

Effect of Workforce Diversity on the Performance of the Students

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Abstract: To analyze the moderating affect of management between workforce diversity and performance of the students and to determine the relationship between workforce diversity and student's performance. Quantitative study was conducted in educational sector of Pakistan. Sample of 150 students of different colleges and universities was selected in Punjab province. The data was collected through questionnaires. Pearson Correlation and Regression was run to analyze the data. Findings shows that there is positive and significant relationship between the workforce diversity and the performance of the students and management does not moderate its relation. Sample size was too short it can be replicated in future by large sample in same sector. Relation of management between workforce diversity and student's performance can be checked in future.

Key words: Workforce Diversity • Management • Student's Performance

INTRODUCTION

The word 'workforce' means the employees of the organization who works for the organization. The progress of any organization depends upon the employees or workforce of the organization because they carried out the operations of the organization. The word 'diversity' means the difference of age, race, gender, abilities, disabilities, culture, religion and region etc. so the word of 'workforce diversity' means that the employees of different age, race, gender, culture, religion, abilities and disabilities.

Workforce diversity is very important for every type of organization because in diverse workforce every employee is different from the other and can give the better idea for the progress of the organization. Diverse workforce positively effects the organization because

different types of talents and skills are available at the same place. It's all depends upon the management of the organization that how it manages the diverse workforce. If it manages well then it leads towards the progress and beneficial for the organization. The workforce diversity also affects the performance of the organization. If positively affects then the profit of the organization increases. So workforce diversity increases in performance and profit of the firm.

There is enough work on workforce diversity in almost all the sectors but not in educational sector especially in Pakistan. In Pakistan educational sector is almost ignored. Education is very important for everyone to get success in life or to survive in this world therefore I choose the educational sector for this study. As the other sectors the Workforce diversity is also important in educational sector because it affects its

performance. In diverse workforce or faculty different types of skills are available at the same place so the students can learn more and different types of skills. In this way the performance of the students increases but it is necessary that the management should manage the diversity accordingly e.g. best person for the best job otherwise it will negatively effects the student's performance. It does also create motivation among the students. So if management properly manages the diverse workforce in the educational sector then it increases the performance of the students or positively affects the students.

The good performance of the students depends upon the diverse workforce. But only the diverse workforce is not important to increase the performance there are also other factors that affects the performance like management. It all depends upon the management of the organization that how it manages the diverse workforce e.g. keep in mind the interest and liking and disliking of the both students and teachers.

Literature Review: A research was conducted on an Indian organization. Data based on 1083 observations of male and female employees towards diversity. The results of this research show that the male employees are dominant in the organization male employees rated the female students less competent as compare to the female employees rated. All the incentives only provide to the males e.g. alary etc. disable employees are also less competent. The purpose of this research is to access the status of workforce diversity and difference of perceptions of male and female employees towards diversity [1].

A research was conducted in U.K National Health Service. The focus was on managing the diversity is the big issue. If the organizations really want that the diversity positively affects the organizations then focus on managing the diversity. Different ways must be used to manage the diversity. Observe personal motivation of employees and assign tasks accordingly. Create employment opportunities and meet the needs wants and expectations of the employees. Failure to adopt such approaches results the negative effect of diversity.

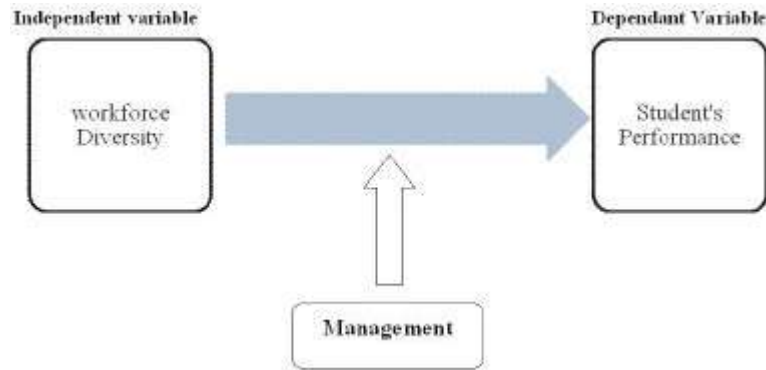
Increase diversity in UK marketplace is necessary. The organizations can also increase diversity in organization during recruitment process. Increasing diversity is the basic or primary need for every organization because it is considered that it brings the competitive advantage. Challenge is that how

organization can do this. Organizations can do this by market research on the recruitment pool, built such environment which influences all the stakeholders. To reach your target candidates you must use different types of communication channels and also give rewards to employees for their motivation because it increases the diversity [2].

A research was conducted on the American's top 50 companies to examine the relationship between the organization performance and diversity. Many scholars and managers were in the favor of the diversity they were thinking that diversity positively affects the organization's performance. Diversity in organization leads towards the economic success. Friendly environment in the organization among the diverse workforce positively effects the organization. American organizations operate in an increasingly diverse environment. American organizations like to work in diverse environment. This article basically tests for a relationship between the diversity and financial performance [3].

This study is about the discussion of problems of human resource diversity and diversity climates in the organization. And it helps to develop the framework for the positive climate for diversity. It focused on that climate that values the human resource diversity. Create that climate that welcomes the employees from diverse background. It presents a model for the positive climate for diversity and individual career and organizational attitudes and perceptions. This study is for both private and public organizations which emphasis on service. It indicates that climate for diversity effects both on range of career and organizational attitudes and perceptions. The purpose of the study was to analyze the effects of diversity climate on organization attitudes and individual career. The second purpose was to analyze whether these effects moderated by gender, age, ethnicity, marital status and career responsibilities [4].

The main purpose of this study was to examine the effects of diversity on female students within sport management preparation program. for the collection of data questionnaire was sent to 172 graduades and undergraduades sport management preparation program at the North American Society for Sport management member institute and thaey find 72 surveys returned. As result they concluded that the diversity programs continue to be developed and that diversity programs leads towards the female student's representstion within graduate and undergraduate sport management



preparation program. The finding of this study shows that the diversity programs remove the barriers for the female students in sport management profession [5].

The purpose of this study was to test the role of internal work density and external network range the relationship between group effectiveness and educational diversity. The data was collected from 54 different organizations and 267 employees. The results shows that the educational diversity has U-shaped relationship with the advice network density. The results also show that the internal network density and external network range changes the relationship between educational diversity and group effectiveness. By understnading the relationship between educational diversity and group social network helps the managers to improve group effectiveness. It helps to solve the diversity issues at social level [6].

The study was conducted in a Brazilian organization to analyze the challenges and benefits of diversity management by assessing the role of human resource. Brazil considered as multicultural background.

So the total of 15 case studies was conducted in Brazil. The diversity management in Brazil organizations is still an emerging issue. Out of 15 organizations only 4 had adopted the consistent set of diversity management and human resource practices. Diversity management requires the strong support of top management to sustain efforts toward incorporating diversity [7].

So diversity also influences the student's performance. If there is diverse workforce or faculty in any educational sector then it creates motivation among the students in this way the students can learn more or can learn different type of knowledge at one place.

Research Objectives:

- To determine the relationship between the diverse workforce and management.

- To determine the relationship between management and student's performance.
- To determine the impact of workforce diversity on student's performance.

Theoretical Framework

Moderating Variable: There is a relationship between the diverse workforce and management. It depends upon the management that how it manages the diversity. There is also a positive relationship between management and student's performance because if management does no play its role carefully then it negatively affects the student's performance.

Workforce diversity is the independent variable as the work force diversity increases the performance of the students also increases but there is also another factor that is management which is moderating variable because it all depends upon the management if management manages well the diverse workforce them it positively effects the performance of the students otherwise negatively effects the performance.

Hypothesis:

H1: Workforce diversity has positive impact on organizational performance [3]. So the performance of the students is positively effect by the diverse workforce.

H2: There is also an important role of management between the workforce diversity and performance because it is necessary to carefully manage the workforce diversity in the organization.

Research Methodology: Quantitative and qualitative both methods have been used to analyze the affect of diverse workforce and management on the performance of the students. Most of the studies are quantitative based which are conducted in different countries in different sectors [7]. There is no sufficient

study on the effect of workforce diversity in educational sector on the performance of the students especially in Pakistan. That is main objective of this study. So the quantitative method is used to measure the affect of diversity on student's performance using survey data collection method from different students in Pakistan.

Instrument Development: The study consists of total three variables which are workforce diversity, management and student's performance. Out of these three variables workforce diversity is independent variable, management is moderating variable and student's performance is dependant variable. There is strong relationship between these three variables.

Variables	Elements	Operational Definition	References
Workforce Diversity	Age, race, gender, culture and education etc.	Diversity includes the place, people things which are different e.g. having different age, race, culture, gender and education etc. no one is same everyone made up of different culture and backgrounds. Diversity also includes the opinion of different individuals.	(Edwards)
Management	Efficiency and effectiveness	Management is the process of work activities which are coordinated so that activities completed effectively and efficiently through and with other people to achieve the organizational goals.	(Coulter)
Student's performance		Measurement, evaluation <ul style="list-style-type: none"> The accomplishment of something with a particular intention. The result of any action. The ability to accomplish. 	(Neely, 2007) [8]

Data Collection Method: Overall the students in Pakistan are the target population of this study. Then out of the cluster of different colleges and universities by using random sampling a group of students is chosen from different colleges and universities in Punjab province. Respondents are both male female and of different age and education.

150 questionnaires were distributed to different students of colleges and universities through personal visit in Punjab province. Out of 150 questionnaires 100 returned within the time period of 4 days then out of 100 questionnaires 5 were not properly filled. A total of 95 questionnaires were used to test the objectives and hypothesis of the study.

Data Analysis Method: Reliability was checked through Cronbach's alpha. Mean median and standard deviation are used. Linear regression and correlation were used to analyze the data because hypotheses are relational and have one independent variable. Durban Watson test were applied to fulfill the linearity and autocorrelation assumption. First the effect of workforce diversity on performance of the students was checked and then the affect of management was checked.

The affect of workforce diversity on the performance of the students was checked through this equation.

$$Y=\beta_0+\beta_1X_1+e$$

Then the affect of management between the workforce diversity and the performance of the students was checked through this equation.

$$Y=\beta_0+\beta_1X_1+\beta_2X_2+e$$

Y=Dependent variable

β_0 = constant variable

β_1 =Value of independent variable

X_1 =Independent variable

β_2 =Value of moderator

X_2 =Moderator

Findings of the Study

Descriptive Statistics: The following table shows that the female respondents are less than male respondents. 58% are male and 42% are female. The mostly respondents fall in age of 18-25. The education of most of the respondents is graduation.

Inferential Statistic

Reliability: Instrument used in the study was reliable with cronbach's alp ha value 0.589.

Correlation: To check the linearity assumption scatter plot was drawn which shows the positive linear relationship between the variables so the Pearson correlation was used in this study. Pearson correlation shows that there is positive and strong correlation between the workforce diversity and management with. 372** value was significant at. 000. The positive but week correlation between management and student's performance with. 174 and positive and strong correlation between workforce diversity and student's performance with 422** value was significant at. 000.

Correlations

		Workforce diversity	management	Student performance
Workforce diversity	Pearson Correlation	1	.372**	.422**
	Sig. (2-tailed)		.000	.000
	N	95	95	95
management	Pearson Correlation	.372**	1	.174
	Sig. (2-tailed)	.000		.092
	N	95	95	95
Student performance	Pearson Correlation	.422**	.174	1
	Sig. (2-tailed)	.000	.092	
	N	95	95	95

** . Correlation is significant at the 0.01 level (2-tailed).

Regression: R value of workforce diversity is was. 422 with significance level of. 000 shows the positive effect on student's performance. R value of management was. 422 with significant level of. 846 shows no effect of moderating variable (management) because value of $p > .05$. Durbin Watson value is 1.770 which shows no auto correlation was founded in data.

Limitations and Future Directions:

- Sample size was small in future the sample size should large.
- The data was collected from only few colleges and universities in future the date should be collected from more colleges and universities.
- Relation of management between workforce diversity and student's performance can be checked in future.

CONCLUSION

The effect of workforce diversity on the performance of the students and the role of management between the workforce diversity and student's performance was checked in this study. The data was collected through questionnaires. 150 questionnaires were distributed to different colleges and universities in Pakistan. SPSS 20 version was used to analyze the correlation and regression among these variables.

The results show that the beta value is significant for H1 which shows the positive relationship between the workforce diversity and performance of the students. But the beta value for H2 was not significant for H2 which shows the management has no significant affect on relationship of workforce diversity and performance of the students. The future direction for this study that the sample size was too small and the role of management should be checked in future.

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