



## The Effect of Employee Diversity on Organizational Performance in Textile Industry

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### Abstract

A diverse workforce is made up of people of many different identities, backgrounds, etc., who all work well together. Both the pros and cons of having a diverse workforce help each other. You can't say that one aspect of diversity has the same effect on all the others, because each aspect of diversity can have different effects and results inside the organization. The goal of this paper is to look at the research done on the link between a diverse workforce and businesses and workers who are productive. We looked at several empirical publications based on the researcher's pre-set criteria. The research looked at what had already been written about workforce diversity and the effectiveness of organizations and their staff. This study was done with the help of quantitative methods. We also got information by asking questions whose answers we already knew. In this study, the top five textile factories in Punjab are the population of interest. As a sample, researchers in the textile industry in Punjab would talk to 545 workers. A questionnaire was used to find out information. The theoretical framework set up by reading the relevant literature was used to come up with the questions. The results of this research show that there is a paradoxical relationship between the performances of organizations.

**Keywords:** Employee Diversity, Organizational Performance, Workforce Diversity, Gender, Age, Cultural Diversity

### 1. Introduction

The group can celebrate its diversity because its members see cultural differences as important, natural, and enjoyable. Diversity is a fact of life in today's world, and no manager can ignore it in the workplace or in the general population. The company does everything it can to find and keep the best employees. Employees come to work with their own unique personalities and ways of seeing the world. Over the past 20 years, there have been big changes in Pakistan's population. People left the country to find work in the cities. They were from many different places and cultures. Because of these changes in the population, it's getting harder to run public institutions, in particular. If a business doesn't know how to manage its diverse workforce well, morale and productivity could go down because of a lack of communication, tolerance, and respect at work. When employees feel like their unique contributions to the success of the company are valued and appreciated, they are more likely to work hard to meet and beat goals. Diversity means admitting, accepting, understanding, recognizing, valuing, and embracing the differences between employees (Kreitz, 2008). Diversity at work is the way that people are both the same and different from each other. All of these things, along with others like age, working conditions, gender, perceptions, ethnicity, marital status, geography, years of experience, sexual orientation, salary, and nationality, contribute to the organization's core principles. When it comes to how productive a company's employees are, diversity can have both good and bad effects. Miliken and Martins (1996) say that having different kinds of people in the workplace can have good effects, like making people more creative and innovative. That is to say, we think that the positive effects of age diversity on production will be felt even more in jobs that require a lot of knowledge and creativity. Employees of different ages will have different attitudes, tastes, and life experiences. This makes it more likely that they will have different points of view and solve problems in different ways. On the other hand, a group of people who have a lot in common could end up with a culture that kills creativity by using the same methods and approaches to every problem (Mas & Moretti 2006). When people are all about the same age, it can lead to "groupthink," a rigid way of making decisions that encourages people to only see things from their own point of view (Janis 1982). The study's author says that being exposed to a wider range of ideas, points of view, interpretations, heuristics, and mental models gives people from different groups a more complete set of cognitive tools. Having more options helps a group be more flexible and creative, which leads to more efficient and effective problem-solving. But it has also been shown that the company-specific context plays a big role in the effects on productivity. This is because the improved problem-solving skills can only be used if they are appropriate for the work at hand. Based on research by Park and Lin (2008), social heterogeneity has been shown to have clear positive effects, especially when work in progress requires a high level of creativity and decision-making skills or when dealing with strategic and complex decision-making and poorly defined challenges in a dynamic context (Richard Shelor 2002). So, it is thought that a wider range of ages has a bigger positive effect on corporate productivity

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in more dynamic work environments than in more routine ones. As a first observation, they noticed that performance was better when they were aware of a capability gap. Most importantly, when AA policy tries to fix this kind of unfairness, the results are better for both wealthy and poor people. They showed that how much an individual's performance could be improved depended on the skills he or she already had. The biggest improvements in performance, which may be due to AA, were seen in people with less money and less ability and in people with more money and less ability. They also found that AA made people with less money feel better about themselves, but didn't change how people with more money felt about themselves. So, they decided that the average performance of the AA was only magically worse than that of the wealthy people who would have been chosen if this selection hadn't happened. Businesses that value diversity in the workplace will be able to hire and keep a more diverse group of talented workers. This will be good for the company's reputation and its sense of culture. Childs (2005) says that workplace and market diversity is a worldwide thing. So, for a company to be successful, it needs to be committed to building a diverse workforce and have a mindset that doesn't care where it is. A more diverse workforce could lead to more people following anti-discrimination laws, a rise in multiculturalism at work, and a better understanding of how important different points of view are. Age, ethnicity, ancestry, gender, physical abilities or qualities, race, sexual orientation, country of origin, level of education, marital status, income, military service, religious beliefs, number of children, and years of experience are just some of the things that make up a diverse workforce. Srivastava (2012). (2012). Bhatia (2008) says that other things, like a person's political views, skill level, personality, socioeconomic background, union membership (or lack thereof), length of employment, type of employment, and work style, all contribute to the diversity of workers. All these things show that people are different and have different skills. Because of this, businesses benefit from having a diverse staff that can work well together and keep the people who make up that staff. With the rise of the internet and the World Wide Web came the idea of a "global village." This made it clear that companies needed to hire people from different backgrounds to reach international markets. Madiha, (2003). (2003). (2003). The diversity of a company's customers will always show up in its employees. Employees expect to be paid by their employers, but their productive work is important to the success of the company. Because of this, it's important to think about how hiring a diverse workforce might affect how productive the company is. Diversity at work has the potential to be both a big problem for management and a big benefit for the company. Some of the problems that a diverse workforce can bring to a business are issues of individual vs. group fairness, resistance to change, resentment, lack of group cohesion and interpersonal conflict, fragmented communication networks, pushback, and competition for opportunities. Madiha, (2003). (2003). (2003). Because of this, it's important to look at how diversity affects productivity, morale, and employee retention (Sungjoo, 2010).

### 1.1. Research Objectives

- To establish an effect of employees' skills diversity on organization performance of selected Textile factories in Punjab.
- To assess the effect of employees' values diversity on the organization performance of selected textile companies in Punjab.
- To determine the effect of employees' Gender diversity on the organizational performance of selected textile companies in Punjab.

### 1.2. Research Questions

- What is the level of diversity in textile industry employees?
- What is the correlation between age and performance in textile industry employees?
- Is a relationship existed between gender and performance in textile industry employees
- What is the association between ethnicity and performance in the textile industry?

## 2. Literature Review

In order to study literature, you must look at written works like books and manuscripts. People usually think of literature as books and poems, but it means the sources a researcher uses to frame, frame, and analyses a research subject. So, a literature review is a summary of what experts in the field have written about allergies. Behling (1978) says that a theoretical assessment is an evaluation of a research problem based on its ideas, thinking, and not on proofs or experiments that can be done in the real world. Conventional wisdom, or the idea that a set of rules, practices, or beliefs are always right because they were written by experts, is a good example of this.

The "discrimination and fairness paradigm" is one of the most important diversity ideas used today. Many theorists have looked at diversity in the workplace, and in a previous essay, I talked about how people usually think about diversity. This idea of diversity has been the most important in the business world up to this day. This kind of theory makes it easy for management to get out of their jobs. For the sake of fairness and equality, discrimination and fairness theories tend to overlook and downplay the many ways that people contribute to the workplace. People are just treated like file folders. It's clear that this is a favorite among people in high-level jobs. They can say with confidence that

everyone's contributions to the company are valued equally, no matter where they came from or what they've done before. (Gomez 1987). In the field of human capital management, many managers and academics now agree that a company's human capital diversity is an important asset (Jamrog, 2002). One way to describe diversity is in terms of "otherness," or the traits of people who are different from us and our own groups (University of Southern California, 2004). Everyone is different because they have their own traits. Everyone knows that differences lead to new ideas (Stoller & Gibson, 2004). Social diversity includes differences in age, gender, ethnicity, country of origin, and other demographic factors. Skills diversity includes differences in knowledge, education, experience, tenure, and functional background. Value diversity includes differences in personality and attitudes. Today, it seems like a lot of companies are actively trying to get people of different races, ethnicities, and genders to work for them. This isn't because they feel like they have to, but because it's in their best economic interest to do so. Africa, especially the larger East African continent, is a great example of a culture that is multicultural and diverse and produces a lot of creative and original thinkers (Randeree, 2009). Increasing diversity in the workplace helps businesses improve their business sense, bottom line, competitive edge, ability to compete in global markets, performance, employee satisfaction, and relationships with multicultural communities, talent acquisition, skill maintenance, and customer reflection (McCuiston, 2004). Proponents of diversity also say that having employees from different cultures is good for business and leads to better performance (Ferley & Martin, 2003). So, businesses with a diverse staff are more likely to have a place of work that is creative and productive (Richard, 2000). Staff diversity has an effect that is lessened by organizational and contextual factors (McCuiston, 2004). He Furter adds that diversity must be managed well if an organization wants to use it as a competitive advantage. Some of the things that could affect and change the effects of diversity are the tasks at work, the business strategy of the company, the organizational structure, and the situation in which diversity is used.

### **2.1. Gender Diversity**

In 1970, the word "gender" was used instead of "sex" to describe the differences between men and women. (Unger, 1979). The word "gender" refers to a person's sense of self-identity in relation to the roles that society has set up for men and women (Ahmad & Rahman 88). In the same way, biological tendencies, natural associations, and beliefs lead to some stereotypes about what kind of behavior, attitude, cognitive ability, or interest tends to attract one sex over the other. Because of these differences, people of different sexes respond to situations at work in different ways. Some of the bad things that can happen when a population is diverse are discrimination, prejudice, and stereotyping. A bad attitude hurts a person's work performance in the long run. Singh and Vinnicombe (2004) say that this is a problem because it means that women's intelligence, expertise, and potential aren't used as much as they could be because they don't get the credit they deserve. Companies usually gave managerial jobs to men instead of women because they thought men would do a better job in those roles. A study found that when gender issues were not handled well, it was not necessary to have a diverse workforce. Kochan and Bezukova's (2002) claim that "gender diversity is positively correlated with worker performance" is just as convincing. This means that having women at all levels of an organization's hierarchy is essential to making it more efficient overall. On the other hand, it has been said that not having equal numbers of men and women on a team is one of the main things that holds it back. McMillan-Capehart (2003) says that a workforce with people of different genders can give a business a competitive edge.

### **2.2. Age Diversity**

There are both good and bad ideas about older and younger workers based on their age. Age diversity is hard for organizations to deal with because it's human nature for people to favor their own group over others (Kunze, F., 2009). He went on to say that people of other ages would feel uncomfortable and that there would be a sense of emotional instability and discrimination in the institutions if employees' ages were the main way to tell them apart. Gelner (2009) says that a multigenerational workforce could hurt productivity because people from different generations have different beliefs, priorities, and worldviews. Generational gaps can lead to disagreements and even fights. Each century was sure that its benefits were the best, so there was no reason to worry about differences between generations (Rowe, 2010).

### **2.3. Ethnic Diversity**

Sayers (2012) says that a person's "ethnicity" is the group of people with whom they share a dominant culture, tradition, custom, routine practice, costume, set of beliefs, and set of values. Makokolo (2005) says that a group's ethnicity can be seen as like that of a tribal group because they share a story about where they came from and a sense of having the same future. One study found that in some situations, ethnicity can be used instead of culture. It's possible that the group's many different backgrounds are what's behind their recent creativity and originality. Pitts (2010) said that institutions are becoming more diverse in terms of racial views, so it is important to look at how people of different races interact at work. Having a certain ethnic background has both pros and cons. Kiglai (2006) said that conflicts, clashes, and collisions happened because of the different ethnic groups and how people were put into groups, and that these things could affect the quality, results, and income of the organization. Benschop (2001) says that there are some bad things about having many different ethnic groups. One of these is that injustice can happen.

## 2.4. Experience Diversity

A person's job experience gives them skills and knowledge in a certain field over the course of their career (Carr et al, 2006). Pinder (2014) says that the job of a company's experienced workers is to make more money, not to make more work. A company's success depends on how well it can find qualified people who can do the work without much help (Morgan, 2015). Research from the World Bank Group in 2012 shows that experienced workers are the engine that drives the success of an organization. This is because they have gone through multiple trainings that affect their individual performance. How well a business does depend on how hard its employees work, how steady they are, and how much they learn.

## 2.5. Operationalization

The steps that are taken to define a concept in terms of the operations used to measure the observations of the variables. The survey looked at how much things like diversity in the workplace, equal opportunity, and proactive measures affect the selection process. The most basic form of operationalization is when the variables are written in a way that makes them easy to measure (Kothari, 2005). This framework takes into account the fact that the characteristics of employee mix, positive action, and equal job opportunities all play a role in how recruiting and selection go.

As part of the employee mix criteria, we talk about diversity in terms of gender, religion, race, and ethnicity. Affirmative action can lead to good things like giving women and men of both sexes more chances at the races and in the workplace, no matter their race, religion, gender, age, nationality, or anything else that can be used to discriminate against them. Few empirical studies have been done so far on how diversity management affects the performance of public sector organizations. This shows that more research is needed in this area. As writers and academics, Decenzo et al. (2002) think that people with different skills, levels of knowledge, cultural backgrounds, personal preferences, etc. might not agree, which could delay a decision and slow down work. Opponents of negative action and equal employment likelihood say that this practice drives away the best workers and hires people with less qualifications instead. This, in turn, makes the workplace less productive (Janssens, 1999).

## 3. Research Methodology

### 3.1. Research Design

This part of the research sets out the research methodology that was adopted to meet the project objectives. It includes research design; population; sampling technique; Sample Size; data collection, and techniques.

#### 3.1.1. Research methods

This research is based on quantitative methods. And data collection was done through fixed-response questions.

#### 3.1.2. Population

The study's targeted population Is the major 5 Textile factories of Punjab.

#### 3.1.3. Sampling technique.

Stratified random sampling was to select the staff who were the study respondents. A stratified random sampling technique was used since the respondents are not homogeneous.

#### 3.1.4. Sample Size

The sample size of the research would be 545 employees among the workers in the textile sector in Punjab.

#### 3.1.5. Instrumentation/Tools

A questionnaire was used as a tool for the purpose of data collection. The questioning was based on the theoretical framework developed from the literature to focus and bind the work.

## 4. Results and Discussion

To analyze the numerical data descriptive and inferential statistics were applied with the help of SPSS software. Inferential statistics were used like correlation analysis and regression.

Table 1 shows that 46% of the participants were between 31 and 40 years old, 29% were between 18 and 30, 19% were between 41 and 50 years old, and 11% were at least 51 years old. Not only that, but 490 of the 545 people who answered were men, or 89.9%, while only 55 were women, or 11.1%. A similar breakdown was found in table 2, which revealed that out of 545 respondents, 56 (10.3%) were Pathan, 409 (75% of the total) were Punjabi, 31 (5.7%) were Sindi, 9 (0.9%) were Balochi, 22 (4.0%) were Kashmiri, and 22 (4.0%) were of other ethnicities. In the same way, the demographic survey found that out of 545 respondents, 103 (18.9%) had 1-5 years of work experience, 129 (23.7%) had 6-10 years of work experience, 155 (28.4%) had 11-15 years of work experience, and 158 (29%) had 16 years of work experience or more.

**Table 1: Respondents' Profiles Distribution of Workplace Diversity (Age Group, Gender, Ethnicity, and Experience (n=545)**

Respondents' profile	Items	Frequency	Percent
Age groups	18-30	125	22.9
	31-40	253	46.4
	41-50	105	19.3
	51 & above	62	11.4
Gender	Male	490	89.9
	Female	55	10.1
Ethnicity	Pathan	56	10.3
	Punjabi	409	75.0
	Sindhi	31	5.7
	Balochi	5	.9
	Kashmiri	22	.4
	Others	22	.4
Work Experience	1 to 5 years	103	18.9
	6-10 years	129	23.7
	11-15 years	155	28.4
	16 & above	158	29.0

**Table 2: Pearson Correlation Analysis (n=545)**

variable	Employee performance	
Age diversity	Pearson Correlation	-.666
	Sig. (2-tailed)	.122
Gender diversity	Pearson Correlation	-.030
	Sig. (2-tailed)	.488
Ethnicity diversity	Pearson Correlation	-.070
	Sig. (2-tailed)	.105
Experience diversity	Pearson Correlation	.106*
	Sig. (2-tailed)	.013

Table 2 reflected the correlation analysis. It shows that age diversity, gender diversity, and ethnicity diversity have a negative relationship with employees' performance. However, experience diversity has a positive effect on employees' performance.

**Table 3: Model Summary**

Model	R	R Square	Adjust R Square	Std. error of the Estimate
1	.133 <sup>a</sup>	.018	.010	6.2623

Table 3 has a R Squared value of 0.018 and a R value of 0.133, which means that the independent and dependent variables don't go well together. It also has a standard error of 6.2623.

**Table 4: ANOVA<sup>a</sup>**

Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	380.869	4	95.217	2.428	.047 <sup>b</sup>
Residual	21117.468	540	39.218		
Total	21558.338	544			

In Table 4, we can see that the test for the data gives a F value of 2.428. The p-value, on the other hand, is 0.048, which is below the significance level (alpha = 0.05) set by the authors. Also, Table-5 shows that the independent

variable doesn't have much of an effect on the dependent variable. This means that the model can't predict the dependent variable.

**Table 5: Regression Coefficients**

Model	Unstandardized Coefficient		Standardized Coefficient		Sig.
	B	Std. Error	Beta	t	
1 (Constant	56.223	3.526		15.990	.000
Agediv	-.0878	.116	-.004	-.762	.44
Gendive	.002	.116	.001	.013	.990
Ethdiv	-.125	.145	-.047	-.866	.387
Expdiv	.463	.185	.109	2.506	.013

Table 5 shows the regression coefficients that show how much the dependent variable changes with the independent variable if the other variables stay the same. More importantly, the beta co-efficient (beta=-.088, t=-.762, P=.447) showed that having employees of different ages hurts their performance. Both gender diversity (beta=.022, t=.013, P=.990) and ethnic diversity (beta=-.125, t=-.866, P=.387) were found to hurt productivity in the same way. But different kinds of experience have been shown to have a small positive effect on performance (beta =.463, t = 2.506, P =.013).

**Table 6: Relationship between Age Diversity and Gender Diversity**

	Age Diversity	Gender Diversity
Age Diversity	Pearson Correlation	1
	Sig. (2-tailed)	.446
	N	.000
Gender Diversity	Pearson Correlation	.130
	Sig. (2-tailed)	.446
	N	.000
	Pearson Correlation	1
	Sig. (2-tailed)	.130
	N	.446

Pearson's product-moment correlation coefficient was used to look at the relationship between age diversity and gender diversity in the workplace. Preliminary analyses were done to make sure that the assumptions of normality, linearity, and homoscedasticity would be broken. Managing behavior was linked to a rise in the desire to learn for its own sake.

**Table 7: Relationship between Behavior Management and Intrinsic Motivation to Accomplish**

	Ethnic Diversity	Experience Diversity
Ethnic Diversity	Pearson Correlation	1
	Sig. (2-tailed)	.359
	N	.000
Experience Diversity	Pearson Correlation	.130
	Sig. (2-tailed)	.130
	N	.359
	Pearson Correlation	1
	Sig. (2-tailed)	.130
	N	.359

Using the Pearson product-moment correlation coefficient, we looked at how different types of experience affected productivity. Initial analyses were done to see if the assumptions of normality, linearity, and homoscedasticity were true. They were not. Managing behavior was linked to internal motivation to succeed in a good way.

**Table 8: Relationship between Behavior Management and Intrinsic Motivation to Experience Stimulation.**

	Behavior management	Intrinsic motivation to experience stimulation
Behavior management	Pearson Correlation	1
	Sig. (2-tailed)	.345
	N	.000
Intrinsic motivation to experience stimulation	Pearson Correlation	.130
	Sig. (2-tailed)	.130
	N	.345
	Pearson Correlation	1
	Sig. (2-tailed)	.130
	N	.345

The relationship between behavior management and intrinsic motivation to experience stimulation was investigated using Pearson product-moment correlation coefficient. Preliminary analyses were performed to ensure a violation of the assumptions of normality, linearity, and homoscedasticity. There was a positive relationship between behavior management and intrinsic motivation to experience stimulation.

## 5. Discussion

The main goal of this research was to find out how different kinds of diversity affect productivity at work. This study looked at how gender diversity, ethnic diversity, educational attainment, and the efficiency and effectiveness of workers with different levels of experience all relate to each other. Based on the results of this study, it seems that there is a link between gender and staff seniority in the education sector. The report also says that there is no link between cultural diversity and employee engagement, productivity, or staying with the company. The study's authors also found that different types of education helped employees do their jobs better. Even though having a diverse workforce is good for the performance of an organization, there was no link between cultural diversity and the level of experience of instructors in any of the research questions and answers. The study also found no link between different races, ethnicities, and genders in the workplace and performance or productivity.

### Conclusion

Researchers found that some kinds of diversity, like the difference in age between managers and workers or between races, hurt productivity while others helped it. In a survey done in 2010, Garcia, I. M., and Rodriguez, L. found that companies with more diversity in terms of race and gender did not do better than those with less. Differences in age, gender, and ethnicity don't affect productivity as much as differences in experience do. Giniger and Eisenberg (1983) also found that people with more work experience do better at their jobs. The research also looked into the idea that recognizing people's unique qualities and praising their efforts can help businesses do better. Management should be aware of how diversity affects productivity. The management also needs to move knowledgeable employees to other parts of the company so that they can help train new employees and contribute to the success of the company. It is also suggested that steps be taken to help experienced workers, such as setting up job training sessions where older workers teach younger workers.

## 6. Recommendations

This study focused on lower-level workers, but future studies could look at how officers and teachers react to diversity at work. You can make the investigation about more than just diversity in the workplace and how that affects productivity in a business. In the future, research could be done at the provincial level to find out how different cultures affect how productive workers are in Pakistan.

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