

Effect of Workforce Diversity on Employee's Job Performance: The Empirical Assessment of Education Sector, Jalalabad, Afghanistan

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Abstract

Purpose: The current research was based on investigating and analyzing the effect of workforce diversity on employee's job performance in education sector, Jalalabad, Afghanistan. The term workforce diversity is considered to be a crucial factor for achieving organizational goals.

Design/Methodology: Questionnaire was distributed among selected higher institutions (260) employers and students participated. SPSS and Microsoft Excel used as a major tools for interpreting the collected data in which linear regression, correlation and reliability tests was used.

Findings/Conclusion: The result found that workforce diversity has significant effect in employee's job performance. Moreover, the Gender based diversity and Ethnic Based diversity was constant variables.

Keywords: Workforce diversity; Gender diversity; Ethnic diversity; Employees job performance

Background of the Research

Previous research investigations on work force diversity have intensively centered that the term diversity can be positive, strongly expressive and can be negative in a diverse circumstances for individual employees who execute and carry out day to day tasks and assigned assignment's undertaking within an institution or work environment, A research study by Erasmus [1] investigates and examine that the term diversity connected with problem solving, he have strong belief and fully trustful that diversity also linked or having connection with problem solving aptitude, creativity and innovation. "In such manner we can elaborate and expand the word diversity as dissimilarities among the individuals (employees) on the fundamental basis of (Age, Gender, Education, Religion, Race, Ethnicity etc.)." [2].

Consequently, Keeping individual employees is one of the superior and complex problem in any sector however that is service sector, public or private sectors, Moreover the term diversity at a time is one of the growing and expansion phenomenon in any firms. According to Hoque employees who serving as human resources plays important role in any organization or institution, Particularly managing diverse work force is the most challenging accountability, He believes diversified work force brings positivity and much alternative decision choices for better goal attainment.

According to Kreitz firms managers, leaders and diversity specialist argue for a serious necessities to the competitive advantage of a diverse work force in term of re-explaining their leadership and management in case if institution's asks to survive/life in the 21st century. According to Amram, a distinctive and attributive decision can be made up from a larger and wide alternative in case if institution/firms have a contributive atmosphere to practice diversity, individuals will experience and will take pleasure from all positive and expressed benefits, for instance skill transfer, knowledge and motivation, creativity and lastly better (meaningful) decision making.

Statement of the research problem

Workforce diversity has become an obvious feature in the organizational human resource profile, in today's globalization environment. Today's workforce has lost its homogenous character

and composed of different heptagons divers group, on the basis gender, ethnic, racial and urban/rural make up. This diversity is viewed positive force for employees job performance by one sectors, while other term it detrimental for employees job performance.

This research intends to investigate the node of gender based and ethnic diversity in the employee's job performance, the research would focus in the diversified teacher's and it investigates employees of 20 universities of Jalalabad.

Significance of the research

Based on the problem stated above, all organizations that view workforce diversity as a part of their key strategy rather than a business expense will benefit far greater than the organization that does not, and will reap the benefits of cost reduction in attrition and increased revenues [3]. The importance of this study is to explain how team members are able to understand and appreciate each other, and capitalize on one another experiences, knowledge and perspectives.

Furthermore, workforce diversity is closely related with human resource management in organization to attract and recruit the most talented people from a pool of divers' workforce. Moreover, this study will improve the understanding towards cultural differences and at the same time promotes a better communication with individuals from difference races.

Objectives of the Research Problem

The purpose of the study is to establish the effect of workforce diversity on employee's performance in Afghanistan, Jalalabad based

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universities. The very specific objective of the study is to determine the effect of Gender and Ethnicity based level diversity employee's performance in Afghanistan, Jalalabad Based universities. More specifically the objective of the study will be as followings.

1. To investigate whether workforce diversity has a positive effect on employee's job performance.
2. To establish what organization in Afghanistan are doing to effectively manage diversity.
3. To ascertain the extent to which Ethnicity, Gender level Diversity effects employees' job performance.

Research Questions

The study will answer the following Questions:

1. What is the effect of workforce diversity on employee's performance in Jalalabad Based organizations?
2. What is the relationship between Ethnicity based diversity and employees job performance?
3. Does Gender Base Diversity affect employee's performance in an organization?

Review of the Related Literature

Workforce diversity and employees job performance

By the fact a lot of research findings have been conducted by eminent scholars and they suggested over time that there are several factors that could be big reason of conflict which is provoked by workforce diversity. Tusi, Egan and O'reilly [4], proposed that identifying individuals with distinct group such as ethnic and educational background may disrupt group dynamics. Shaw agreed with Egan and O'Reilly, he following their research study on self-Categorization theories which express that ethnic identification evoked more disliking, distrust and competition. When categorization arises from within the organization called to be based on the first theory which considers attributes like ethnicity or educational background [5].

According to the study of Pitts, Hicklin, Hawes and Melton [6], diversified workforce from various educational background and different ethnicity create opportunities for greater innovation and more creative solutions to the problem. Richard, Watson consequently proposed that the management is diversified and work on the effects of increasing diversity is the very key to assuring that business, institution or organization will be able to fully benefits from bringing underrepresented group into the one work environment and organization [7-10].

Ethnic diversity and employee's job performance

We analysis the effect of ethnic based diversity on employees job performance, one of the most prominent direction and importance of individuals and team heterogeneity is ethnicity. They believe individuals composed of parts of different kinds, having widely dissimilar elements or constituents in term of ethnic groups (social group that shares a common and distinctive culture, religion, language etc.) or characteristic of people specially group of individuals who share distinctive culture within institution and work environment for positive change towards goal attainment. Alesina confidently trusts that the ethnic group supports organization for better performance and finding alternative choices for productive decision making [11-13].

Ethnic based diversity indicates, we can say suggests heterogeneity or the quality or state of being heterogeneous the composition from dissimilar parts (for instance, Science seeks to reduce the multiplicity and heterogeneity of facts as they occur to these simple formulas of law), heterogeneity in (mother) religion, race, languages and cultures.

Gender diversity and employees job performance

Gender based diversity is one of the largest factor affecting employees performance either in positive way or negative, Gender Based injustices in institutions are reinforced and justified by stereotypes and biases that explain positive characteristics and this is the main cause for higher status to individual males [14,15]. While in the other side if we focus the organizations mostly prefers to hire and retain males employees and workers as compared to female workers it's because they are perceived to have excellent output for the organization and the ability for managing their jobs.

According to Pelled, and Gupta they perceived that gender based diversity makes greater individual performance within work place [16]. Richard has noticed relationship and connection between gender heterogeneity and organizational performance as well as individual employee's productivity for concern institution. Likeness, concluded out the research study by Frink et al. illustrated the association or connection between gender base make up or constitution and organizational performance and gender based diversity expresses a positive effect in survive industry and a negative influence in the industries such as manufacturing firms (Figure 1) [17-20].

Research hypotheses

In this study the demographic factor which includes (ethnicity and educational background) would be the independent which will be looking towards the performance of the employees and which is the dependent variable of the study. Thus hypothesis generated for this study would as follows

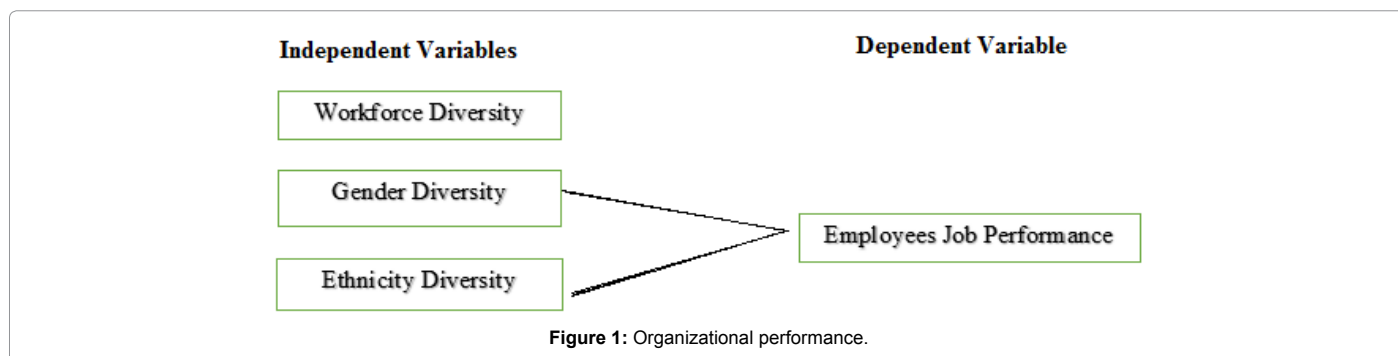


Figure 1: Organizational performance.

H₁ Workforce diversity has positive effect on employee's job performance.

H₃ Gender Diversity has a positive relationship with employee job performance.

H₂ Ethnicity has a positive relationship with employee job performance.

Research Methodology

Nature of the research

Research methodology plays very important role for conducting a research, Furthermore the methodology chapter involves analyzing targeted population for the study. This study is considered as a descriptive and quantitative in nature, through collection of the data, it would be analyze that what is the effect of workforce diversity (Ethnical and Gender Diversity) on employee's job performance in an organization, particularly in education sector. The primary data will be generated through the distribution of questionnaire, while secondary data will be collected through previous related studies, articles and journals. Moreover in this study the primary focus is on the employee's job performance in educational sector (Universities) in Jalalabad, Afghanistan, and the data will be collected by individuals who are the employees of different universities in Jalalabad, Afghanistan.

Data Analysis and Results

Demographic profiles (Age and Gender)

Demographic profiles for this study show those male participants are more than female participants. And most of the participant were between age (20-29) while in second position for this study we had more participant in age between (30-39). This shows that most of the participant involved youngsters and newly graduated individuals who are working in higher institution (Tables 1-3).

The result also express that most of the participant were experienced

	Frequency	Percent	Valid Percent
20-29	148	61	61
30-39	76	31.4	31.4
40-49	26	6.2	6.2
50-Above	10	1.4	1.4
Total	260	100	100

Table 1: Demographic Profiles-Age.

	Frequency	Percent	Valid Percent	Cumulative Percent
Male	189	75.7	75.7	75.7
Female	71	24.3	24.3	100
Total	260	100	100	

Table 2: Demographic Profiles-Gender.

	Frequency	Percent	Valid Percent	Cumulative Percent
43009	250	98.6	98.6	98.6
44136	10	1.4	1.4	100
Total	260	100	100	

Table 3: Demographic Profiles-Experience.

Cronbach's Alpha	N of Items
0.799	4

Table 4: Reliability Statistics.

amongst all employees 250 employers had experience from one to ten years. And only 10 participant were had experience between 11 to 20 years.

The reliability (Cronbach's Alpha) for this study (questionnaire) was 0.799 which was acceptable for data collection.

Model summary

As given in the above test result, the value of R square is 0.312 which states that there is a change of 31% in dependent variable due to the effect of the independent variable. It also shows that only 31% changes occurred with the fact of explained variable and the rest due to unexplained variable (Tables 4 and 5).

The significance value as shown in Table 6 for ANOVA is less than 5%, here the values came out as significant (0.000) so the model for this study is fit according to ANOVA test.

Coefficients

Here in the coefficient Table 7 the unstandardized beta value would be taking in consideration. Here the value of beta is 55% which shows that 1% change comes in the gender it will leads to 55% change in the employee job performance, the value of beta is positive which states that the relationship is positive.

Discussion, Conclusion and Recommendations

Discussion

The study examined the relationship between workforce diversity and employees job performance in education sector, Afghanistan. The study designed to make use of some techniques (quantitative), questionnaires was distributed among students and employers of specific selected higher institutions in Jalalabad, Afghanistan, for obtaining relevant data from individuals, the Reliability found (0.799) which was satisfactory result and valid enough for collection of the data. The statistics show that majority of participants were male rather than females, all the data analyzed through SPSS and Microsoft Excel.

Conclusion

Individuals can enhance their performance by applying various techniques and methods, organizations can practice different

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	0.558 ^a	0.312	0.305	0.59546

^aPredictors: (Constant), Gender, Ethnic Diversity.

Table 5: Model Summary.

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	125.735	5	25.147	35.118	0.000
	Residual	146.079	204	0.716		
	Total	271.814	209			

Table 6: ANOVA results.

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(WFD)	2.055	0.83		3.398	0
	Gender	0.038	0.15	0.014	0.253	0
	Ethnicity	0.189	0.111	0.088	1.704	0.09

Table 7: Coefficients.

strategies and HR policies for making their employees better in their performance, the study found that workforce diversity has a positive effect on employees job performance, some test has been implemented through SPSS which expressed positive strong relationship between three independent variables, hence we know that individuals can enhance their capability in diversified work environment.

Recommendation

Well managed work force can be very productive to the organizations, individuals who are working in multi-cultural or diversified work force can enhance their skills and boost their knowledge, Organization should also prepare their employers to work with and practice how to manage diversity for productive outcome. The study was centered in education sector, Jalalabad, Afghanistan. Researchers may apply the article with some modification on other sectors as well for instance bank sector, tax tail and manufacturing companies.

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