting respondents' answers into Sprainer's framework is the concomitant requirement to the emphasis on theory development, this is what makes it different from other methods of quantitative analysis (Strauss, 1994).

2.2.5 Education background

Educational background plays an important role on how an individual behaves. Generally, a person with high level of education is dependable and disciplined. However, in the search of moderator, it was seen that high level of education led to lower performance (Driskell, Hogan, Salas, and Hoskitt, 1994). Also, studies were done to draw relation between educational background and organizational politics, agreeableness and extraversion (Witt, 2002). Therefore, further research is required to come to conclusion on the relationship between employee performance and their educational background.

Barrick and Mount (1993) described that people with high education level are ideal employees since they possess the traits like dependability, persistence, etc. Individuals that are low in conscientiousness are generally less impetuous, exacting, disciplined and methodological (Gellatly, 1996). Since the individuals with high conscientious are more persevering and disciplined, they are expected to achieve high performance level (Colquitt and Simmering, 1998), as well as more confident in their abilities (Barrick and Mount, 1991).

2.3 Proposed Theoretical/ Conceptual Framework

From the literature review, it was found that there were four factors of workplace diversity that most affected an employee's performance and organization commitment, namely:

AGE

GENDER

ETHNICITY

EDUCATIONAL BACKGROUND

Based on these finding, the following framework was developed:

Independent variable

Dependent variable

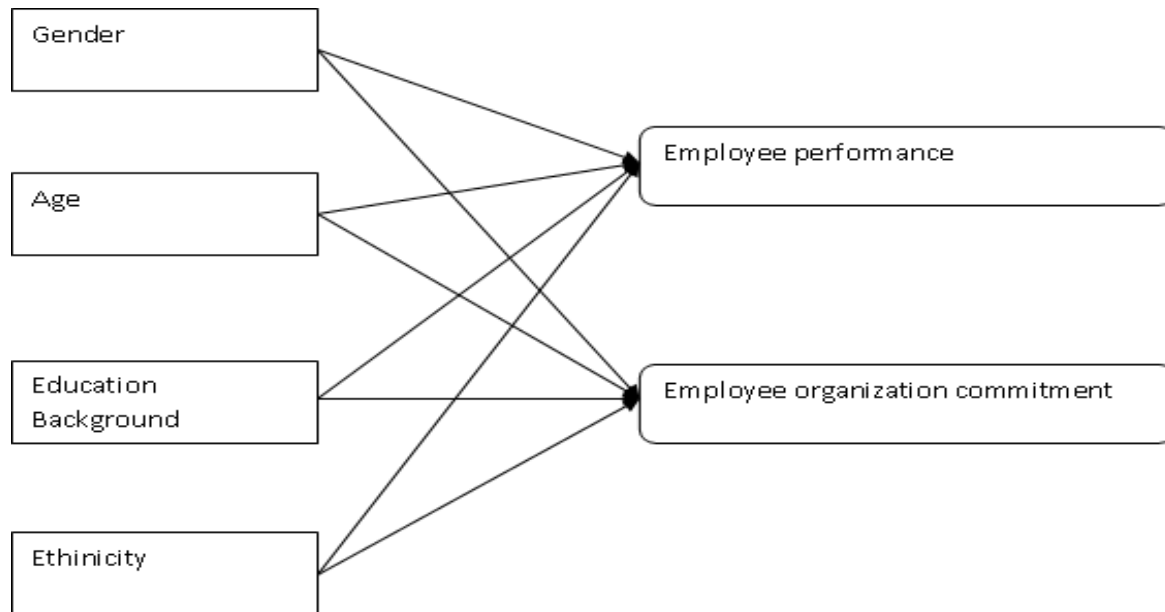


Figure 2 : Independent and dependent variable

To bring innovative ideas, views and perspectives in an organization, having workplace diversity is important. However, to eliminate the negative impacts like: discrimination, which come hand-in-hand with diversity proper management, is required. With proper management, the challenge and problems faced due to workplace diversity can be turned into a strategic organizational asset. They have the ability to respond to business opportunities creatively and rapidly an organization needs to have talents of diverse ages, genders, ethnicity and educational background and this in turn will help achieve companies' goals and objectives. A company that is unable to have, or maintain diversity risks losing talent to competitors.

The internal functioning of a team must be effective in order to meet goals of an organization. Inter-team relationship management is also plays an important role in success of a company. Through their relationships, team members may gain access to needed resources and exert influence that is beneficial to the team and its individual members (West, 2003). According to Chan, companies need to move from the view that "our way is the best way" to "let's take the best of a variety of ways" if they want to manage workplace diversity effectively (Cox, 1994). The Human Resource Manager has to include this shift in philosophy into their plan for leading organizing and controlling organizational resources.

Diversity cannot be categorized easily in the real world and the organizations that will grow their business and customer base are the ones that leverage the talents of a broad workforce by responding to human complexity. In order to remain competitive, respond to globalization and promote innovation and productivity within its organization, embracing and understanding the importance of diversity is necessary. Change management practices will be easier to adopt if provided proper training, education and effective communication. Understanding and managing diversity has never been as important as in the current time. The key to future success of an organization is having diversity; these will help in venturing into new possibilities and grabbing opportunities arising in the business environment. The world today is more diverse than it ever was. The factors that contribute to uniqueness of a person are age, gender, ethnicity, religion, life experiences and all other personal attributes.

2.4 Hypothesis development

2.4.1 Relationship between gender and employee performance

According to (Kochan T. B., 2002), training programs on gender diversity have made people realize and recognize that gender diversity also affects employees' performance and their work-relationships. It was observed by Jehn and Werner (1993) that diversity had significant effect on group processes, but the nature of the effect depended on whether the diversity was in gender. Gender diversity had most significant impact in maintaining positive construction of team and positive effects of gender diversity on constructive group processes were enhanced by diversity- focused HR practices (Kochan T. B., 2002).

However, Hack and Lammers (2008) managers need to be alert with respect to gender differences that can arise regarding the relative importance assigned to communication and distribution. Since failure of communication among different gender may result in unfavourable performance in organization.

However, due to change in the nature of role of women in the workplace, the above studies may not hold anymore. For example, Lee and Farh (1999) found that due narrowing gender gaps and similarity of work values between women and men, there was no gender effects in justice-outcome relationships (Beldona and Namasivayam, 2006).

It can be said that it was found that gender diversity has no effect on employee performance. Therefore, following are the hypothesis formed between gender and employees performance.

H₀: There is a significant relationship between employee performance and gender

H₁: There is no significant relationship between employee performance and gender

2.4.2 Relationship between gender and employee organizational commitment

According to (Kochan T. B., 2002), training programs on gender diversity have made people realize and recognize that gender diversity also affects employees' organizational commitment and their work-relationships. It was observed by Jehn and Werner (1993) that diversity had significant effect on group processes, but the nature of the effect depended on whether the diversity was in gender. Gender diversity had most significant impact in maintaining positive construction of team and positive effects of gender diversity on constructive group processes were enhanced by diversity- focused HR practices (Kochan T. B., 2002).

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It can be said that it was found that gender diversity has no effect on employee organizational commitment. Therefore, following are the hypothesis formed between gender and employees organizational commitment.

H₀: There is a significant relationship between employee organizational commitment and gender

H₁: There is no significant relationship between employee organizational commitment and gender

2.4.3 Correlation between employee performance and employee's organizational commitment

(Chen, Silverthorne and Hung, 2006) studied the relationship of the organizational commitment, communication and job performance. Their research findings indicated that there are positive relationships between organizational communication, organizational commitment and job performance. This finding suggested that companies strengthen their communication channels and processes in order to strength their accounting professionals' organizational commitment and job performance.

Researchers have advocated the value of organizational commitment with different factors such as performance and turnover, actual performance, organizational citizenship behaviour, turnover, and absenteeism, job performance, perception of alternatives, intention to search or leave, reduced absenteeism, personal characteristics (i.e., age, tenure, sex, ability), role states (i.e., role ambiguity, role conflict, role overload), job characteristics (i.e., task autonomy, challenge, job scope), group-leader relations (i.e., group cohesiveness, leader initiating structure., participative leadership), and organizational characteristics. (i.e., size, centralization), task autonomy/identity, supervisory feedback, organizational dependability, perceived participatory management, age, tenure, co-worker commitment, organizational dependability, participatory management), while the antecedents of continuance commitment include age, tenure, career satisfaction, intent to leave, attractiveness of alternatives and comparison with others' balance of rewards and costs are primary (Riketta, 2002, Meyer, Stanley, Herscovitch, and Topolnytsky, 2002, Cohen, 2006).

Based on the above finding, the following hypothesis was developed:

H₀: There is a significant relationship between employee organizational commitment and employee performance

H₁: There is no significant relationship between employee organizational commitment and employee performance

3 RESEARCH METHODOLOGY

3.1 Research Design

A research design is the set of procedures and methods that are used in analysing and collecting measures of the variables specified in the problem statement of research study. Research design can be classified in many ways. The below list provides a number of useful distinctions between possible research designs. A research design is an arrangement of collections or conditions

- Descriptive (e.g., case-study, naturalistic observation, survey)
- Correlational (e.g., case-control study, observational study)
- Semi-experimental (e.g., field experiment, quasi-experiment)
- Experimental (experiment with random assignment)
- Review (literature review, systematic review)
- Meta-analytic (meta-analysis)

Qualitative Research is primarily exploratory research. It is used to gather information that is not in numerical form and helps in understanding the underlying reasons, motivations, and opinions. It gives insights of the problem or helps in developing the ideas or hypotheses for quantitative research. Data collection techniques in qualitative method can be unstructured or semi-structured. Some of the common methods are focus groups (group discussions), individual interviews, and participation/observations. The sample size in this type of research is typically small.

Quantitative Research generates numerical data or data that can be transformed into useable statistics that will quantify the problem and transform it into useable statistics. Attitudes, opinions, behaviours, and other defined variables can be quantified and generalize results from a larger sample population. Quantitative Research uses measurable data to formulate facts and uncover patterns in research. Data collection methods are structured in Quantitative research. Quantitative data collection methods include various forms of surveys – online surveys, paper surveys, mobile surveys and kiosk surveys, face-to-face interviews, telephone interviews, longitudinal studies, website interceptors, online polls, and systematic observations.

A causal research is conducted to identify cause-and-effect relationships among variables when the research problem has already been narrowly defined (Zikmund W. G., 2003). This study focuses on investigating and examining the factors of workforce diversity affecting employee's performances and their commitment in an organization. To obtain the insights and get a clear picture of a problem, there are four basic categories of techniques: secondary data analysis, pilot studies, case studies, and questionnaire surveys. In this research, questionnaire survey is chosen as a tool to examine the factors that employee performances and their commitment in an organization. A small sample has been examined that represents the whole population in order to obtain a more in-depth and rich description.

3.2 Data Collection Methods

Primary data and secondary data are two main sources of data collection (Cooper and Schindler, 2006). To answer the hypothesis and questions of this research primary data is

being used.

3.2.1 Primary Data

When information is gathered specifically for research projects through interaction with other people through meetings, one-to-one interview, focus groups, and surveys then it is a primary data is defined. The purposes of the primary data researching are to improve the understanding and perform a direct assessment of the research topic by obtaining first-hand information. In this research, the primary data are collected using questionnaire survey. A questionnaire, also known as self-administered survey is handed out to certain targets or segments of people to gather data and information desired. For the purpose of this research, an online survey questionnaire was floated and captures the respondent's response. Online survey questionnaire has the ability to reach out to maximum persons with minimal effort. It is as well secure and efficient.

3.3 Sampling Design

3.3.1 Target Population

Population refers to the entire group of people, events, or things that the researcher wishes to investigate (Sekaran, 2003). The main objective of this research is to analyse the effect of workforce diversity towards employee performance and their commitment in an organization. The industry that will be targeted is the IT industry. Therefore, the target population for this research will be the employees in the IT industry.

3.3.2 Sampling Frame and Sampling Location

According to the (Sekaran, 2003), sample is defined as subgroup or subset of the population. Besides, it also can be defined as a set of respondents selected from a larger population for the purpose of a survey. A sampling frame is the list of elements from which the sample may be drawn from the appropriate population. However, in this research paper, sampling frame is irrelevant; non-probability technique was used in selecting the sample.

3.3.3 Sampling Element

Our respondents are employees in the IT industry. Candidates must meet two conditions or requirements before qualified as valid respondents.

3.3.4 Sampling Technique

There are two major categories of sampling technique: probability and nonprobability sampling. Probability sampling is used when every element of the population has a known, non-zero probability of selection (Zikmund W. G., 2003). On the other hand, non-probability sampling is adopted when elements of the population do not have a known or predetermined chance of being selected as subject for the purpose of survey (Sekaran, 2003).

There are few types of probability sampling techniques:

- (i) Simple random sampling

- (ii) Stratified sampling
- (iii) Systematic sampling
- (iv) Cluster sampling

However, non-probability sampling is used, instead of probability sampling because of unavailability of sampling list that defines every element in a population.

There are three types of non-probability sampling techniques that are:

- (i) Convenience sampling,
- (ii) Judgment sampling;
- (iii) Quota sampling.

The types of non-probability sampling that were used in this research are convenience sampling. Questionnaires were distributed to the valid respondents who have met the two requirements needed in order to be a respondent; they were asked to fill up the questionnaire form that is distributed directly to them.

3.3.5 Sampling Size

Sample size is the number of respondents included in a research. In this research, we have obtained a sample size of 100 to represent the targeted population. There are currently millions of employees working in the IT industry.

3.4 Research Instrument

For this study, the research instrument used is self-administered questionnaire. Self-administered questionnaire required respondent to take the responsibility to read and answer the questions. Questionnaire from several journals are used to ensure higher validity. The reason of adapting questionnaires from other journals is that questionnaires developed by undergraduates have very low validity for it to be used in a research. The questionnaires will be distributed directly to the employees and it takes around 10-15 minutes for a respondent to complete it.

3.4.1 Questionnaire Survey

The primary instrument used in this study is questionnaire survey. According to Zikmund (2004), the main benefits of using this survey method are inexpensive and it enables researchers to collect large amount of primary data from respondents in a short period. However, this method requires clarity of the written word rather than on the verbal skill such as telephone interview. Thus, a clear and comprehensible questionnaire enables respondents to provide accurate information for the research. A self-administered questionnaire is created in order to collect information about how workforce diversity affects performance.

Before conducting a survey, there are many procedures to be carried out. It includes generating a questionnaire survey based on the literature review of this research. It is because reviewing of the literature will help to develop research ideas and questionnaire with good quality will be conducted as a guideline.

3.4.2 Questionnaire Design

It is necessary that the layout of the questionnaire is made simple so that the respondents can easily understand, and answer them without taking much of their time. The reason is because the form of questions asked, the language used, and the length of the questionnaire will affect the response rate.

The research is separated into four sections namely Section A, B, C and D.

Section A collects the respondents' demographic data that consists of elements such as gender, age, ethnicity, education level, position in an organization and working experience.

Section B consists of four independent variable that is to determine the main effects of workforce diversity towards employees performance.

Section C talked about employee's performance. It consists of 10 questions to be answered by respondents.

Section D will be used to judge the employee's commitment in the organization

3.4.3 Reliability Test

After designing the questionnaire, reliability analysis was done to ensure measurements are reliable for our research.

Reliability of the questionnaire was tested as well using reliability test with the help of Statistical Package for Social Science (SPSS) software. The result of pilot test is shown below.

Cronbach's Alpha	N of Items
.882	35

Table 1 : Reliability Test

Source: Developed for research from SPSS

3.5 Construct Measurement (Scale and operational Definitions)

There are four types of measurement, which are nominal scale, ordinal scale, interval scale, and ratio scale. However, only two measurements have been used in this research, such as nominal scale and interval scale.

Nominal scale uses numbers as labels to identify and classify objects, individuals or events. The value can be, but does not have to be, a number because no quantities are being represented (Zikmund W. G., 2010). This scale helps researchers to identify the characteristics of an individual or an object.

An interval scale uses numbers to rate objects or events so that the distances between the numbers are equal (Hair, 2007). Likert Scale that was developed by Rensis Likert falls

under the category of interval scale. It is a kind of measurement that allows respondents to indicate their attitudes by specifying how strongly they agree or disagree with a statement (question) that ranges from very positive to very negative attitudes towards an attitudinal object.

Respondents are required to measuring the items by rating on the five-point Likert's Scale with the range from strongly disagree (1) to strongly agree (5).

3.5.1 Scale Measurement

A scale is a tool or mechanism by which individuals are distinguished as to how they differ from one another on the variables of interest to our study (Sekaran, 2003). In other words, a scale is a continuous spectrum or series of categories. The purpose of scaling is to represent, usually quantitatively, and item's, a person's, or an event's place in the spectrum (Zikmund W. G., 2003). In this research, nominal scale, ordinal scale, and interval scale (i.e. Likert scale) were used.

3.5.1.1 Nominal Scale

Nominal scale is a qualitative categorization according to un-ordered distinctions. It is the simplest type of scale. The numbers or letters assigned to objects serve as labels identification or classification (Zikmund W. G., 2003). (Sekaran, 2003) Defines scale as a tool that allows the researchers to assign subjects to certain categories or groups such as gender. Question one (gender) in Section A of the questionnaire is designed according to nominal scale.

3.5.1.2 Likert Scale

Likert scale is used to measure of attitude designed to allow respondents to indicate whether how strongly they agree or disagree with carefully constructed statements that range from very positive to negative toward as attitudinal object (Zikmund W. G., 2003). All questions in Section B and C of the questionnaire use Likert scale to allow respondents to indicate to what extent they agree or disagree with the particular statement (i.e. the question). For each of the questions that use Likert scale, there are five responses that may be checked and numerical score was assigned to each of the questions as follow:

1 = Strongly Disagree

2 = Disagree

3 = Neutral

4 = Agree

5 = Strongly Agree

3.6 Data Processing

Data processing is a class of programs that organize and manipulate data, which is usually large amounts of numeric data, and convert data into usable information. In data processing, there are generally few steps that include data checking, data editing, data coding, data transcribing and data cleaning.

3.6.1 Data coding

Data coding is to assign a code with a specific numerical value in response to each specific question on the survey instrument (Jr., 2008)

The first question in Section A of the questionnaire, "Female" is coded as 1 and "Male" is coded as 2. For question 2, "20-29 years old" is coded as 1; "30-39 years old" is coded as 2, and etc. For question 3, "North Indian" is coded as 1, "East Indian" is coded as 2, "West Indian" is coded as 3, "South Indian" is coded as 4, and "Central Indian" is coded as 5. For question 4, "Entry Level" is coded as 1, "Executive" is coded as 2, "Senior Executive" is coded as 3, and "Manager" is coded as 4. And last for the last question, "less than 2 years" is coded as 1, "2-5 years" is coded as 2, "5-10 years" is coded as 3, "10-15 years" is coded as 4, and "more than 15 years" is coded as 5.

In section B and C, "Strongly Disagree" is coded as 1, "Disagree" is coded as 2, "Neither Disagree nor Agree" is coded as 3, "Agree" is coded as 4, and "Strongly Agree" is coded as 5.

For completion of this research, the Statistical Package for Social Science (SPSS) software will be used for data coding and for the final step, data transcribing.

3.6.2 Data transcribing

This is the final step where the coded data's are from the questionnaires are inserted directly into computers and will be transcribed into SPSS software for data analysis.

3.7 Data Analysis

Data analysis is an application of reasoning to understand, clear and interpret the data or information that have been collected through the questionnaires (Zikmund W. G., 2003). Therefore, data collected through the questionnaire were analysed statistically by using the Software Package for Social Science (SPSS Version 16.0 for Student Version). Besides, it also enables us to present our data or information better through graphical presentation (e.g. bar chart, histogram).

SPSS was also used to test the relationship between the independent variables and dependent variable using methods such as Pearson Correlation analysis and ANOVA analysis. Hypothesis findings of this research can be evaluated using SPSS to determine whether the hypothesis is supported by our research.

3.7.1 Descriptive Analysis

Descriptive analysis is where raw data are transformed into a form that will make researchers easier to understand and interpret, rearranging, ordering and manipulating data to provide descriptive information. It is used to determine the main tendencies of the variables. Certain measures like mean, mode, standard deviation and range are forms of descriptive analysis used to describe the sample data matrix in such a way as to portray the typical respondent and to reveal the general patterns of responses (Burns, 2006).

This is where all the information will be presented in tables and pie chart form to ease the researchers to understand the content of the data collected. In this research, the descriptive analysis was conducted to gather the details about the four personal particulars of the

respondents such as gender, age, ethnicity, education level, working position in the organization and working experience.

3.7.2 Scale Measurement (Reliability Test)

According to Zikmund (2003), reliability applied to a measurement when similar. The measurement is free from error and therefore yields consistence result. Garson (2006) stated that reliability could be measured by Cronbach's Alpha. Cronbach's Alpha can be interpreted as percentage of variance where the observed scale would explain in hypothetical true scale composed of all possible items in the universe. In general, reliability that are less than 0.6 are considered as poor, while those in 0.7 ranges are considered acceptable and lastly reliability above 0.8 are considered good.

3.7.3 Inferential Analysis

3.7.3.1 One-way ANOVA Analysis

According to (Hair, 2007), ANOVA is used to assess the statistical differences between the means of two or more groups. The term of ANOVA stands for Analysis of Variance and it tests the difference in means for two or more groups. However, one-way ANOVA is used since there is only one independent variable. ANOVA also helps researchers to examine the research problem that involves several independent variables. In fact, with only two groups the t-test and one-way ANOVA are equivalent and will always give the same p-value. However, there are few assumptions that researchers have to make, which are: the data are randomly sampled, the variance of the population are equal and the distribution of scores in each population are normal in shape. Researchers used one-way ANOVA to test if any significant difference between genders with the employee performance in an organization.

3.7.3.2 Pearson's Correlation Coefficient Analysis

Correlation Coefficient is a statistical measure of the co-variation, or association, between two variables. It is used to reveal the magnitude and direction of relationship. According to (Hair, 2007), the number representing Pearson correlation is referred to as a correlation (r). It ranges from -1.00 to +1.00, and zero representing no linear relationship between two variables. If the value of r is +1.00, there is a perfect positive linear relationship. Besides that, there is a perfect negative linear relationship if the value of r is -1.00.

Coefficient Range	Strength of Association
+/- .91 - +/- 1.00	Very Strong
+/- .71 - +/- .90	High
+/- .51 - +/- .70	Moderate
+/- .21 - +/- .50	Small but definite relationship
+/- .00 - +/- .20	Slight, almost negligible

Table 2 : Rule of Thumb about Correlation Coefficient Size

Adapted from: (Hair, 2007). Research Method for Business. John Wiley and Son.Inc.

The Pearson's correlation coefficient analysis helped researchers to better understand whether there is a positive relationship, negative relationship, or no correlation between dependent variable and independent variables. By using this analysis, the strength of relationships between variables could be analysed by the researchers. Researchers used Pearson correlation coefficient to measure whether there is a significant relationship between independent variable and dependent variable.

4 RESEARCH RESULTS

4.1 Descriptive Analysis

The research discusses the respondent's demographic profile and central tendencies measurement of constructs.

4.1.1 Respondent Demographic Profile

In the questionnaire survey, each respondent was asked four questions regarding their demographic profile, including gender, age, ethnicity, education level, working experience (in years), and position level in the organization. This part provides an analysis of the demographic characteristics of the respondents based on frequency analysis.

4.1.1.1 Gender

Gender				
	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Male	62	62.0	62.0	62.0
Valid Female	38	38.0	38.0	100.0
Total	100	100.0	100.0	

Table 3 : Gender of the Respondents

Source: Data generated by SPSS

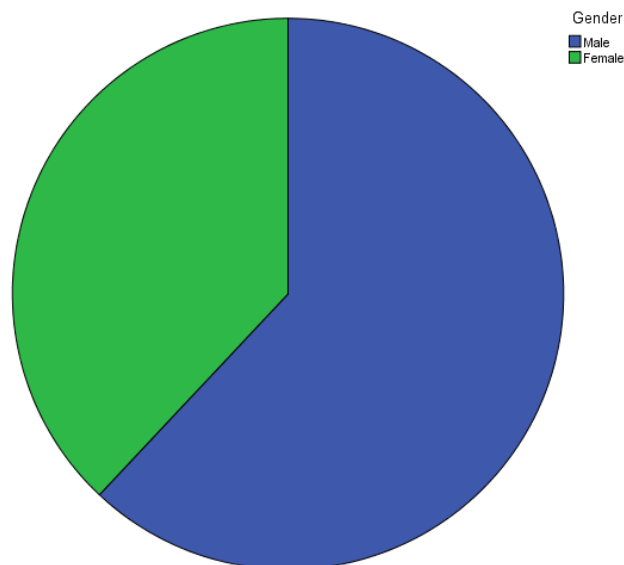


Figure 3 : Gender of the Respondents

4.2 Scale Measurement

4.2.1 Internal Reliability Test

Reliability analysis is important and widely used in measuring the accuracy of a study. Below are the descriptions of how coefficient alpha is labelled.

Coefficient alpha	Level of reliability
0.8-0.95	Very good reliability
0.7-0.8	Good reliability
0.6-0.7	Fair reliability
< 0.6	Poor reliability

Table 4 : Internal Consistency (Coefficient Alpha)

Source: Adapted from Hair, Money, Samouel and Babin (2003). *Essential of Business Research Methods. Wiley International Edition: Leyn Publishing LLC,*

Reliability Statistics	
Cronbach's Alpha	N of Items
.882	35

Table 5 : Reliability Test

Source: Data generated by SPSS

From the table 4.13, it shows total of 35 items were measured by reliability test and Cronbach's alpha in the questionnaire. Referring to table 4.13, the Cronbach's alpha was used to test the internal consistencies and stability of the multi-item scale. The closer the Cronbach's alpha to value of 1 the higher the internal consistency of the particular item.

In conclusion, the reliability coefficient (coefficient alpha) of all examined constructs in the questionnaire is acceptable. All the constructs shows a Cronbach's alpha is .882, which signifies the consistency and reliability of the questionnaire.

4.3 Inferential Analysis

Inferential analysis is used to provide generation of conclusion regarding the characteristics of the population based on the sample data (Burns and Bush, 2000). Furthermore, it aims to examine the individual variables and its relationships with other variables.

4.3.1 Pearson's Correlation Coefficient

Pearson's correlation coefficient is known as a method of measuring the correlation and it is based on the method of covariance. Pearson's correlation coefficient will indicate the direction, strength and significant of the bivariate relationship among all the variables that

were measured at an interval or ratio level (i.e. gender). The number representing the Pearson correlation is referred to as a correlation coefficient. Correlations of +1 mean that there is a perfect relationship between two variables.

Rules of Thumb about Correlation Coefficient Size

Coefficient range	Strength of Association
±0.91 to ±1.00	Very strong
±0.71 to ±0.90	High
±0.41 to ±0.70	Moderate
±0.21 to ±0.40	Small but definite relationship
±0.01 to ±0.20	Slight, almost negligible

4.3.1.1 Hypothesis 1

H₀: There is significant relationship between gender group and employee performance

H₁: There is no significant relationship between gender group and employee performance

ANOVA between gender group and employee performance

ANOVA

WD

	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	256.120	1	256.120	8.420	.005
Within Groups	2980.920	98	30.418		
Total	3237.040	99			

Significance of relationship

There is statistically significant difference between groups as determined by one-way ANOVA ($F(1, 98) = .8420, p = .005$). Therefore, null hypothesis (H₀) is accepted but alternative hypothesis (H₁) is not accepted.

4.3.1.2 Hypothesis 2

H₀: There is significant relationship between gender group and employee's organizational commitment

H₁: There is no significant relationship between gender group and employee's organizational commitment

ANOVA between gender group and employee's organizational commitment

ANOVA

SO					
	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	18.152	1	18.152	1.390	.241
Within Groups	1279.888	98	13.060		
Total	1298.040	99			

Source: Data generated by SPSS

Significance of relationship

There were no statistically significant difference between groups as determined by one-way ANOVA ($F(1, 98) = 1.390, p = .241$). Therefore, null hypothesis (H0) is not accepted but alternative hypothesis (H1) is accepted.

4.3.1.3 Hypothesis 3

H0: There is correlation between employee performance and employee's organizational commitment.

H1: There is no correlation between employee performance and employee's organizational commitment.

Correlations

		SO	WD
SO	Pearson Correlation	1	.605**
	Sig. (2-tailed)		.000
	N	100	100
WD	Pearson Correlation	.605**	1
	Sig. (2-tailed)	.000	
	N	100	100

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

Source: Data generated by SPSS

Significance of relationship

The relationship between employee organization commitment and employee performance is not significant. It is because the p-value 0.605 is greater than alpha value 0.01. Therefore, null hypothesis (H0) is not accepted but alternative hypothesis (H1) is accepted.

5 CONCLUSION

5.1 Summary of Statistical Analysis

The statistical analysis shows that the data collected was reliable enough by performing reliable statistics test and finding out Cronbach's alpha value that is coming out to be $> .8$ to perform the research.

ANOVA and Pearson coefficient test is further performed to test the hypothesis defined. The tests result came out stating that there is no affect or significant relationship between the various independent and dependent variables identified i.e. the independent variable gender affects the employee performance but not their commitment towards the organization.

The test results also come out to be negative for the correlation between the employee performance and their commitment towards the organization. This means that there is no significant relationship between the employee performance and organization commitment.

Hence, one null hypothesis defined has been accepted and all other alternate hypothesis has been accepted.

This concludes that there is an effect of workforce diversity on the employee's performance but not on their commitment towards the organization.

This research also concludes that there is no direct relationship between the employee performance and organization commitment considering workforce diversity.

5.2 Limitations of the Study

There are numbers of limitation that are identified during the progress of completing this research study. Firstly, a major problem that can never be eliminated during the process of generating information is respondent's bias. This is where respondents may not willing to participate in the survey because answering the questionnaires will be time consuming and does not bring any benefits to them. Therefore, the unresponsive and inactive behaviour of the respondents may affect them to provide inaccurate answer in questionnaire. This consequence had limited us from obtaining the reliable information related to the study.

As an extension, language barrier is another limitation of the research study where respondents may not understand the questionnaire fully and properly. As the respondents are diversified in, the organization might have problems in understanding the questions constructed with only one language that is English. Respondents may interpret the questions wrongly and provide inaccurate answer in the questionnaire. Therefore, the lack of control in questionnaire settings will lead to misunderstanding questions, missing data, and unstructured responses that cause inaccurate result in research study.

The next limitation is the limited financial resource. Therefore, we are not able to have direct access to many research papers that deemed to be important and related to this study. Thus, we have to spend plenty of time in allocating and finding other resources that might affect the progress of the research project. Even though, we are able to obtain information through secondary sources, but the secondary sources' authors might not be able to include all information that are crucial to our study.

5.3 Recommendation for Future Study

This study can serve as a guideline for future research. Our focus is on the gender of the employees and whether it will affect their performance in an organization. Firstly, our result is a comparison on the performance of the individual employee and had no comparison based on team performance. Hence, we believe that future research can go deeper in this area.

Secondly, researchers should achieve consensus on how workforce diversity is view and to develop a generally accepted definition of workforce diversity, thus allowing more researches to take place to explore more benefits and implications of workforce diversity towards organizations' performance.

Thirdly, measurements and items adapted from other researches should be adjusted to fit into the research's context. Validity test should be done to assure the validity of the measures. Future researches should expand sample size to better represent the population for better and more accurate results.

Finally yet importantly, since our study only focuses on quantitative measure, future works are encouraged in several areas in both quantitative and qualitative measure. It is recommended that future research can get a better understanding for the effects of workforce diversity towards employee performance in an organization in order to go deeper for the study.

5.4 Conclusion

Based on the results showed, the overall effects of gender towards employee performance and commitment in an organization (IT industry) is very insignificant. The objectives of the research are fulfilled with the results acceptance. Since the workforce diversity has become one of most popular ways to evaluate employee performance in an organization in recent year, the research tends to provide the evidence to support future research related to this field.

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7 APPENDIX

7.1 Questionnaire

Section A: Demographic Information

Please specify your answer by placing a (√) on the relevant answers provided. The following questions will be used only in determining our sample demographics.

- 1 Gender
 - Male
 - Female
- 2 Age
 - 20-29 years old
 - 30-39 years old
 - 40-49 years old
 - 50 years old and above
- 3 Ethnicity
 - North Indian
 - South Indian
 - East Indian
 - West Indian
 - Central Indian
- 4 Position in the organization
 - Senior Manager
 - Manager
 - Senior Executive
 - Executive
 - Entry Level
- 5 Work Experience
 - Less than 2 years
 - 2-5 years
 - 5-10 years
 - 10- 15 years
 - more than 15 years

Section B

Based on your dispositions, please indicate the most appropriate opinion/response with the scale below.

1. Strongly Disagree (SD)

2. Disagree (D)

3. Neutral (N)

4. Agree (A)

5. Strongly Agree (SA)

SD D N A SA
GENDER

1. Opportunities of growth and advancement exist for women in organization.

1 2 3 4 5

2. Women are involved in the organization's decision making as much as men.

1 2 3 4 5

3. I am positive about gender diversity in this workplace.

1 2 3 4 5

4. The performance criteria for success are expected to be higher for men than for women.

1 2 3 4 5

5. The organization provides me with equal opportunities for training and career growth and development.

1 2 3 4 5

Section C: Employee Performance

The questions below ask about your self-perceived performance. Based on your experiences and understanding, please indicate the most appropriate opinion/response with the scale below.

1. Strongly Disagree (SD)

2. Disagree (D)

3. Neutral (N)

4. Agree (A)

5. Strongly Agree (AS)

SD D N A SA
6. I enjoy my tasks and the division's work approach.

1 2 3 4 5

7. I am motivated to complete the task that is assigned to me.

1 2 3 4 5

8. Opposite gender can perform well and I enjoy working with them.

1 2 3 4 5

9. My performance level affects my salary level.

1 2 3 4 5

10. By learning more skills through courses/training, I can improve my task performance.

1 2 3 4 5

11. I am satisfied with my current salary level.

1 2 3 4 5

12. I am given the chance to try my own method of doing the job.

1 2 3 4 5

13. Good employee performance is important for the future growth of my organization.

1 2 3 4 5

14. I feel a strong sense of belonging to my organization

1 2 3 4 5

15. I have the authority to make decisions at work

1 2 3 4 5

16. The goals of the organization are important for me

1 2 3 4 5

17. The work that I do matches my job description

1 2 3 4 5

7.2 Data Coding

The first question in Section A of the questionnaire, "Female" is coded as 1 and "Male" is coded as 2.

For question 2, "20-29 years old" is coded as 1; "30-39 years old" is coded as 2, and etc.

For question 3, "North Indian" is coded as 1, "East Indian" is coded as 2, "West Indian" is coded as 3, "South Indian" is coded as 4, and "Central Indian" is coded as 5.

For question 4, "Entry Level" is coded as 1, "Executive" is coded as 2, "Senior Executive" is coded as 3, and "Manager" is coded as 4.

And last for the last question, "less than 2 years" is coded as 1, "2-5 years" is coded as 2, "5-10 years" is coded as 3, "10-15 years" is coded as 4, and "more than 15 years" is coded as 5.

In section B and C, "Strongly Disagree" is coded as 1, "Disagree" is coded as 2, "Neither Disagree nor Agree" is coded as 3, "Agree" is coded as 4, and "Strongly Agree" is coded as 5.