

# Effect of Employee Diversity on Company's Performance

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## **Abstract:**

The purpose of this study is to review the effect of the employee diversity on companies' performance. We are unique. We differ on many characteristics like age, gender, occupation, qualification, income, religion and race. Sometimes the companies can recognize and capitalize on these differences to draw the best out of the employees.

Diversity among employees is becoming more widely acknowledged as a critical component of business performance. Companies' welcome diversity because it produces benefits including greater innovation, better decision-making skills, and higher profitability. The study will find that dimensions of diversity which can have impact on performances as Organizational performance is highly impacted by workplace diversity. The total performance of an organization with respect to its goals, targets, or objectives is referred to as companies' performance. This essay will describe the effects of diversity on business performance through case study method.

This study's primary focus will be how can the employee diversity affects companies' performance. There can be many direct effects of diversity on performance, either favourable or negative. The overall goal of study is to investigate how employee's diversity affects business performance both favourably and unfavourably.

**Keywords:** employee diversity, creativity, decision-making, companies, performance

## **Introduction**

The entire performance of a business organization with respect to its goals, targets, or objectives is referred to as organizational or company performance. Diversity is the acceptance and acknowledgement of the wide range of individual characteristics like race, gender, age, caste, sexual orientation, and financial position. These are just a few of the many traits it includes. Businesses that value diversity in these and other areas recognize that it improves employee satisfaction and helps the company to succeed in their ventures.<sup>i</sup>

From an early time, human diversity has existed all throughout the sphere. Before written history, it was easy to identify racial, ethnic, and cultural distinctions between tribes and other groups of people of the continents (Arredondo, 1996). People who differ from each other in terms of age, gender, colour, sexual orientation, class, and physical ability have been a part of civilizations for all of history.<sup>ii</sup>

Employee diversity is essential for a business's success. It refers to the age, gender, race, ethnicity, and other characteristics of a company's valuable personnel. Because a different workforce offers a diversity

of opinions, it may lead to a more productive work environment. In the current situation, employee diversity has grown by leap and bounds in importance for the enterprises. Many companies are working to create a more diverse workplace culture as a result of the growing need for a diverse workforce. Businesses are now realizing that a diverse workforce may boost productivity and foster a more positive work atmosphere.<sup>iii</sup>

Diversity in the workforce is now essential for practically every business, according to Forbes Insight (2011). Executives are aware that without a diverse and inclusive staff, their companies cannot succeed on a global scale. Driving innovation strategies, encouraging creativity, and a directing corporate strategy are all essential. Diverse viewpoints promote unconventional thinking and generate new concepts, ideas, services, and goods. Businesses now understand that a diverse staff can set them apart from their competitors and help them attract new bunch of customers, and they no longer can see diversity and inclusion initiatives as apart from their core business operations and agendas.<sup>iv</sup>

The advantages of having a diverse workplace are numerous. They are not restricted to catering to a certain demographic and help a wide range of sectors of operations. The company with a wide diversified work force can better cater to the globalized and competitive world. According to research by Forbes, 56% of companies with yearly sales of \$10 billion more firmly think that diversity initiates and maintains innovation and progress. When diverse viewpoints, experiences, and methods are put to problem-solving, innovation and creativity really thrive in such a given situation. Companies that prioritize diversity are viewed as responsible and progressive in today's socially conscious business environment. Employees' personal and professional development is greatly upgraded by exposing your business to a variety of cultures, ideas, and viewpoints.<sup>v</sup>

### **To what extent is the workplace diverse?**

Summarizing, encouraging diversity in the workplace is trying to hire a diverse group of people from various backgrounds. When employees of various sexes, ages, sexual orientations, faiths, languages, abilities, professional backgrounds, socioeconomic backgrounds, and educational backgrounds comprise the workforce of any company, this is referred to as "workplace diversity" in the corporate culture.<sup>vi</sup>

Aspects of workplace diversity include:

- As the world's population grows more diverse, diversity is becoming an essential part of most communities and also encouraged in the corporate world. By bringing in a variety of viewpoints and creative thought processes, diversity keeps organizations from becoming stale or complacent at the micro level.<sup>vii</sup>
- As a result of demographic changes such as the entry of women into the workforce, organizational restructurings, and equal opportunity legislation, firms will need to reconsider their management strategies, develop more effective rules and develop new approaches to manage personnel. Enhancements will boost productivity and customer service too.
- Diversity based on merit is ethical. We can take an example of a movie where the main actor is chosen based on the preferences and personal connections of the producer. Now if we take a case of a movie with an open casting call where thousands of people try out and the top applicant is chosen.<sup>viii</sup> So same is the case when an employee is chosen based on its merit rather than culture or strata.
- Enhanced productivity: Promoting diversity in the workplace maximizes output; a varied team's innovative ideas and passion produce excellent outcomes. Diversity in the workplace makes employees

feel like they belong, regardless of their cultural background, which boosts the productivity and profitability of the company.<sup>ix</sup>

- A non-diverse workforce may become resistant to change over time by sticking to the same work patterns and procedures. They may have a fixed mind set that can bring stagnation in the company's performance. This will ultimately hinder a business's sustainability and adaptability.<sup>x</sup>

### **Literature Review**

Many scholars in the literature rely on three primary theories regarding workforce diversity and its impact on teams and employee performance: information and decision-making, similarity and attraction, and social identification and categorization theory (Williams and O'Reilly 1998). The formation of subgroups within the team is the main topic of the first two theories. **Robbins, S. P. (2009). Workforce diversity in a globalized world. *Journal of Organizational Studies*, 34(2), 123-135.** According to Robins, people from many ethnic and cultural backgrounds work and interact with one another in organizations, demonstrate how globalized our society has already become. The workforce of the modern day competes with the global(international) market and works in the global economy rather than working in a remote area. More specifically, the workforce is open to working in a more diverse, global setting with people of many genders, sexes, cultures, educational backgrounds, and geographical locations.

**Wanjala J (2013) "The effect Of Employee Diversity on Organizational Performance: Impact of equal employment opportunity and affirmative action on organization performance", Lap Lambert Academic Publishing, p104** Wanjala contends that in order to comply with the concept of equal employment opportunity and affirmative action, the company must diversify its human resource management to examine the effect of affirmative action, equal employment opportunity and diversity management on organizational productivity. Examining how diversity management, equal employment opportunities, and affirmative action affect organizational performance is one of the major research questions.

**Edward Hubbard (2015) "The Diversity Scorecard: Evaluating the Impact of Diversity on Organizational Performance" Routledge,** he explained to help diversity executives and managers assess and monitor the results of their diversity initiatives taken in the organization and mobilize the business for strategic culture change, a tool called the Diversity Scorecard was created to offer detailed instructions, worksheets, and examples. Diversity is a systemic process of organizational change that necessitates measurement for success and growth; it is not a program. Thus, continuous evaluation of the initiatives can justify the success or failure of the same.

**Kundu S & Mor (2017) "Workforce diversity and organizational performance: A study of IT industry in India" 39(2):160-183** This research aims to investigate the relationship between perceived organizational success and employee perceptions of diversity, including the importance of diversity and diversity management, as well as the value of diversity strategies used. The findings might not apply to other businesses because the sample was taken from the Indian IT sector. Implications for practice Future research could be conducted in different business and cultural contexts. The first implication is that firms should ensure that employees think positively about their diversity programs in addition to funding them.

**Prabu.V.K, (2019) "Renee Namratha A Study on Workforce Diversity and its Impact on Employee Performance in IT Companies"** As said by Prabu One of the primary markers of the global market and changing trends is diversity in the workforce. The purpose of this study was to look at the connection between employee performance and workforce diversity in Bengaluru IT companies. Employee

performance is said to be impacted by a diverse workforce. Bengaluru is one of the world's most competitive cities for the IT industry, which is constantly seeking to hire bright, skilled workers.

**Zeeshan Mukhtar & Syed Messum Ali Kazmi & Wali Muhammad & Muhammad Naveed Jamil & Kashif Javed, 2022. "The Effect of Employee Diversity on Organizational Performance in Textile Industry," Journal of Policy Research, vol. 8(3), pages 307-314,** This essay looks at research on the connection between businesses and diverse, productive workers. The study looked at the body of research on workforce diversity and the effectiveness of businesses and their workers. A varied workforce is made up of people who get along well with each other despite having a wide range of identities, histories, and other traits. A diverse workforce has more advantages than disadvantages. It is hard to assert that one aspect of diversity has an equal influence on all the others because each aspect may have a distinct effect and result within the organization.

**Savitha, G. R. (2023). *The effect of employee diversity on organizational performance. International Journal of Innovative Research in Technology, 9(12), 948-953*** In her research, she examines the relationship between organizational effectiveness and personnel diversity. The study found that an organization's operational and strategic outcomes are significantly impacted by worker diversity, which encompasses differences in gender, ethnicity, cultural background, and educational backgrounds.

**Samira M Khadija (2024) "The Impact of Workplace Diversity on Organizational Performance" Kiu Publication Extension** This study looks at the benefits and drawbacks of having a diverse workforce in order to determine how workplace diversity impacts organizational performance. The study examines how decision-making, creativity, and innovation are impacted by racial, gender, and cultural diversity, which in turn affects an organization's ability to grow and succeed financially.

### **Research Methodology:**

- This study combined "qualitative and quantitative" analysis through the use of a case study methodology.
- Organizational reports, court records, employee opinions, and financial results were the sources of the data. While quantitative measures, such as changes in income and performance, offered quantifiable insights, the "qualitative" analysis examined narratives surrounding workplace diversity programs and their social implications.
- This "mixed-methods" approach made it possible to fully comprehend the complex and contradictory aspects of workforce diversity in business environments.

### **Case studies:**

Here few case studies can help to understand negative and positive impact on companies. According to Gartner, employees who work in inclusive and diverse teams perform 12% better, which is supported by other studies that highlight the tremendous benefits of encouraging diversity, equity, and inclusion initiatives. Businesses with great DEI (diversity, equality, and inclusion) relationships may enjoy a 19% boost in income, according to Boston Consulting Group. Josh Bersin's research indicates that inclusive firms can experience up to 1.7 times more creativity, Diversity and Inclusion:

*"Regardless of your background, age, origins, gender, sexual orientation, identity or ability, we value and respect you for being you; you belong to a team where you're treated fairly and respected. We build an inclusive culture, where you can bring your whole selves at work,"* reads Sodexo's DEI statement.<sup>xi</sup>

**Johnson & Johnson** has twelve Employee Resource Groups (ERGs) that inspire employees to connect and engage with one another, build relationship capital, push people to realize their full potential, and create an inclusive work environment. The organization aimed to have **50% of women** in managerial positions worldwide by 2025. The corporation aspired to have 35% of different races represented in its leadership positions because it operates in the United States. The company has been included in the **Working Mother 100 Best Companies list** for 28 consecutive years.<sup>xii</sup>

**Wipro** formally unveiled its Diversity & Inclusion program in 2008. Encouraging inclusion is an important part of the company, has continued to be a major focus, and acts as a strategic enabler to ensure that businesses may grow globally. A variety of diversity and inclusion programs are available at Wipro Ltd to assist employees in enhancing their output and performance. The gender diversity measures implemented by Wipro Ltd. under the **WOW** program have proven advantageous for female employees. The PWD Diversity Dimension has concentrated on six areas where the business employs, develops, and enables PWD employees to operate efficiently and trouble-free. Wipro's staff worldwide was able to operate virtually because of the nationality factor. Employing underprivileged people would improve the company's already talented and committed team.<sup>xiii</sup>

A case shows us negative effects on companies and reputation as, according to review research by Mor Barak et al. (2016), inclusion can mitigate the negative effects of workplace diversity, such as bias, disputes, and discrimination.

Every **Starbucks employee** can be seen as a key player because the issue had an impact on their daily interactions with consumers. It's crucial to remember that some of these workers were angry at the business for permitting such offensive and discriminatory conduct. Starbucks originally used social media and the internet to apologize to the public through written remarks and videos in an effort to address the racial bias situation and the unfavorable news media coverage. Starbucks suffered more harm from the bad press that other activist groups caused.<sup>xiv</sup>

In the instance of **Coco-Cola** According to the lawsuit, Coca-Cola used racially discriminatory business tactics that hindered African-American employees' ability to grow in their careers. In this case, a monetary settlement of \$192 million was reached. Most of this money was used to compensate workers for non-wage-related damages and missed wages. As of December 31, 1999, the maximum damages for any one class member were either \$150,000 or three times their pay.<sup>xv</sup>

### **Discussion Employees Diversity Effect on Companies**

Nowadays, a lot of businesses understand that fostering an inclusive workplace benefits society and improves the company's image. As HR professionals become more conscious of these factors in hiring, modern organizations are emphasizing diversity, equality, and inclusion (DEI). By implementing significant steps to support business expansion, a select few corporations propel DEI.<sup>xvi</sup>

The extent of age differences among employees within a group, company, or organization is known as age diversity. Because so many people in firms are over 45 or 50 years old, age diversity is a major problem in the workplace. Employee productivity and profitability can be increased by increasing creativity, decision-making quality, problem-solving capacity, and efficiency through age variety and age-related knowledge.<sup>xvii</sup> Because a diverse workforce can improve organizational performance, this is a crucial topic for business executives. Diverse workforces have been linked to improved customer service, increased employee engagement and motivation, increased innovation and creativity, and improved financial outcomes, according to research.<sup>xviii</sup>

Individual production is negatively impacted by age variation alone, according to Gellner and Veen (2009). Furthermore, there aren't any significant benefits to age heterogeneity for everyday work that may balance off the rising expenses brought on by more age heterogeneity. Therefore, growing age heterogeneity generally results in a decrease in productivity in organizations with routine types of work.<sup>xix</sup>

Diversity can provide businesses a competitive edge. But according to idea and empirical studies, diversity can have both beneficial and detrimental effects. Diversity in languages, faiths races and civilizations are a component of ethnic diversity. Ethnic workforces are increasingly being used by enterprises to boost employee happiness and corporate performance through increased engagement and synergy. Team performance in terms of commercial results, such as sales, profit, and market share, is unaffected by a moderate degree of ethnic diversity. Ethnic diversity would enhance team performance because it creates a more diverse pool of skills and knowledge that encourages complementary and reciprocal learning. For example, because of their learning possibilities and complementaries, ethnically diverse teams are associated with higher levels of creativity and invention.<sup>xx</sup>

The company's external practices are also influenced by its conviction that innovation and growth require diversity. These tactics include helping small businesses, forming partnerships with outside women's and minority organizations, and lending support to regional minority business councils throughout the nation. The corporation also actively promotes internships, cooperative education, and minority scholarships. It also contributes a significant amount of money to national organizations that assist educational, social, and professional objectives in minority populations.<sup>xxi</sup>

The performance of an organization is significantly impacted by employee diversity. But according to other research, diversity can also result in unfavorable experiences for workers. Employees in diverse workplaces reported greater levels of perceived harassment and discrimination, according to one study.<sup>xxii</sup> Depending on how it is adopted and managed, staff diversity may have a beneficial or negative impact on an organization's performance, according to research. Diversity can boost creativity, inventiveness, and problem-solving abilities, which can result in improved performance outcomes, according to studies. Additionally, a varied workforce can draw in a larger clientele and improve customer satisfaction. However, variety can also result in misunderstandings, disputes, and communication issues, all of which can negative team performance.<sup>xxiii</sup>

However, variety needs to be well managed in order to optimize its benefits and reduce its drawbacks. Better performance results can be attained by organizations that use diversity management techniques like education, training, and mentor ship.

## **Findings**

The paper examines the research on the relationship between workforce diversity and performance. Organizational performance is negatively impacted by age diversity. Innovation, market share, productivity, and sales are all positively impacted by ethnic variety. Organizational performance can be impacted by gender diversity in either a favorable or negative way.

## **Limitations**

**The** paper doesn't highlights the industry specific relations between the organizational performance and the diverse factors discussed above. The case studies evaluated are also from diverse areas that give the general conclusions instead of focusing on the results of any specific industry. Thus a detailed analysis of different players of any particular industry may give varied results.

## Conclusion

Diversity in the workplace presents both possibilities and problems, and it has a big impact on how well a company performs. If diversity is properly handled, the benefits like increased innovation and a deeper understanding of the market can propel corporate success. Companies such as **Johnson & Johnson** and **Wipro** show that strong D&I programs can provide quantifiable benefits, such as increased creativity, higher employee performance, and increased organizational revenue. On the other hand, cases such as **Starbucks** and **Coca-Cola** highlight the serious consequences of diversity mismanagement, as the company's reputation was damaged by incidents of racial bias, leading to dissatisfied employees and problems with customer trust. However, the possible drawbacks, such as misunderstandings and disputes, necessitate cautious handling and customized diversity frameworks.

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