



# “A STUDY ON WORKPLACE DIVERSITY AND ITS IMPACT ON EMPLOYEE BEHAVIOUR”

DHRUVI PAREKH

Student of MSW-HRM, Faculty of Social Work, Parul University, Waghodiya, Vadodara, Gujarat, India.

NITA VAGHELA (ASST. PROFESSOR)

Research Guide, Faculty of Social Work, Parul University, Waghodiya, Vadodara, Gujarat, India.

## Abstract

The current study is concerned with the major causes of diversity, extent and nature of workplace diversity programs implemented by these organizations through examination of the awareness and knowledge among the employees and encompasses study of impact of diverse workforce among employees. Therefore, based on the current study, the researcher makes an endeavour to study the current situation of workplace diversity practices of organizations. It seeks to comprehend these practices and organizational as well as employee involvement in diversity policy. It also tries to create awareness that, an organization's human resource department can engage in providing support for an inclusive strategy for forming a concept of diverse workforce.

KEY WORDS – Diversity, Workforce, Organizations, Employees, Workplace diversity, Inclusive

## Introduction

In the current globalized era, workplace diversity has become a key driver of organizational success. Workplace diversity is the presence of people from different backgrounds, cultures, genders, ethnicities, religions, ages, and experiences. With the growth of organizations and their integration into diverse markets, having a diverse workforce has become a strategic imperative and not just a compliance issue. Diversified companies can have a competitive edge by taking advantage of diverse perspectives, talent, and abilities, eventually promoting innovation, creativity, and overall business development.

The importance of workplace diversity transcends legal and ethical issues. A heterogeneous workforce fosters an inclusive culture where workers are appreciated and respected, resulting in job satisfaction, improved productivity, and better teamwork. But diversity is not without challenges, including communication issues,

hidden biases, and cultural misinterpretations. Organizations must thus establish effective diversity management practices, such as inclusive policies, diversity training, and objective recruitment procedures, to reap the full benefits of a diverse workforce.

### **Significance of Workplace Diversity**

Workplace diversity is a key driver of organizational culture and success. Organizations that value diversity are rewarded with multiple perspectives, experiences, and ideas that lead to innovation and creativity. Diverse employees bring fresh problem-solving strategies and knowledge that inform decision-making and strategic planning. In addition, a diverse work environment is a sign of a firm's social responsibility and inclusiveness, which is likely to enhance its brand reputation and attract best talents from different demographic segments.

Besides driving creativity and innovation, workplace diversity directly influences staff engagement and job satisfaction. Valued and included employees are likely to be driven and committed to their organization. Research has proved that diverse groups tend to collaborate and deliver high performance more efficiently because they have the capacity to tackle challenges from different perspectives. Such a workplace fosters mutual respect and cultural sensitivity as well, creating an inclusive environment where the workers can prosper.

But more than merely hiring from diverse backgrounds, true workplace diversity takes effort. Organizations need to actively foster a culture of inclusiveness through fair policies, training initiatives, and leadership support. Although workplace diversity provides many advantages, it also brings challenges that have to be dealt with by organizations in order to establish an environment that is fully inclusive and effective. One such challenge is communication barriers, whereby workers from linguistically and culturally diverse backgrounds have different communication approaches. Misunderstandings and misinterpretations may arise, resulting in disagreements and reduced team efficiency. To counter these challenges, firms ought to invest in communication training sessions that foster cross-cultural understanding and efficient collaboration.

Sr.no	Author	Finding
1	<b>Cox, T. (1991)</b>	organizations can evolve to embrace different cultural backgrounds, leading to better problem-solving, creativity, and decision-making.
2	<b>Thomas, K. W. (1992)</b>	diverse workgroups are more innovative, they may initially face challenges in terms of communication and cohesion.
3	<b>Gupta, S., &amp; Singh, S. (2015)</b>	diversity leads to higher levels of motivation and performance among employees, but only when diversity is managed effectively.
4	<b>Li, J., &amp; Sun, J. (2019)</b>	diverse teams can be more creative and effective in problem-solving, but challenges such as cultural misunderstandings and conflicts can arise. They suggest that organizations need to invest in cross-cultural training and communication strategies to manage diversity successfully.
5	<b>Patel, N., &amp; Shah, R. (2019)</b>	diversity can enhance employee performance, satisfaction, and motivation, but only if it is actively managed and supported by inclusive organizational policies.

## Research methodology

## Significance of the study

Workplace diversity has become a topic of research with increasing significance as shifting economics encourage numerous firms to reorganize themselves into flatter, more decentralized organizations.

The outcome is that corporations today are constructed around teams that need to provide solutions to new and complex business problems. These teams consist of diverse sets of individuals who include a mix of backgrounds, ideas and personalities. Individuals are apt to view diversity as merely demographic, a function of race, gender or age. But groups can be different in numerous ways.

Diversity also is founded on informal differences, a function of an individual's education and experience and on values or objectives that can affect what one sees as the mission of something as small as a single meeting or as an entire company.

There is a need for a workforce to push innovation, promote creativity and inform business strategy. More voices bring fresh ideas, fresh services, and fresh products and inspire out of the box thinking.

## Objective –

- To study the workplace diversity impact on employee behaviour
- To study the factors of diverse workforce
- To study the perception of employee for diversity at workplace
- To study the awareness & knowledge amongst the employee for workplace diversity practices.

## Universe

The universe of the study is 20 Microns Pvt. Ltd, waghodiya, Vadodara

## Research design:

The research utilizes a qualitative and quantitative approach so it is mixed approach research, a structured questioner as the primary tool to systematically gather numerical data on the misalignment between workplace diversity and employee behaviour. The research defined diversity impacts employee behaviour.

## Sample and sampling:

The sample size will be 63 used in this survey The sampling method used in the survey was simple random sampling method.

## Tool of data collection:

Primary Structured questioner was prepared to interview the employee of the organization. Secondary tools for data collection will be research papers, journals, library, and books , magazines etc.

Variables: Independent Variables = gender, age, language, educational

Dependent Variables = employee job satisfaction, team collaboration, innovation & creativity, employee retention, conflict resolution.

## Operational definition

**Workplace:**

A workplace is a location where he or she works, for their employer or themselves, or a place of employment.

**Diversity:**

Diversity is a wide array of people that come from different backgrounds, lifestyle, social experience, races, and religions.

**Impact:**

Impact is something the force of impression of one thing on another.

**Employee:**

Employee is someone who gets paid to work for a person or company.

**Behaviour:**

Behaviour is a person's external reaction to their environment. It can be internal and external business environment.

**Finding**

The research presented some findings regarding workplace diversity and employee behavior. The demographic distribution indicates that 65.5% of the employees fall between the 21-29 age range, indicating that younger professionals have a predominant influence in framing perceptions on diversity in an organization. More than 40% of employees have 6-8 years of experience, indicating the existence of high-level mid-career professionals with worthwhile experience contributing to the organization.

Gender diversity is still an important consideration, with female staff (60.3%) outnumbering male staff (39.7%). The gender imbalance can impact organizational dynamics, necessitating focused inclusivity programs to overcome gender-specific issues and ensure equal opportunities. In addition, the staff is well-educated, with numerous staff members possessing postgraduate qualifications, MBAs, or technical diplomas, reflecting the organization's emphasis on recruiting talented professionals with varied educational backgrounds.

The attitude towards workplace diversity is highly positive, with 84% of the respondents viewing diversity as crucial for organizational success. Additionally, 89% of the employees indicated enhanced morale, and 69.05% indicated enhanced productivity due to a diverse workplace. Technical employees, including engineering and quality control, specifically highlighted that diverse opinions lead to better decision-making and problem-solving.

Nonetheless, there have been some concerns about the efficacy of diversity programs. Approximately 10% of the respondents perceived that diversity programs were shallow and had no substantive impact. This

implies that organizations need to do more than just symbolic actions and introduce substantive reforms for the sake of ensuring inclusivity is embedded in corporate culture. In addition, though 81% of the respondents admitted the positive impact of diversity on job performance and teamwork, only a minor percentage (8.77%) faced issues like workload disparities and inadequate management support.

### Suggestion

In order to improve workplace diversity, the company needs to broaden the inclusion of older workers in surveys to create a more diverse viewpoint. Redressing gender disparity is important, with emphasis on balanced representation in management positions and hiring practices. Reinforcing fair hiring practices will assist in drawing in applicants with varying educational and professional backgrounds, enhancing equity in hiring. Maintaining authenticity in diversity initiatives through open communication and employee input will keep them from being seen as tokenistic. Broadening employee assistance programs (EAPs) can offer specialized support, especially for production and quality control workers. Cross-functional collaboration must be fostered to bring together diverse viewpoints and enhance problem-solving. Ongoing diversity training is necessary to overcome unconscious biases and promote workplace inclusivity. Developing a culture of continuous improvement via routine feedback processes can enable organizations to refine their diversity policies. Further, constructing formalized mentorship schemes for trainees, advocating family-friendly policies, and encouraging free exchange regarding diversity issues will facilitate an inclusive work culture. Finally, hiring from underrepresented regions and embracing cultural diversity within the firm will additionally sustain a well-balanced and equal workforce.

### Reference

1. Cox, T. (1991). The multicultural organization: A paradigm for organizational change and development. *Academy of Management Executive*, 5(2), 34–47.
2. Thomas, K. W. (1992). Conflict and conflict management. In J.W. Newstrom & K. Davis (Eds.), *Organizational behavior: Human behavior at work* (6th ed.). McGraw-Hill.
3. Gupta, S., & Singh, S. (2015). Workplace diversity and employee performance: A study of IT companies in India. *International Journal of Business and Management Invention*, 4(5), 1-12.
4. Li, J., & Sun, J. (2019). Workforce diversity and organizational performance: The role of cross-cultural training. *Journal of Human Resource Management*, 7(2), 34–41.
5. Patel, N., & Shah, R. (2019). Impact of workforce diversity on employee motivation and performance in manufacturing industries. *International Journal of Management Studies*, 6(1), 25–33.
6. <https://journals.sagepub.com/doi/abs/10.1177/2158244012444615>
7. <https://www.sciencedirect.com/science/article/pii/S0278431915000596>