

## **Impact of Workforce Diversity on Employee Work Performance**

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**Abstract:** The purpose of this paper is to find the parameters that can be a mediating factor for employee performance considering workforce diversity. Data have been gathered through a survey of structured questionnaires on 150 academicians from public and private universities selected by applying convenience sampling. The factor analysis method was used while analyzing the data as well as descriptive analysis, reliability test, and correlation analysis. The study reveals that gender diversity, generational differences, and socioeconomic background have a high impact on workforce diversity and employee work performance. Besides, age diversity, ethnicity diversity, educational background, and cultural diversity have a substantial impact on employee performance and other factors such as mental status, physical disability, work experience, language skills, geographical diversity, cognitive diversity, personality diversity, and work-style diversity have an average impact on performance. Moreover, language skills have been traced as the less impactful factor on employee work performance in terms of workforce diversity. The study adds to the body of the literature by drawing attention to important workforce diversity issues that the education sector has not yet looked at.

**Keywords:** Academicians, workforce diversity, organizational performance, university

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### **1. Introduction**

In the modern globally integrated world, a lot of companies are prominently showcasing workforce diversity. While globalization is one of the determinant factors of the movement of people across borders and the increasing recognition of the value of diverse perspectives, organizations are actively embracing diversity in their workforce. Mustapha et al. (2024) stated that workforce diversity encompasses differences in gender, age, ethnicity, culture, religion, sexual orientation, mental status, physical disability, work experience, language skills, geography, cognition, personality, work style, and more. Realizing the implication of diversity on incumbents' work performance or output is essential for organizations seeking to leverage diversity as a competitive advantage in the modern business landscape.

The consequences of workforce diversity on employee work performance have garnered significant attention from researchers and practitioners alike. Anthony and Nelson (2024) interpreted that understanding how diversity influences employee workability is essential for organizations making strategies to make diversity a strategic asset. Several factors contribute to the influence of workforce diversity on employee work performance. One of the key ways in which workforce diversity impacts employee work performance is through increased creativity and innovation. Individuals from diverse backgrounds in an organization's environment come with diverse viewpoints, life experiences, and numerous ideas. This variety of viewpoints encourages innovation and creativity which results in creative approaches to challenging issues. Research by Chaudhry et al. (2021) found that diverse work teams outperformed homogeneous teams in terms of creativity and innovation, highlighting the positive implication of fostering workforce diversity in organizational performance.

Bangladesh is a country in south Asia with an emerging economy. In this global business era where the market is volatile with enormous challenges and opportunities, workforce diversity came with a big question mark in this sector. While Bangladesh needs to compete with global business, diversity and its benefits could be a driving force to prosperity. According to the statistical yearbook of Bangladesh 2022, 42<sup>nd</sup> edition, at present, the male-to-female ratio is 100.2, which means that for every 100.2 males, there are 100 females. The total population is 144 million where the economically active population is 73.41 million. For males it is 47.48 million and for females, it is 25.93 million. The total population in the urban sector is 18.47 million and rural 54.94 million. These statistics represent that gender diversity at present in Bangladesh's workforce is quite unstable as the male population is more present in the workforce than the female population while they stand almost equal in total population calculation (Horwitz & Horwitz, 2019).

If previous years' comparison is taken into consideration, in 2013 economically engaged males were 42.5 million and females were 18.2 million, and in 2016 the male population was 43.5 million and female was 20.5 million. It indicates that the gap between male and female participation is lessening. Proper management of a diversified workforce is a vital concern in Bangladesh. Patrick and Kumar (2012) predicted in their study that diversity in the workforce will increase in the coming days, and any organization that wants to be successful needs to recognize the urgency of this matter.

Moreover, workforce diversity can enhance employee engagement and morale, thereby boosting work performance. When employees have that understanding that the organization is giving value to his/her output and gets respect for their diversification, they are more likely to be motivated and committed to their work (Sing & Baneji, 2022). A study by Roberge and van Dick (2010) revealed that inclusive organizational cultures which embrace diversity and promote a sense of belonging among employees are associated with higher levels of employee engagement and job satisfaction. As a result, motivated workers and employees are more productive and effective and they are also eager to do well to attain the organizational objective (Saxena, 2014; Krome, 2014).

Furthermore, to gain a competitive advantage in this global business era, organizations are fighting to ensure the enhancement of the overall employee performance with creativity (Vlas et al., 2022). Various factors can induce performance and productivity. Several empirical researches show that diversity in the workforce can induce higher

performance standards. Many researchers also suggested that cultural diversity can be a leading cause of increased performance and can gain competitive advantage (Makhdoomi et al., 2018; Van & Schippers, 2019). In their study, it was also indicated that in this economy several types of diversity can be seen, and having a diverse workforce is important to continue performing in today's changing market, especially in-service organizations for attracting diverse customer levels (Cletus et al., 2018; Patrick & Kumar, 2012).

However, managing workforce diversity effectively requires addressing certain challenges. Miscommunication and conflicts arising from cultural differences, and unconscious biases can hinder collaboration and productivity within diverse teams. Therefore, organizations must implement strategies, such as diversity training, inclusive leadership development, and creating a culture of respect and appreciation for differences to mitigate these challenges (Mannix & Neale, 2005; Bireda & Chait, 2011). Therefore, the influence of a diverse workforce on the performance of employees is a complex issue and full of variety. Based on the aforesaid context, the current study attempts to identify the diversity factors that significantly influence the performance of the academics in the context of Bangladesh's educational institutions. The identification of the positively influencing factors will help organizations work with those factors more efficiently. While diversity presents opportunities for creativity, innovation, and enhanced engagement, it also poses challenges that must be effectively managed. By fostering an inclusive workplace culture and leveraging the unique strengths of diverse teams, organizations can unlock the full potential of workforce diversity to drive performance and achieve their strategic objectives.

The uniqueness of this paper lies in its up-to-date references, holistic analysis, multifaceted approach, emphasis on inclusion and organizational culture, and practical implications for academicians. By addressing these aspects, the paper contributes to a deeper understanding of how workforce diversity impacts employee work performance and offers insights for promoting diversity and inclusion in the workplace. The remainder of this article is organized as follows. Section two presents the literature review. Section three presents the methodological aspects of the study, followed by data analysis and findings in section four. Section five discusses the limitations. Finally, section six concludes the study followed by limitations and suggestions for further research.

## **2. Literature Review**

This literature review explores the correlation between workforce diversity and employee job performance. Workforce diversity encompasses differences among employees based on various characteristics such as gender, race, ethnicity, age, educational background, mental status, physical disability, work experience, language skills, geographical, cognitive, personality, and work-style diversity, etc. The review synthesizes findings from scholarly articles, reports, and empirical studies to understand the effects of workforce diversity on employee job performance. This literature review explores existing research to gain insights into how diversity affects various aspects of job performance, including productivity, creativity, innovation, job satisfaction, and organizational commitment.

Numerous studies suggest that workforce diversity can enhance employee job performance through several mechanisms. Firstly, diverse teams bring together a variety of perspectives, knowledge, and skills, leading to enhanced problem-solving abilities and creativity. Research by Chaudhry et al. (2021) highlighted that a workforce that has diverse team members is more likely to formulate innovative ideas due to the combination of different viewpoints. Secondly, diversity fosters a culture of inclusion and respect which can positively impact employee motivation, satisfaction, and commitment to the organization (Kulik, 2014). Moreover, organizations that are equipped with a more diverse workforce are more likely to understand the diverse customer segments, leading to improved customer satisfaction and organizational performance (Cox, Lobel, & McLeod, 1991).

Tamunomiebi et al. (2020) defined the workplace as a fusion of different elements which includes businesses, organizations, and institutions where there will be several partners who are involved in some official environment. While working in an official environment, there will be several co-workers who will come from different backgrounds. Individual incumbents' differences in their characteristics are important moderators for witnessing the effects of workplace diversity in an organization (Guillaume et al., 2017). According to their study, attributes like openness, learning goals, and diversity in belief can promote social integration and uplift team performance while interacting in diversified groups. They also indicated that in terms of performance, growth-oriented approach and diversity management strategies are positively related to overall organizational performance. With the same notion, Gomez and Bernet (2019) concluded in their study that workforce diversity has an overall positive impact on service delivery as well as the financial performance of an organization which implies the importance of diversity in service organization.

Diversity in the organization can be caused by the similarity or differences among its members which can include aspects such as gender, age, race, culture, disability, and physical and mental ability (Rafaqat et al., 2022). Mehari et al. (2024) also identified several factors such as gender, ethnicity, religious beliefs, and cultural, and geographical indicators that cause diversity in the workforce. Their study concluded that these factors have a huge impact on organizational performance and organizational ethics as a whole. With this literature, major factors that cause workforce diversity can be identified.

## **2.1 Gender Diversity**

In terms of gender diversity, women are hardly seen in higher-level positions due to male dominance resulting from the societal rules and regulations that have been running for decades (Naima, 2016). There are comparatively fewer women in executive positions due to negative perceptions of work quality, discrimination, and the glass ceiling effect. Naima (2016) concludes that how women are treated in any organization has a serious impact on the professional career growth of women of that organization and the overall performance of the organization. Another study found that around 70% of women believe their contribution to the organization is equal to male colleagues whereas around 70% of male do not think in that way. They believe they have a greater contribution than their female colleagues. On this line, Mousa et al. (2020) stated in their study that women tend to be more positive toward the diversity inclusion of the organization than men.

## **2.2 Age Diversity**

Several empirical studies stated that age is an important factor for workforce diversity. Kyalo and Gachunga (2015) indicated that older generations tend to be less tech-friendly than the younger generation. Wang and Fang (2020) explained with the same tone as they argued that age diversity comes with different challenges; the most significant one has been the differences between the generations which lead to communication and coordination mismatch. To establish a coherent and positive corporate culture, contribution from both the younger and older generations is a must (Krishnan et al., 2017). Their study also found when an organization can ensure the proper management of age diversity they can reduce conflict, utilize human resources at work properly, and make a workforce of person-organization fit, person-job fit, and person-group fit strategy which will eventually improve the overall firm performance. Another positive implication of age diversity was found by Li et al. (2021) as they concluded that heterogeneous age work groups are the powerhouse of multiple skills, intellectual styles, and uplifted morale which promotes productivity. They added that age-diverse work groups should be considered an organization asset.

## **2.3 Ethnic Diversity**

In terms of productivity and organizational output generation, another influential factor is ethnic and racial diversity. Wilton et al. (2020) indicated that several organizations tend to hire from an ethnically diverse population to benefit with problem-solving people and to enhance creativity. Lokko et al. (2016) identified race as a physical feature, for example, skin color which differentiates one person from another. They also identified ethnicity as a social group to which a person belongs, get accustomed to and is identified with in terms of geographical regions, origins, or traditions. In their study of the healthcare industry, they identified that consumers of different races and ethnicities are more eager to be served by their people. In the case of the service industry, they also found the same result. Effective ethnic diversity management is essential to leverage these benefits while minimizing conflicts (Cox & Blake, 1991; Page, 2007). Organizations that embrace ethnic diversity report higher success rates (Thomas & Ely, 1996).

## **2.4 Educational Background**

The educational background of the employees plays a vital role in diversifying the workforce. Educational background significantly influences workforce diversity by shaping skills, perspectives, and problem-solving approaches. A varied educational mix enhances creativity and innovation, promoting inclusive work environments. However, disparities in access to education can perpetuate inequalities. Diverse educational backgrounds are key to organizational success (Jackson et al., 2003; Thomas, 1991). According to Mohammadi et al. (2017), a mix of educational backgrounds brings advantages to any organization. This study indicates that different backgrounds of education and skill can benefit the organization by splitting problems into numerous situations. Guo et al. (2021)

indicated that to foster team creativity educational diversity is a must, but for this the team needs to be more stable and team tasks need to be full of varieties.

## **2.5 Cultural Diversity**

Cultural diversity significantly influences workforce diversity by shaping interpersonal interactions, communication styles, and collaboration. Research suggests that cultural diversity enhances creativity, problem-solving, and innovation within teams by offering a variety of perspectives (Ely & Thomas, 2001). However, it may also lead to challenges such as miscommunication, stereotyping, and conflict (Hofstede, 2001). Besides, work performance and organizational collaboration are also affected by cultural diversity. Cultural diversity is referred to as a term by Raewf and Mahmood (2021) which indicates differences between communities of people in any specific region or all over the world. They also indicated in their study that due to globalization a wide range of diverse cultured people are getting engaged in work together (Raewf & Mahmood, 2021). As globalization intensifies, organizations increasingly recognize the importance of embracing cultural diversity to maintain competitiveness and drive organizational success (Lauring & Selmer, 2012).

## **2.6 Mental Status**

The impact of mental status factors on workforce diversity highlights the importance of mental health in fostering inclusive workplaces. Research shows that mental health challenges can affect an individual's ability to contribute effectively to diverse teams (Dewa et al., 2020). Organizations that address mental well-being promote greater workforce engagement, creativity, and inclusivity. Studies emphasize the need for mental health accommodations to support diversity efforts, as diverse teams that include neurodiverse and mentally healthy individuals tend to perform better. Krome (2014) stated that to sustain strategic resources, a bridge between workforce diversity and strategic decision-making is a must. This study also proposed that this will be achieved by fostering a diverse decision-making environment. In this study, the mental status of the diverse workforce is indicated to engage with strategic decision-making to retain competitive success in business landscapes. Mental health awareness is thus critical for enhancing workforce diversity.

## **2.7 Physical Disability**

Along with mental status, physical ability is an important factor for overall organizational performance. Meeks et al. (2019), in their research with service organizations, found that people with disabilities are more careful of their service delivery. The impact of physical disability on workforce diversity reveals that physical disabilities can influence organizational inclusion, accessibility, and productivity. Research suggests that companies benefit from diverse perspectives, including those of employees with disabilities, fostering creativity and problem-solving (Colella & Bruyère, 2011). However, barriers such as workplace discrimination, limited access to accommodations, and societal stigma can limit

the full participation of individuals with disabilities. Organizations are encouraged to adopt inclusive policies, such as adaptive technologies and training, to improve participation, contributing to a more equitable and diverse workforce (Hernandez et al., 2008).

## **2.8 Work Experience**

Work experience factors play a crucial role in influencing workforce diversity, as they shape individuals' skills, perspectives, and ability to collaborate in diverse environments. Several studies suggest that diverse work experiences, such as exposure to different industries, roles, or cultural settings, can increase understanding and acceptance of diversity within teams (Shore et al., 2011). Moreover, employees with varied professional backgrounds often contribute unique problem-solving approaches and innovative ideas (Joshi & Roh, 2009). However, the impact of work experience on diversity is influenced by organizational factors such as inclusive leadership, policies, and the culture of the workplace, which can either hinder or enhance the effects (Nishii, 2013). While diverse work experience can foster greater workforce inclusion, it must be actively supported by organizational frameworks to yield positive outcomes (Ely & Thomas, 2001).

## **2.9 Language Skills**

language skills and their impact on workforce diversity highlight the importance of language proficiency in fostering inclusive and diverse work environments. Researchers indicate that strong language skills promote better communication, teamwork, and collaboration among individuals from various cultural backgrounds. Furthermore, language diversity enhances innovation by bringing diverse perspectives into problem-solving and decision-making (Miller & Rose, 2008). However, language barriers can lead to miscommunication, reduced productivity, and challenges in integrating diverse teams. Employers should prioritize language development to optimize workforce inclusion and performance (Piller, 2011). Aguirre (2003) argues that if the administration could create a linguistically supportive environment, the linguistically diverse workers would not feel isolated in the workplace. He also indicated that this strategy would induce performance among the workforce.

## **2.10 Generational Differences**

Generational differences significantly impact workforce diversity as various age groups bring unique values, work styles, and expectations. Younger generations, such as Millennials and Gen Z, often emphasize technology, flexibility, and purpose-driven work, while Baby Boomers and Gen X prioritize experience, stability, and work-life balance (Ng, Schweitzer, & Lyons, 2010). Artley and Macon (2009) found that generational conflicts in any organization can be an indicating factor for reducing profitability, hiring challenges, incurring turnover among workers, and overall moral degradation. Understanding between generations is important for smooth organizational effective operation. Moreover, lack of misunderstanding among generations and misunderstanding about their value system can incur cultural confusion and have a negative impact on the collaborative culture of the

organization. Haeberle et al. (2009) suggested that managers should try to adapt the generational differences to meet the needs of all the generations for the smooth running of the organization.

### **2.11 Geographical Diversity**

Geographical diversity plays a crucial role in workforce diversity, influencing various organizational outcomes. Research shows that geographical diversity enhances creativity and problem-solving by bringing diverse perspectives, enabling organizations to better navigate global markets. It can also improve employee engagement by fostering inclusive cultures that value different backgrounds (Shen et al., 2009). However, challenges arise from geographical diversity, such as communication barriers and cultural misunderstandings (Lauring, 2011). Effective management of geographically diverse teams requires robust communication strategies and cultural sensitivity to fully leverage its benefits (Stahl et al., 2010). Some managers think when the diversity is properly managed the organization will be able to align with the global approach (Kharroubi, 2021). The study also included that geographical diversity can come up with a diverse group of people with dynamic abilities and skills.

### **2.12 Socioeconomic Background**

Socioeconomic background on workforce diversity reveals the significant role that socioeconomic factors, such as education, income, and social mobility, play in shaping workforce diversity. Research shows that individuals from diverse socioeconomic backgrounds often bring different perspectives, work ethics, and problem-solving approaches, contributing to a more inclusive and innovative work environment. Moreover, studies suggest that socioeconomic background influences access to career opportunities, with individuals from lower socioeconomic backgrounds facing more barriers to entry into diverse fields (Bowen et al., 1999). These disparities in opportunities can limit workforce diversity, particularly in leadership positions where individuals from affluent backgrounds are more likely to occupy roles (Page, 2007). As organizations strive for inclusivity, addressing these socioeconomic disparities is essential for fostering greater workforce diversity and promoting social equality.

### **2.13 Cognitive Diversity**

Cognitive diversity in the workforce refers to the presence of differences in perspectives, problem-solving approaches, and thought processes. These differences can significantly impact workforce diversity by fostering more innovative, creative, and effective teams. Research has shown that cognitive diversity enhances team performance by promoting various viewpoints that lead to better decision-making and problem-solving (Page, 2007). It also reduces groupthink as diverse thinkers challenge assumptions and introduce alternative solutions. Furthermore, cognitive diversity influences organizational outcomes such as employee satisfaction, retention, and productivity by creating an inclusive environment where individuals feel their unique contributions are valued



(Milliken & Martins, 1996). However, the positive impact of cognitive diversity depends on the ability of organizations to manage and leverage differences effectively. When not managed well, cognitive diversity can lead to misunderstandings and conflict, potentially hindering collaboration (Harrison & Klein, 2007).

#### **2.14 Personality Diversity**

Personality diversity plays a crucial role in influencing workforce diversity as it enhances both team dynamics and organizational performance. Research has shown that employees' diverse personality traits, such as openness to experience, conscientiousness, and emotional stability, can impact team creativity, problem-solving, and conflict resolution (Harrison et al., 2002). A more diverse personality profile can foster innovation as individuals with varied approaches contribute to a broader range of perspectives (Bell, 2007). Additionally, the interplay between personality and workplace diversity can influence leadership styles, communication patterns, and collaboration effectiveness (Tariq et al., 2020). However, managing personality diversity also poses challenges, such as potential conflicts arising from incompatible personalities, requiring effective leadership and team management strategies (Jehn et al., 1999). Therefore, integrating personality diversity with other forms of diversity, like gender and cultural backgrounds, creates a dynamic and resilient workforce.

#### **2.15 Workstyle Diversity**

Workstyle diversity refers to the varying ways how employees approach tasks, collaborate and communicate in the workplace. Factors influencing workstyle diversity include generational differences, cultural backgrounds and technological preferences (Gilbert, 2020). Research indicates that such diversity can enhance creativity and problem-solving but may also lead to conflicts if not properly managed (Thomas & Ely, 1996). Additionally, remote and hybrid work models have reshaped workstyles, making flexibility an important factor in improving employee satisfaction (Allen et al., 2023). Managing these diverse workstyles effectively promotes a more inclusive and productive workforce, benefiting both individuals and organizations (Shore et al., 2011). Amodio et al. (2024) conducted a study with the last 50 years of data focusing on the adaptation and diffusion of workstyle and showed how these can influence performance and organizational outcomes. Their study concluded that workstyle diversity fosters innovation, and enhances team cohesion and collaboration.

### **3. Research Methodology**

The current descriptive study is based on both qualitative and quantitative data collected from November 2023 to February 2024. Descriptive research interprets the situations, conditions, or relations as they exist. Survey and observation are employed for any descriptive research design (Malhotra, 2008). This study used the survey method for gathering primary data from the respondents by making a structured questionnaire.

### **3.1 Research Instruments**

The questionnaire used in this study comprised of 21 informational items. Of those, 6 were related to demographic information, such as gender, age, education, designation, monthly income, job experience, etc. The remaining 15 items were related to workforce diversity on employee work performance, including gender diversity, age diversity, ethnic diversity, educational background, cultural diversity, mental status, physical disability, work experience, language skills, generational differences, geographical diversity, cognitive diversity, personality diversity, socioeconomic background, and workstyle diversity. The questionnaire follows a 5-point Likert scale that covers from 1 (strongly disagree) to 5 (strongly agree) to measure positive or negative perception of the statements.

### **3.2 Administering the Questionnaire**

For measuring the effect of workforce diversity on employee work performance, data were collected through an online questionnaire survey on 150 academicians who are involved in different public and private universities. Universities, as well as respondents, were selected following the convenience sampling approach. Therefore, the researchers had to rely on the data obtained from a sample of the population. Kotler et al. (2001) argue that well-chosen samples of about 30-40% of a population can often give good reliable findings. A pilot survey was also conducted on 40 respondents to test the questionnaire's reliability and avoid any ambiguity.

### **3.3 Data Analysis Techniques**

The Statistical Package for the Social Sciences (SPSS) was employed to analyze the data. Factor analysis was used to find out the factors that play a vital role in affecting workforce diversity on employee work performance. Frequency distribution and percentages were used to identify the demographic characteristics of respondents. After collecting the data, a reliability test was run to test the internal consistency of the data. A correlation test was performed to measure how the different variables are correlated with each other.

## **4. Analysis and Findings**

### **4.1 Reliability Analysis**

A reliability statistic (Cronbach's alpha) was used to analyze the internal reliability of variables. George and Mallery (2003) suggested that a minimum alpha of 0.60 is sufficient for an early stage of research. From Table 1, it is demonstrated that Cronbach's alpha is 0.928 which shows a very high level of internal consistency for the scale with the selected respondents (sample) for different questions asked about factors influencing workforce diversity on employee work performance.

**Table 1**  
*Reliability Test*

Reliability Statistics	
Cronbach's Alpha	N. of Items
0.928	15

Source: Field Survey (2024)

## 4.2 Demographic Data Analysis

Respondent's profile was reported in percentage value. For in-depth analysis, Cronbach's alpha coefficient, KMO and Bartlett's test, Commonalities and Variance, Scree plot, Component matrix, Rotated Component matrix, and Composition of factors were used.

**Table 2**  
*Demographic Data Analysis (n=150)*

Characteristics	Number (n)	Percent (%)	Characteristics	Number	Percent (%)
<b>Gender</b>			<b>Educational Qualification</b>		
Male	80	53.33	Graduate	25	16.67
Female	70	46.66	Post Graduate	101	67.33
<b>Age (years)</b>			M. Phil	14	9.33
25-35	80	53.33	PhD	10	6.67
36-45	53	35.33	<b>Monthly Income (in BDT)</b>		
46-55	12	8	25,000-35,000	35	23.33
Above 55	5	3.33	36,000-45,000	40	26.67
<b>Institution</b>			46,000-55,000	30	20
Public	60	40	Above 55,000	45	30
Private	90	60	<b>Total Job Experience (years)</b>		
<b>Designation</b>			Graduate Teaching Assistant	3	2
Lecturer	80	53.33	≤ 5	25	16.67
Assistant Professor	37	24.67	5-10	70	46.67
Associate Professor	25	16.67	10-20	45	30
Professor	5	3.33	≥ 20	10	6.67

Source: Author's computation (2024)

## 4.3 Descriptive Statistics

Table 3 shows the mean, standard deviation, and number of respondents (n) who participated in the survey. Fifteen factors influencing workforce diversity on employee work performance were presented through descriptive statistics.

**Table 3**  
*Descriptive Statistics*

Factors	Mean	Std. Deviation	Analysis (n)
Gender Diversity	4.41	1.100	150
Age Diversity	4.29	1.113	150
Ethnic Diversity	4.47	.895	150
Educational Background	4.53	.720	150
Cultural Diversity	4.13	1.251	150
Mental Status	4.24	1.053	150
Physical Disability	4.28	.913	150
Work Experience	4.51	.673	150
Language Skills	4.23	.986	150
Generational Differences	3.66	.858	150
Geographical Diversity	4.02	1.272	150
Cognitive Diversity	4.18	.977	150
Personality Diversity	4.59	.636	150
Socioeconomic Background	4.44	.855	150
Work-style Diversity	4.08	1.108	150

Source: Author’s computation (2024)

#### 4.4 Kaiser-Meyer-Olkin (KMO) and Bartlett's Test

The KMO measures the sampling adequacy which should be greater than 0.5 for a satisfactory factor analysis to proceed. In Table 4, the KMO measure is 0.572. Bartlett’s test is an indication of the strength of the relationship among variables. It implies all correlation coefficients would be zero. For factor analysis to work, some relationships between variables are needed and the R-matrix should not be an identity matrix. It is only possible when the sig. value is < 0.05. For these data, Bartlett’s test is significant, and therefore, factor analysis is appropriate as the value is less than 0.05; hence it is not an identity matrix. In fact, it is 0.000, i.e., the significance level is small enough to reject the null hypothesis. This result reveals that the collected data is perfect for factor analysis.

**Table 4**  
*KMO and Bartlett's Test*

Kaiser-Meyer-Olkin Measure of Sampling	
Adequacy	0.572
Bartlett's Test of Approx. Chi-Square	3215.445
Sphericity df	105
Sig.	.000

Source: Author’s computation (2024)

#### 4.5 Commonalities

Another item from the output is a table of commonalities which shows how much of the variance in the variables has been accounted for by the extracted factors. In the following, over 89% of the variance in gender diversity, over 88% of the variance in both mental status and socioeconomic background, while 86% of the variance in age diversity is accounted for.

**Table 5**  
*Commonalities*

Factors	Initial	Extraction
Gender Diversity	1.000	.895
Age Diversity	1.000	.868
Ethnicity Diversity	1.000	.794
Educational Background	1.000	.837
Cultural Diversity	1.000	.690
Mental Status	1.000	.885
Physical Disability	1.000	.814
Work Experience	1.000	.845
Language Skills	1.000	.817
Generational Differences	1.000	.605
Geographical Diversity	1.000	.851
Cognitive Diversity	1.000	.801
Personality Diversity	1.000	.612
Socioeconomic Background	1.000	.885
Work-style Diversity	1.000	.776

Extraction Method: Principal Component Analysis.

Source: Author's computation (2024)

**Table 6**  
*Total Variance Explained*

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings			Rotation Sums of Squared Loadings		
	Total	Variance %	Cumulative %	Total	Variance %	Cumulative %	Total	Variance %	Cumulative %
	1	9.208	61.388	61.388	9.208	61.388	61.388	5.938	39.585
2	1.438	9.584	70.972	1.438	9.584	70.972	3.795	25.303	64.888
3	1.330	8.864	79.836	1.330	8.864	79.836	2.242	14.948	79.836
4	.932	6.216	86.052						
5	.565	3.765	89.816						
6	.386	2.573	92.389						
7	.273	1.817	94.206						
8	.240	1.600	95.806						
9	.193	1.288	97.094						
10	.162	1.082	98.176						
11	.153	1.017	99.193						
12	.055	.366	99.559						
13	.043	.288	99.847						
14	.020	.131	99.977						
15	.003	.023	100.000						

Extraction Method: Principal Component Analysis.

Source: Author's computation (2024)

#### 4.6 Total Variance Explained

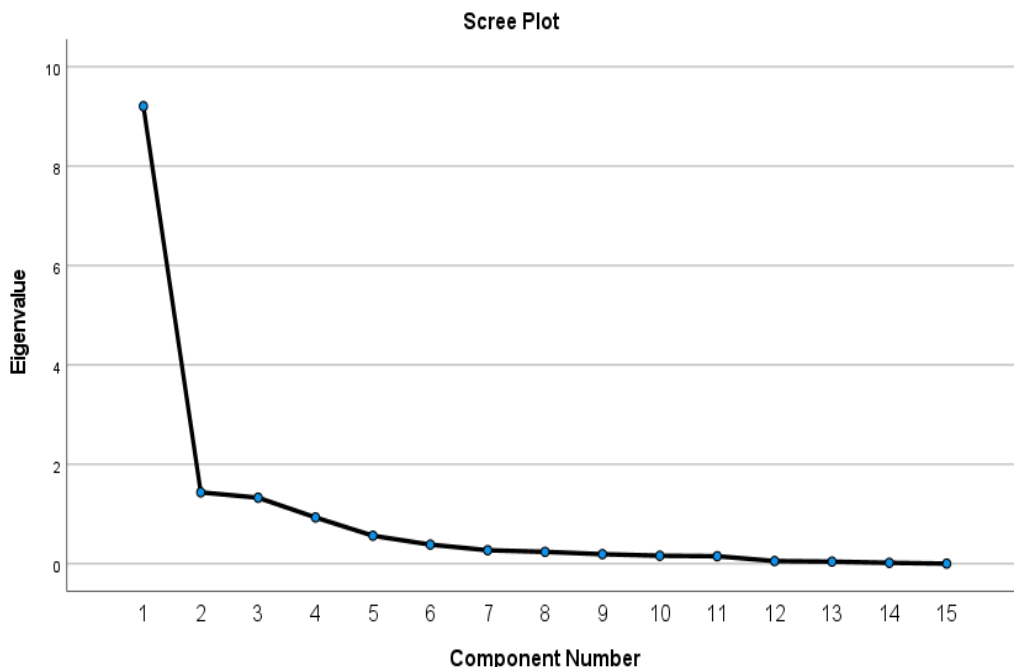
The item displays all the factors extractable from the study along with their eigenvalues, the present of variance attributable to each factor, and the cumulative variance of the factor and the previous factors. Table 6 shows that the first factor accounts for 39.585% of the variance, the second 64.888%, the third 79.836% and all the remaining factors are not significant.

#### 4.7 Scree Plot

A scree plot is a graphical tool used in exploratory data analysis and dimensional reduction to visualize the variance explained by each principal component or factor in a dataset. This graph is suitable for determining how many factors to retain. By using this graph, the factors to retain can be decided. From points 3 to 4, the curve starts to get flat. On the following graph, it can be seen that factors 1 to 3 possess the eigenvalues more than 1 (such as: gender diversity, generational differences, socioeconomic background) and the remaining factors 4 to 15 have eigenvalues of less than 1; so, only three factors have been retained. Researchers and analysts use scree plots to determine the optimal number of components or factors to retain in their analyses.

**Figure 1**

*Scree Plot representing standardized variance to a single variable*



Source: Author's computation (2024)

#### 4.8 Component (Factor) Matrix

Table 07 shows the loadings of the 15 variables on the 3 factors extracted. The higher the absolute value of the loading, the more the factor contributes to the variable. The gap on the table represents loading that is less than 0.5. This makes reading the table easier.

**Table 7**  
*Component Matrix*

	Factors	Components		
		1	2	3
Gender Diversity		.889		
Age Diversity		.885		
Ethnic Diversity		.881		
Educational Background		.859		
Cultural Diversity		.858		
Mental Status		.857		
Physical Disability		.843		
Work Experience		.836		
Language Skills		.829		
Generational Differences		.822		
Geographical Diversity		.779		
Cognitive Diversity		.601		
Personality Diversity		-.583		
Socioeconomic Background		.568	.716	
Work-style Diversity				.691
Extraction Method: Principal Component Analysis.				
a. 3 components extracted.				

Source: Author's computation (2024)

#### 4.9 Rotated Component (Factor) Matrix

The knowledge of rotation is to decrease the number of factors on which the variables under study have high loadings. Rotation does not change anything but makes the explanation of the analysis easier. Looking at Table 8 below, it can be seen that socioeconomic background and work-style diversity are loaded on Factor (Component) 3; language skills, generational differences, geographical diversity, cognitive diversity and personality diversity loaded on Factor 2. All the remaining variables are substantially loaded on Factor 1.

**Table 8**  
*Rotated Component Matrix*

Factors	Components		
	1	2	3
Gender Diversity	.905		
Age Diversity	.865		
Ethnicity Diversity	.842		
Educational Background	.838		
Cultural Diversity	.805		
Mental Status	.669	.564	
Physical Disability	.597	.501	
Work Experience	.562		.543
Language Skills		-.748	
Generational Differences		.724	
Geographical Diversity	.638	.689	
Cognitive Diversity	.501	.653	
Personality Diversity	.615	.632	
Socioeconomic Background			.899
Work-style Diversity		.600	.690
Extraction Method: Principal Component Analysis.			
Rotation Method: Varimax with Kaiser Normalization.			
a. Rotation converged in 6 iterations.			

Source: Author’s computation (2024)

#### 4.10 Composition of Factors

**Table 9**  
*Factors that affect diversity the most*

Factors	Factors name	Loaded Factors
Factor 1	Gender Diversity	.905
Factor 2	Generational Differences	.724
Factor 3	Socioeconomic Background	.899

Source: Author’s computation (2024)

### 5. Discussion

Workforce heterogeneity creates different perspectives, cognitive resources, and problem-solving abilities of any organization in service. The resource-based view of workforce diversity highlights the implementation of competitive performance. The current analysis worked with 15 factors while one of the most impactful factors was gender diversity. Naima (2016) stated that women and men exercise their power and authority with responsibility differently from each other. While female incumbents use authority and power to build an environment of mentoring, care, and interpersonal relationship building, men try to build an environment and culture that would be run by hierarchy and obedience.



Each style is, indeed, needed for any organization. Abbas et al. (2010) indicated employees, both men and women, are bound to perform their distinguished tasks for their organization.

In conclusion, it can be said that organizational productivity is highly dependent on employee performance, and employee performance is greatly affected by gender discrimination. The present study also aligns with these studies by analyzing the factors and outputted that the most impactful factor of workforce diversity is gender diversity which is closely related to workforce performance.

The second most loaded factor is generational differences. According to Kapoor and Solomon (2011), the employer needs to understand and address the characteristics of different generations. Furthermore, they also suggested that employers need to create a work environment that fosters productivity for each generation. Their study also suggested that the organization needs to circulate materials and information to the workers to get knowledgeable about the culture and generational characteristics of other workers which will induce understanding among them. The second impactful factor aligns with this study and enunciates that the generational gap can create a nuisance and communication gap in any organization. It can be recommended that managers should start different mentoring programs and generational diversity training, and encourage communication to lessen the gaps in between generations.

The third most impactful factor is socioeconomic background. Saxena (2014) illustrated that organizations which are formed with different social backgrounds are better at problem-solving, have a better ability to analyze problems, showcase multiple perspectives, and illustrate different solutions to unique problems. These different coworkers with different backgrounds will analyze the situation in various ways.

Upon the previous discussion of the analysis, the study found that gender diversity, generational differences, and socioeconomic background of the employees significantly influence workforce diversity and consequently employee work performance in educational institutions in Bangladesh. A balanced gender-neutral workforce will be able to create a more inclusive learning environment and collaboration. With multiple generations, educational institutions will be able to exercise innovative teaching methodologies and technological proficiency. Also, there will be a rich exchange of ideas which will eventually foster professional growth. And lastly, by fostering and positively implementing diverse socioeconomic backgrounds, institutions will be able to foster an inclusive learning environment while exchanging life experiences, perspectives, and viewpoints of different backgrounds.

This study accepted the highest loaded factor among the three components while literature on the other factors also supports the analysis of this study. Such as, the study by Bashir et al. (2021) identified that age diversity in the workplace may cause lower performance regarding competition and compatibility issues. While in another study at Allama Iqbal Open University, Ahmad et al. (2019) stated that age, gender, and ethnic diversity have no implications for the performance of the organization. Whereas, in the study of Rifaqat et al. (2022), they indicated that factors such as educational background, and cultural diversity have a complex and not positive relationship with organizational

performance. Liu et al. (2023) indicated in their research that ethnicity and other diversity factors can cause general biases and cause interpersonal conflicts.

"While the remaining 12 factors have been examined in previous studies, their exclusion from this research is due to differences in the sample population and research objectives which demonstrated that these factors had limited or inconsistent impact in similar contexts. These factors may hold significance in broader studies but were found to be less impactful or irrelevant within the scope of this specific study which focuses on Gender Diversity, Generational Differences and Socioeconomic Background. Additionally, the decision aligns with the scope and aims of this study, focusing on the most relevant and empirically supported factors.

Gilbert et al. (1999) illustrated in their study that having a diverse work team can boost the organization's image. This strategy would be eye-catching for attracting potential workers which would in turn gain a competitive advantage to the organization. Their study indicated the resource-based view of gaining competitive advantage using a diverse workforce as an organization can gain a unique workforce, enriched knowledge, cultural sensitivity, and can market creativity and innovation.

## **6. Conclusion**

Workforce diversity significantly impacts employee job performance, with both positive and negative effects depending on various contextual factors. While diversity can enhance creativity, problem-solving, and organizational effectiveness, it also poses challenges related to communication, conflict resolution, and inclusion. Organizations must adopt proactive strategies to leverage the benefits of diversity while mitigating its potential drawbacks. The literature also supports that a properly managed diversified workforce can gain overall good organizational performance. This study worked with several factors of diversification and their relation with performance. The research analysis indicates that gender diversity, generational diversity, and socio-economic diversity have more impact on performance than any other factors.

This study will make a huge impact on how educational institutions should get concerned over workforce heterogeneity, as workforce diversity has always been a significant concern for the corporate sectors in Bangladesh. Educational institutions will be able to use the findings of this study to design more effective hiring and diversity management policies for employee collaboration. As a result, students will be the ultimate beneficiaries of a collaborative and enriched culture and practice. It is hoped by the researchers that this study will be able to shed light on understanding and managing the diversity of different workgroups. Future research should explore nuanced aspects of diversity and job performance across different industries, organizational contexts, and cultural settings to inform evidence-based practices for managing workforce diversity effectively.

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