



“DIVERSITY AT WORK AND ITS IMPACT ON EMPLOYEE’S JOB PERFORMANCE IN PHARMA INDUSTRIES”

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Abstract

In this globalized world workforce diversity has been commonly identified in the organization to gain strategic advantage over their competition. The goal of this article is to analyze the association between the diversity of the workers and performance of the staff in Pharma industry existed in Bhagwanpur Industrial Area, District Haridwar (UK), India. During the research process, it is found that different factors can affect employee performance, but this document only consists of four important diversity in all other diverse as the age of age, diverse education related, to work experience and gender which have an impact on employee performance. For this research study simple random technique is adopted to collect the data by distributing 350 questionnaires to all the level of the employees working in the Pharma industries in Bhagwanpur Industrial Area. Regression analysis technique is used to find the effect of one of the factors. The results show that there is a positive effect of age, education level, work experience and gender diversity on employee job performance.

Keywords: *Pharma industry, Employee Performance, Age diversity, Gender diversity, Work-experience diversity, Educational Diversity*

Research Highlights:

- 1) Four important factors *viz.*, age, diverse education, work experience and gender can affect the employee’s work performance in pharma industry.
- 2) Age and work experience had a positive impact on the performance of employees. It means there is a proper mix of young and old employees in the industry.
- 3) The finding also reveals that gender diversity and education diversity has no significant impact on employee performance.
- 4) It can be concluded that pharma industries should give an equal or more opportunity to female’s candidates.

1. Introduction

In this competitive era, Diversity among the workforce is a globally perceived phenomenon accepted in every organization and it has become a fascinating concern at the workplace. The term "diversity" refers to the variety of people differences related to age, race, gender, ability, education, disability. (Srivastava & Agarwal, 2012) revealed in his study that organizations with diverse nature of workforce are able to attract and maintain fineness quality of employees and boost the customer loyalty. In an organizational life no manager can ignore the workforce diversity. Every individual perceived the world through different characteristics and enter in an organization. An organization will loss trust, mutual understanding cooperation and respect among employees if they neglect to manage the diversity at the workplace which results to negative impact on employee performance and efficiency. In past, there were less diverse workforce compositions as compare to this modern era.(Srivastava and Agarwal, 2012) found that the accomplishment of any organization depends on its groups of workforces that carry out the organizational activities.Organizations are constantly striving to improve employee productivity by assessing their diverse contributions achievement of the goal (Leitao *et al.*, 2021).(Choi & Rainey, 2010) reveals that diversity works as a positive energy for the performance of the employees. Previous finding shows that organizations with well managed workforce diversity are more effective having new dimensions with new pioneering capabilities having fresh ideas to survive in the industry (Childs Jr, 2005).Workplace diversity among workforce creates conflicts and uncertainty due to different diverse opinions that leads to miscommunication and misinterpretation (Choi and Rainey (2010).

1.1 Workforce Diversity

Oman Khan and Ogagaoghene (2011) found that diversity among workforce can affect the relationship between individuals within an organization.(Childs Jr,2005) stated that diversity related to workforce that is limited to features of a definite cultural such as age, ethnicity,work experience, gender, mental ability, marital status, morale and interests. (Emiko and Eunmi 2009) noted that workforce diversity in human resources sector improves the productivity of both employees and organization. (Carrel, Mann, & Sigler, 2006) Gender diversity, age diversity, ethnicity diversity and education level diversity are among the main sources of workforce diversity.

1.2 Gender Diversity

It is an identical or truthful illustration of human beings within side the place of job of various genders. All through records and throughout cultures, diversity in term of gender has existed. Prejudices and stereotypes and that symbolize advantageous development and consequently a better fame for males.(Leonard & Devine, 2003) found that there is gender-based differences (Kochan *et al.*, 2003) found that gender-based diversity is more collaborative and more cooperative at various management levels. (Eagly and Wood, 1991) Gender groups in term of equivalents in all aspects performed less as compare to mixed-gender groups.

1.3 Age Diversity

According to (Barrington and Troske, 2001; Algahtani, 2013)found that older workers who have spent a lot of time in an organization are more active, skilled, and profitable. Age diversity is recognition by a company. The problem of organizing different age groups is a common problem and is now a part of many organizations. Therefore, different age groups of workers are more innovative and goal oriented than a regular age worker (Williams & O’Reilly III, 1998).

1.4 Education Diversity

Working staff have different levels of learning in an organization. It also impacts the efficiency of an employee. (Choi and Rainey,2010) had recorded that a well-trained staff have achieved a higher level of output. A person is more efficient who were dependent on their education. Thus, educational diversity plays a important role in the effectiveness of a staff (Emiko and Eunmi, 2009).

1.5 Work Experience Diversity

(Carr et al., 2006) Diversity related to experience has been define how long an employee is working within an organization which an employee acquired during professional journey in a specific domain. (Pinder,2014) stated that experience personnel in an organization are responsible for generating organizational income rather than production. (World Bank Group, 2012) reveals that employees having the experience drive effectively because they had undertaken a number of trainings that ultimately impact their individual performance.

1.6 Employee Performance

(Shrestha, 2018) Employee performance is the main concern from the analysis point of view. It refers to the art of performing in the performance on duty; implement or identify actions, outcomes or outcomes.(Kyalo and Gachunga,2015). In the area of human resource management diversity in term of workforce isnecessary to improve and boostthe employee performance.(Adler, 1986) found that organizational performance had a significant impact on an individual employee performance. Workforce diversity at work place will be motivating variables for them and its help to reinforce cooperation among the employees (Fig. 1). In this study, it is proposed that education diversity has a positive effect on employee performance.

This research study is based on Pharma industries in Bhagwanpur Industrial Area, where it tries to find the diversity issues among the workers and employees at workplace and resolve those issues that are very important to grow the Pharma industry. When staffs are working together with diverse backgrounds really affects their performance. In previous, there were not sufficient studies that focus on how age, work experience, religion, education diversities impact the employee performance. In adding, none of such type of studies had been done in the Pharma industry in India. This paper is an attempt to find out the impact of workforce diversity on employee job performance in Pharma industries in Bhagwanpur Industrial Area.

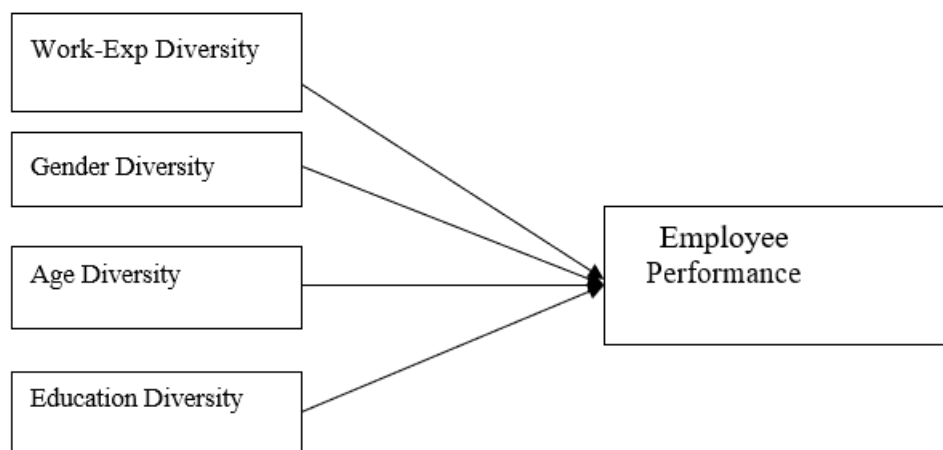


Figure.1. WorkforceDiversityandEmployeePerformance

2.Research Methodology

2.1 ResearchArea

This study has been conducted in Bhagwanpur Industrial Area, DistrictHaridwar (UK), India, specifically focusing on the Pharma industry of Bhagwanpur Industrial Area. The study is specifically related to impact of Workforce diversity on employee job performance. This study adopted a deductive approach on the basis of extensive literature survey different questions were formulated to study how different age groups are affecting workforce diversity.

2.2 ResearchDesign

2.2.1 Types and sourcesofdata

Data collection:- For this study primary data and secondary data has been collected.

Primary data-: The main source of collection of primary data is by distributing 350 self-designed questionnaires which consisting of 2 sections (A and B.). First section contains 4 questions based on personal information of the respondent and par second which contains 21 questions related to work force diversity.

Secondary data-: Secondary data was collected from by the help of rigorous and in-depth literature review and by using data from websites of different government and private industries such as NitiAyogand from magazines like World Economic Outlook, Business Standards etc.

2.2.2 Population of Study

Randomly selected the Pharma industries that are currently operating in Bhagwanpur Industrial Area, District Haridwar (UK), India.

2.3 Research Framework

On the basis of above literature following proposed model is used to determine the how workforce diversity impact on performance of the employees in Bhagwanpur Industrial Area based Pharma industries.

In this research paper employee performance is taken as Dependent variable and gender, Age, Education and work experience diversity is taken as independent variable.

2.3.1 Tools for Analysis

To know the impact of workforce diversity descriptive statistics is used (mean and standard deviation) to analyze the data. To examine the employee performance that impact by work force diversity through a linear regression model.

Linear Model

$$EMP = \alpha + \beta_1 GND + \beta_2 AGD + \beta_3 EDD + \beta_4 WED + \epsilon$$

Table-1 Variables defined

α	=	Constant	$\beta_1, \beta_2, \beta_3, \beta_4,$	=	Coefficient of the variables
EMP	=	Employee performance	GND	=	Gender diversity
AGD	=	Age diversity	EDD	=	Education diversity
WED	=	Work Exp diversity	ϵ	=	Error term

3 Results and Interpretation

3.1 Descriptive Statistics

In this study descriptive statistics of each variable is calculated for the regression analysis.

Table-2 Descriptive values of Variables

Diversity Variables	Mean	S.D.	Reliability
GND	3.87	0.57	0.78
AGD	4.11	0.59	0.72
EDD	4.35	0.69	0.81
WED	3.78	0.53	0.74
EMP	4.12	0.67	0.82
<i>Source: Field Survey</i>			

Gender diversity average 3.87 which indicates that improves their performance. Through gender diversity employees of Pharma industry believes that there is significant change in their performance. Age diversity mean is 4.11 and S.D is 0.59 which shows that there is a diversity of age

groups. The average 4.35 shows that the presence of education diversity in the Pharma industry. Mean value 4.75 and 3.78 which represents that the employees have a significant education and work-exp diversity at the work place respectively which results in high performance in the organization due to all these diversity with a mean value of 4.12.

Hence, it is proposed to estimate a linear relationship model between employee performance and diversity of workforce. In the given table 5 summary of linear regression model is given below

Table-3 Summary of Linear Regression Model

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	0.917 ^a	0.877	0.853	0.23647

In table -4 the value of R-squared which represents the proportion of variance D.V i.e employee performance which is explained by the four I.V (GND, AGD, EDD, WED). Here the R value is 0.877, which explained 89.7% change in dependent variable due to these four factors (GND, AGD, EDD, WED) and rest 12.3% is explained by other variables which is not a part of this study.

Table-4 Analysis of Variance (ANOVA)

Model	Sum of Squares	Df	Mean Square	F	Sig.
Regression	64.218	4	14.720	236.485	0.000 ^b
Residual	7.364	116	0.063		
Total	71.702	121			

In table-5 ANOVA is calculated to estimate whether the proposed model is fit as per the given data. In the table the p-value is 0.000 which is less than 5% level of significance. Hence the proposed model is fit which shows that the proposed four independent variable have a significant impact on the employee performance in Pharma industry. $F_{cal.} (236.485) > F_{tab} (2.46)$ value which shows the predication that the dependent variable (EMP) is influence by independent factors (GND, AGD, EDD, WED)

Table 5 Regression Coefficients

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	1.107	0.163		7.231	0.000
GND	-0.209	0.80	-0.169	-1.357	0.203
AGD	0.602	0.172	0.702	3.514	0.00**
EDD	-0.90	0.167	-0.215	-0.601	0.601
WED	0.528	0.115	0.587	4.205	0.000**

From the above results, the regression model expressed as below
 $EMP = 1.107 - 0.209 GND + 0.602 AGD - 0.90 EDD + 0.528 WED$

This table shows that the intercept (α) value is 1.107 when the four independent factors are held constant. An increase in one unit of WED (Work exp diversity) leads to 0.528 increase in the employee performance. Its P-value is 0.000 shows a significant relationship. In addition to 0.602 increases in employee performance by increase in one unit of AGD (age diversity) which also shows a significant relationship that P-value is 0.000. From the above findings it is concluded that no significant impact of GND (Gender diversity) and EDD (Educational diversity) on employee job performance in the Pharma industry.

4. Conclusions

The main concern of this paper to analyze the significant impact of workforce diversity on performance of the employees in the Pharma industries situated in Bhagwanpur Industrial Area. To analyze the impact four factors are consider on the basis of previous literature reviews. The results showed that age and work experience had a positive impact on the performance of employees. It means there is a proper mix of young and old employees in the industry. The finding also reveals that gender diversity and education diversity has no significant impact on employee performance. It showed that Pharma industries should give an equal or more opportunity to female’s candidates.

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