The impact of diverse workers on job performance in the IT firms: A quantitative study

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Abstract The purpose of this research was to examine how diversity in the workplace affects productivity in the information technology sector. Workforce diversity may be measured by gender, age, education level, and ethnicity. India's IT sector is among the fastest developing in the world. Diversity in the workplace is a growing concern in today's businesses, presenting both a problem and an opportunity that, if mishandled, may harm productivity; various people have various viewpoints and biases, just as they vary in gender, age, education level, and race. Analysis of existing works, along with interpretation of data gathered from additional sources, was used to conduct the research. The purpose of this exploratory research is to get insight into the participants' decision-making processes by probing their beliefs and values. Two hundred people filled out an organized survey that yielded useful information. The effect of staff diversity in terms of age, gender, and level of education on IT firms' productivity was investigated using correlation analysis and analysis of variance. It has been determined via research and analysis that a well-managed diverse staff is an asset to any company, helping to boost output and efficiency.

Keywords: workforce diversity, employee performance, job performance, worker diversity

1. Introduction

The competence and leadership of a company's human resources are crucial to achieving its objectives. Human resource (HR) job satisfaction is highly impacted by HR quality variables and management techniques, including HR growth and job performance oversight. Job success is a function of one's network, skills, and understanding of one's place in the company, so the theory goes. An individual's level of physical and mental energy used while doing their job responsibilities is a direct effect of their degree of Work Drive. The research results indicated that workers' productivity in the workplace might be enhanced by providing them with better training opportunities. Investing in staff development and inspiration is essential for any business that wants to see a rise in productivity from its workforce (Haryono et al 2020). Human resource management (HRM) that is efficient and long-lasting relies heavily on the input of those directly involved in the business and the employees. HRM has to be rethought in light of current difficulties, with long-term sustainability being an improved approach to accurate HRM. Common goals and outcomes are the focus of responsible management of human resources. This includes but is not limited to taking care of team members and the surroundings, staff engagement and growth, outside collaboration, adaptability, adherence to employment laws, collaboration among staff members, fairness, justice, and financial viability (Davidescu et al 2020).

Although the repercussions of stress in psychology are well-described, fewer considerations have been paid to the factors unique to behavioral health employment that raise the risk of exhaustion, together with additional aspects of interest, including intentions to leave and fulfillment with work. It has been found that mental health professionals experience interactions between exhaustion, job fulfillment, and desire to leave, which aligns with findings from studies on other labor force demographics. Both stress and the purpose of leaving one's current work are connected positively, whereas both are inversely related to contentment on the job. There is a correlation between burnout and issues, including lack of companionship at work, heavy workloads, a lack of control over one's own time, and negative interactions with customers (Scanlan and Still 2011). The ethnographic study conducted at an architecture company and an overnight camp led to the formulation of the notion of staff involvement. A worker's degree of involvement is measured by how much of oneself they bring to their job regarding their body, mind, and emotions. His definition of teamwork was the adaptation of what employees bring to work roles provided an in-depth examination of the many factors that contribute to the definition of participation, including individual characteristics, workplace participation, and corporate citizenship. Therefore, they have provided all the essential ideas linked to staff involvement (Ismail et al 2019). We find that (a) institutional autonomy and (b) multisource evaluation are two HR approaches that may enhance efficient communication among employees of different...
backgrounds. Human resource approaches that emphasize the value of fellow workers and foster an atmosphere of acceptance and respect within a company hold considerable promise as tools for managing employees from various backgrounds. Recent developments in organizational structure favoring more individual initiative and adaptability have boosted the profile of institutional power and multisource evaluation. The efficacy of these HR approaches for handling employee diversity is worth exploring, especially as more businesses want to enhance their operations by implementing them (Lee and Kim 2020). Academics and practitioners alike have been paying increasing attention to the importance of job fulfillment as a worker’s result. Job fulfillment is defined as an assessment regarding the kind of enjoyment that a staff member comes from their position, which consists of emotional and intellectual components. Both favorable and adverse sensations regarding labor and the organization can influence worker conduct, influencing the successful execution of the company’s commercial tactics. An employee’s outlook on the work they do is measured by their level of happiness at work. When workers are happy in their roles, they are more likely to have constructive attitudes. However, if they are unhappy with the way they are expected to carry out their responsibilities, they may develop a pessimistic outlook on their job (Mickson and Anlesinya 2020). The Quantitative Study for the Impact of Diverse Workers On Job Performance In The IT Firms

2. Related work

The current investigation is on the influence of human resources management on the efficiency of governmental agencies. Government organizations strive to advance their efficiency by reducing costs, extending services and operations, and enhancing superior to succeed in a constantly shifting financial climate that includes developments like internationalization, expanding requirements of consumers and shareholders, and boosting services in a fierce rivalry. The investigation was analyzed using a method of quantitative inquiry. 240 participants were chosen as the group of participants' size for this analysis. Out of the five hypotheses tested, only one that Decentralization has a favorable relationship with company efficiency, was supported by the data. Therefore, it was determined that dispersion contributes positively to company efficiency (Anwar and Abdullah 2021). Employees of universities that are both publicly and privately owned participated in the survey. Simple and numerous regression tests show that staff involvement and work efficiency are positively influenced by their happiness with interaction, and work fulfillment positively influences staff involvement and work efficiency. There is no proof; however, that contentment with ways of communicating has any effect on productivity in the workplace (Pongton and Suntrayuth 2019). The most studied subject in corporate and company psychology is how to increase workplace happiness. Professionals and researchers are beginning to appreciate work happiness for its insights into improving company performance. This section examined the research on employee happiness in the workplace. To begin, we trace the development of the concept of work pleasure and how it has been explained and developed through time. We next detail the different measuring methodologies and methodologies, as well as key assessment factors, for gauging employee contentment on the job. Third, we examine what factors and outcomes contribute to a happy workplace. Finally, we recommend additional studies on job fulfillment by synthesizing findings from the last few generations (Judge et al 2020). There has been a rise in studies examining the effects of having a workforce that spans many generations on businesses worldwide. There has been a lack of empirical investigation into the processes that could underlie the correlation between different ages and the effectiveness of organizations in previous studies. We argue that interpersonal and social assets are the mechanisms via which age variation impacts the efficiency of organizations. We also look at how gender-inclusive leadership and cultural diversity in the workplace influence the ways in which diversity of age impacts social and human assets. We evaluated our assumptions using responses from a large survey of managers conducted by the Association for managing human resources.

A beneficial connection between various ages and company efficiency was found, with the relationship being mediated by higher levels of social and psychological capital. The beneficial benefits of age variety on human and social capital were further bolstered by functional variety and gender-inclusive leadership (Li et al 2021). Because individuals and their expertise are among the most essential factors determining the organization’s efficiency, HRM has gained prominence in the modern corporate world. Morale assessment is a crucial part of HRM. Enhancing efficiency, adaptability, excellence, and recognized performance requires businesses to ensure good worker happiness. The purpose is to investigate what factors contribute to job happiness and drive. The impact of the business atmosphere on morale is also discussed. Professional contentment, intrinsic drive, and variable pay all features heavily in the philosophical foundations of this theory. The open lines for interaction between workers and superiors are one of the company’s greatest strengths (Ali and Anwar 2021). The study applied the ideas of self-determination and the reinforcement approach to the study of motivation to examine the effects of incentives on workers’ productivity. Work efficiency is evaluated based on both job duties and local characteristics, while incentives and rewards are studied from both internal and external viewpoints. The role of job happiness as a mediator between inspiration, incentives, and achievement in the workplace has additionally been studied. Investigators gathered information from both production and service company managers and workers (Kumari et al 2021). The principal information was the main source of information for the research, and the survey was the main means of data collecting. Staff dedication in production companies increased substantially when earnings sharing were implemented. In contrast, staff members’ workplace principles increased greatly when flat rate structures were implemented, and unity
among workers increased considerably when incentive programs were negotiated through labor negotiations. The results showed a correlation between incentive programs and productivity in the workplace. This connection affords businesses the chance to harness the incentive provided by the system of bonuses to steer worker behavior in a more productive and efficient direction. According to the results, it was advised amongst others that compensation systems for manufacturers need to be developed so that workers have the right to portions of the profit made by the company as a method of fostering creativity and unity among members (Ngwa et al 2019). It has always been difficult to determine the worker efficiency on the job affects the worth created and captured by a company.

The literature on micromanaging has largely ignored the question of how much of a worker's worth creation genuinely belongs to the company that hired them. At the same time, the field of macromanconomics has largely ignored the nature and forms of individual achievement and collectively efficiency procedures inside organizations in favor of a concentration on value generation and preservation. Therefore, we present an idea that predicts the manner in which businesses are going to extract value through worker efficiency by theoretically integrating strategic leadership concept about value generation and acquisition with psychological research on individual job accomplishment and overall success (Call and Ployhart 2021). Managerial qualities, staff motivation, and productivity on the work were all investigated. The research surveyed relevant scholarly works that provided the conceptual basis. The research was qualitative in nature, and questionnaires were sent out to employees at a subset of Nigeria's consumer goods manufacturers. The research revealed a comprehensive relationship between managerial traits, staff involvement, and work effectiveness via the use of Partial Least Square (PLS) route modeling. The framework shows that among transitional leadership, transactional leadership, and staff involvement, there is a large and moderate link. The level of involvement among workers was shown to be inversely related to pay. A greater degree of staff efficiency may be achieved via the use of transformational leadership as opposed to traditional management (Adeniji et al 2020).

3. Differentially essential factors in the labor force

Diversity is more than just accepting and even celebrating variety. Diversity may be defined as a deliberate collection of behaviors that includes:

➢ Realizing, including valuing the interconnectedness of all people, civilizations, and the physical world.
➢ Putting into practice a shared appreciation for one another's unique characteristics and life lessons. Recognizing that there are many methods of knowing along with various techniques of behaving;
➢ In light of the knowledge that bias of a hidden, social, or organizational nature develops and maintains benefits for some at the expense of others,
➢ We need to collaborate collectively to end all forms of prejudice. Thus we must forge coalitions across lines of diversity.

Consequently, understanding variation requires connecting to traits and circumstances which transcend related to us and beyond the communities in which we participate. These can involve, but are not restricted to, factors such as age, socioeconomic standing, gender, physical abilities/qualities, race, sexual orientation, religion, gender expression, and place of birth, level of education, profession, revenue, legal situation, parental position, and career history. Finally, we realize that no one culture is inherently better than another, that classifications of distinction aren't necessarily established and those we accept the freedom to determine one. Thus, a more expansive understanding of variety serves to promote openness and encourage us that there are many reasons to pursue diversity beyond compliance with legal mandates, such as learning from the distinctive viewpoints of employees

4. Research objectives goals

➢ The goal is to learn about and comprehend the idea of Worker Diversification.
➢ To look at the ever-increasing importance of multicultural administration in the business world.
➢ The goal is to investigate the relationship among strategies for managing diversity and organizational effectiveness.

5. Materials and methodology

The investigation in its entirety is meant to be comprehensive and curious. Evaluation of the existing scholarship and interpretation of data gathered from additional sources were used to conduct the research. The aim of this exploratory study is to find out more about the variables that affect the respondent's decision-making. In this investigation, firm's operations and corporate culture are relevant to understanding the organization's perspective on diversity at work, employee productivity, the primary obstacles to overseeing a global workforce, and other related issues. The research focuses on the effects of diverse staff members on IT organizations, and it finds both good and bad outcomes. Books, journals, periodicals, research papers, and numerous search engines, etc., were used to supplement the current and historical databases of the selected firms. Analysis of the whole project was greatly aided by the information gleaned from reading a wide range of literary books, articles accessible online, etc.
5.1. **Sample size**
The response rate is 200 for every individual.

5.2. **Data set**
- **Source material**
  A thoughtful survey was used to collect the data from 200 participants.
- **Subsequent Information**
  The Internet was the most popular and prolific method for data collecting, but knowledge was also gathered via publications, newspapers, and corporate documents.

5.3. **Survey Equipment**
The questionnaire is the piece of technology that was utilized for the survey.
- **Resources for Statistics**
  These statistical approaches were used to arrive at the final survey findings.
  - Frequency Distribution
  - Proportional Breakdown
  - The variability Analysis

6. **Predictive Error**
The research is without its own set of caveats. Some limitations were discovered throughout this investigation.
- The term “diversity management” encompasses a wide range of ideas. All the chosen businesses are key players in the Indian IT industry, both nationally and internationally. Only four of India’s numerous IT businesses provide data. We also did a poll in cyberspace.
- Indeed, diversity management is a comprehensive and intricate field. The discussion was limited to only those factors. More time and in-depth study are needed to conclude. There wasn’t enough time to do a thorough search in this region.
- Another restriction is that findings cannot be generalized:
The sample size of this research, 200 IT workers, was small since it was an experimental one. While this study’s conclusions are generalizable within its parameters due to the enormous scope of the specimen, more research into the topic of inclusion in the workplace is needed.

7. **Research and interpretation of results**

7.1. **To investigate the association between gender, age, and skill distribution in the workplace and productivity**
To do this, I have utilized Pearson Correlation to analyze the association among applicant diversity and success in IT firms. There is no correlation between demographic differences in the workplace and productivity.

H0= Null Hypothesis; H1 = Alternate Hypothesis.

Those with a bachelor’s degree made up the largest share of participants, followed by those with a master’s degree. The lowest educated group, PhD holders made up just small part of the total. There were 4.7% people who had some other degree of schooling.

8. **Interpretation**

8.1. **Pearson Correlation Analysis**
Pearson Correlation Analysis determines the significance of an association between workplace diversity and the Performance of Workers. Assume, as a starting point, that the observed values are not significantly different from the predicted or assumed values. If the above connection is meaningful, then H1 is the alternative. According to Table 1, a Significant F value below 0.05 indicates statistical significance. It follows that H1 is true and H0 is false. The above table reflects an independent study that found that having a diverse workforce in terms of age, gender, and level of education is positively correlated with productivity. Table 1 displays the results of a Pearson Correlation Analysis. Therefore, the above table reflects the correlation study that established a favorable association between age diversity, gender diversity, educational diversity, and worker efficiency. Figure 1 illustrates the level of education by graduation.

8.2. **To provide a picture of how IT workers feel about diversity in the workplace.**
To accomplish the study's secondary goal, I have utilized One-Way ANOVA to draw a picture of how IT workers feel about diversity in the workplace.
9. Discussion

To determine whether the age of workers in IT companies is a significant factor, we are employing a One-Way ANOVA test in Table 2. Assume, as a starting point, that the actual numbers are not significantly different from the predicted or theoretical values. If the above connection is meaningful, then H1 is the alternative. According to Table 2, a Significant F value below 0.05 indicates statistical significance. It follows that H1 is true and H0 is false.

### Table 1 Parental demographics include occupation, education, and parenting philosophy.

<table>
<thead>
<tr>
<th>Variable</th>
<th>Pearson Correlation</th>
<th>Sig. (2-tailed)</th>
<th>N</th>
</tr>
</thead>
<tbody>
<tr>
<td>Gender</td>
<td>.143*</td>
<td>.045</td>
<td>201</td>
</tr>
<tr>
<td>Qualification</td>
<td>.143*</td>
<td>.046</td>
<td>201</td>
</tr>
<tr>
<td>Age</td>
<td>.148*</td>
<td>.039</td>
<td>201</td>
</tr>
</tbody>
</table>

**Discussion**

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### Table 2 ANOVA between Age, Gender, Education.

<table>
<thead>
<tr>
<th>Variables</th>
<th>Mean</th>
<th>N</th>
<th>Std. Deviation</th>
</tr>
</thead>
<tbody>
<tr>
<td>Age</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>21-40</td>
<td>2.95</td>
<td>118</td>
<td>1.283</td>
</tr>
<tr>
<td>41-60</td>
<td>2.53</td>
<td>84</td>
<td>1.410</td>
</tr>
<tr>
<td>Total</td>
<td>2.78</td>
<td>202</td>
<td>1.351</td>
</tr>
<tr>
<td>Gender</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Female</td>
<td>2.53</td>
<td>83</td>
<td>1.417</td>
</tr>
<tr>
<td>Male</td>
<td>2.94</td>
<td>119</td>
<td>1.280</td>
</tr>
<tr>
<td>Total</td>
<td>2.79</td>
<td>202</td>
<td>1.351</td>
</tr>
<tr>
<td>Education</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>PG</td>
<td>2.53</td>
<td>83</td>
<td>1.417</td>
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<tr>
<td>UG</td>
<td>2.94</td>
<td>119</td>
<td>1.280</td>
</tr>
<tr>
<td>Total</td>
<td>2.79</td>
<td>202</td>
<td>1.351</td>
</tr>
</tbody>
</table>

Employees’ favorable attitudes regarding Workforce diversity are represented in the results of the One-Way ANOVA table above.

To determine whether or if workers’ perspectives on the value of acquiring knowledge in IT firms are reflected in their work, we ran a one-way ANOVA on the data represented in Table 3. Assume, as a starting point, that the values you see are not significantly different from the predicted or theoretical values. If the above connection is meaningful, then H1 is the alternative. According to Table 3, a significance level of F of less than 0.05 indicates a positive result. It follows that H1 is true and H0 is false. Figure 2 displays the age distribution of people. According to the data shown above, the youngest participants were under the age of 25 and the oldest were beyond the age of 35. Participants aged 35–45 made up the next
largest demographic, followed by individuals aged 45–55. Workers older than 55 made up a small fraction of the workforce. Therefore, the majority of participants were young people. Employees’ favorable attitudes regarding Workforce diversity are represented in the results of the One-Way ANOVA table above.

The global financial system is rapidly spreading to all regions of the globe as an internationalization movement develops. International companies have been instrumental in popularizing the notion of variety and educating their workforce on terms like multiculturalism, gender, and age diversity. Many organizations in the IT sector have made efforts to increase diversity in the workplace. Our findings show that participants enjoy collaborating with a diverse group of individuals in terms of age, gender, culture, and level of education. The acquisition and growth of international skills are facilitated by operating in a multiethnic setting.

People who work for major corporations are interested in learning about other cultures at first but get tired of the effort required. Only a quarter of those polled agreed, while half were vehemently opposed. Employees are naturally inclined to acquire knowledge and adjust when exposed to individuals from other backgrounds. Still, there may be significant gaps between choices and points of view depending on factors such as culture, age, gender, etc. To be clear, workers have the impression; they are being controlled or neglected by superiors. Companies have recently made significant investments in attracting a broad talent pool, but fostering an environment where individuals from various backgrounds can work together successfully presents several challenges. You must carry it out. Diversity in all its forms is the subject of recent studies. It’s essential to properly manage the potential for both good and adverse outcomes when different groups work together. There are a lot of potential issues that might develop from having such a varied group of applicants working together. We included questions on these themes in the survey and gathered responses to comprehend staff sentiment better.

When workers disagree, businesses should create a diversity management division to mediate. To successfully adopt diversity, organizations must provide their staff with the proper education and training. It’s essential to routinely poll workers for their opinions and the most recent data on how they feel about their jobs. Talk it out, and keep your employees encouraged and inspired. Treat all of your staff with the utmost respect and decency.

According to this research, it’s not difficult to manage a workforce that spans many generations, traditions, and personalities. OK, then. There are gender inequalities in the workplace that may be taken into account during evaluations of performance and promotions. There are still many glass barriers that women face while trying to advance their careers.
Through literature studies and expert opinion, we selected variables and elements to analyze how employees’ perceptions of diversity in the workplace affect productivity. The relationship between cultural diversity and organizational production is seen in Figure 3. Half of respondents strongly believed that cultural diversity promotes organizational productivity, as seen above. 43.5% said cultural variety enhances organizational productivity. 7.3% were indifferent that diversity enhances organizational productivity. Diversity improves organizational productivity, according to 1.6%. The graphic shows that including individuals from different cultures improves output.

![Figure 3 Relationship Between Cultural Diversity and Organizational Production.](image)

10. Conclusions

In the following decades, it is expected that there will be a dramatic increase in the variety of people working in all fields. The diversity of the workforce may provide a fertile ground for the development of new ideas and abilities. Factors such as a lack of qualified workers, a competitive international marketplace, evolving demographics, satisfied customers, a positive public perception of the company's brand, the ongoing need for creative problem-solving, etc., are driving the demand for it. When various groups get close and engage with one another, having a diverse workforce becomes most difficult. They seem to have problems with interpersonal interaction and social cohesion. It’s when you need diversity management to help you connect the dots and learn to see beyond the differences. Management should take the initiative to identify diversity-related problems and take action to address them. The study’s findings shed significant light on how businesses in the IT sector are currently handling diversity management. Most employees are optimistic about the results of managing diversity. The research shows how important it is for businesses to work with variety to maximize their workers’ talents and get an edge in the market.

In this investigation, we sought to understand how employees in Indian IT firms saw the connection between a diverse workforce and their own productivity. The efficiency of workers was shown to be affected by four different aspects of staff diversity, including employees’ ages, genders, ethnicities, and levels of education. These aspects of multiculturalism within the Indian workforce are crucial to worker efficiency. They should be carefully studied by management in order to maximize the benefits of a more inclusive workplace.

**Ethical considerations**

Not applicable.

**Declaration of interest**

The authors declare no conflicts of interest.

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**References**


