

# Impact of Workplace Diversity on Women Professionals in Service Industry

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**ABSTRACT:** Culturally diverse populations live in all countries of the world. With increasing immigration, increasing numbers of people working abroad, and the presence of indigenous ethnic communities, employees who even never leave home often face a multicultural workforce in local companies and organizations. Each set of population exhibits a culturally unique life -style. So, organizations are becoming more diverse. The future human resources will include an increased number of disabled and people with different lifestyles, more ageing workers, varieties of ethnic backgrounds, and more women and minorities. The main objective of this study is to determine how workplace diversity affects women in service industry along with various diversity elements and employee's satisfaction; and those diversity challenges that can disturb the working climate and bring about conflicts between employees. In this study, the data was collected through the target respondents i.e., employees working in service industry. In the study, sample size is reduced to a more appropriate number of 120. This study is totally based on questionnaires and quantitative data is predominantly used for techniques such as questionnaires. Initially 6 industry in the corporate sector were identified for gathering data through questionnaires. This research is classified as an exploratory-cum-descriptive in nature. SPSS is used to test relationship that lies between the independent variables and dependent variable by utilizing the chi square test. Based on the findings, we have rejected null hypothesis and conclude that cultural factors, discrimination, career development opportunities and compensation are associated with organizational productivity.

**Keywords:** Diversity, Culture, Discrimination, Compensation

## CHAPTER 1

### 1. Introduction

Culturally diverse populations live in all countries of the world. With increasing immigration, increasing numbers of people working abroad, and the presence of indigenous ethnic communities, employees who even never leave home often face a multicultural workforce in local companies and organizations. Each set of population exhibits a culturally unique life -style (Adler, 1997). So, organizations are becoming more diverse. The future human resources will include an increased number of disabled and people with different lifestyles, more ageing workers, varieties of ethnic backgrounds, and more women and minorities.

Workplace today has become much more universal, comprehension of how diversity can be managed and is growing beyond the demographic features of ethnicity, gender, age and education (Terrie et al. 2013). Countries around the world are developing and trying to diversify. Diversity has enabled up-surgings of innovation, creativity, and improved problem solving, which in turn boost the effectiveness of the organization (Konrad, 2003). A company with a good diversity will increase its market share as it cares about its diverse customers (Jayne and Dipboye, 2004; Konrad, 2003). However, diversity alone won't enhance the business efficiency (Jayne and Dipboye, 2004).

Discrimination is pervasive in the workplace and destructive in the Organization. Any modern business goals should always consist of abolishing all kinds of discrimination around their work environment and create a positive environment that cuddles diversity. It is crucial aspect to get a clear vision that discrimination in the workplace is not narrowed to just a selected group of individuals but rather it affects any individual regardless of his or her race, religion, culture or sexual orientation. Therefore, all organizations have every reason to establish

proactive practices for diversity management that favor diverse workers.

Achieving gender equality is crucial for workplaces not only because it is 'the right thing to do' and 'fair,' but because it is also linked to a nation's overall performance and growth. Any organization that does not accept gender diversity into its structure and does not move quickly to eradicate prejudice and inequality would have a dreadful impact on its workers and consumers. Eventually, the core strategy is to plan, design, develop, and maintain diversity in the workplace and to develop a system that enables the employees get attached to the corporation (Farren and Nelson, 1999).

### 1.1. Research Objectives

The main objective of this study is to determine how workplace diversity affects women in service industry along with various diversity elements and employee's satisfaction; and those diversity challenges that can disturb the working climate and bring about conflicts between employees. With more women joining the professional work, both pull and push are felt by them. This study would analyze the impact on behavior of women professionals because of workplace diversity. Subject to this, the study attempts:

- i. To study how cultural diversity affects women in the workplace and its impact on organizational productivity.
- ii. To study whether the organization discourages discrimination from the perspective of women professional.
- iii. To study whether women professionals are provided with career development opportunities along with the compensation aspect and its impact on organizational productivity.
- iv. To understand the concept of workplace diversity and how it affects women professional in service industry.

## CHAPTER 2

### 2. Literature Review

The body of literature on diversity sends a contradictory message to practitioners on whether gender diversity is appropriate for businesses or not. Any organization's success is colossally influenced by its employees' contribution as they are considered as an asset to the corporation. Numerous executives and scholars believe that diversity is an affirmative variable in an organization (Bakr et al., 2010; Von et al., 2005).

### 2.1. Different Dimensions of Diversity

Diversity has distinct forms; hence, diversity is complex and needs a lot of analysis (Mazur, 2010). Mateescu (2018) identifies numerous aspects of diversity, such as, the key components, which comprise inherent disparities, such as age, race, ethnicity, gender and disability. Such dimensions give shape to an individual's basic self-image and the fundamental worldviews (Mazur, 2010). The secondary dimension has to do with education, lifestyle, sexual orientations, culture, family backgrounds, beliefs, and religion etc., (Mateescu, 2018). Mazur (2010) affirms that these factors are less evident and also affects self-esteem and self-definition. Finally, the tertiary aspects, which is based on values, feeling, attitudes, perceptions, assumption, and beliefs illustrates that these dimensions show the historical experienced moments.

### 2.2. Gender

According to Jehn et al. 1999, it is observed that diversity has a significant influence on team development, but whether diversity was in gender would be determined by the landscape effect. It was observed, to be precise, that gender diversity has already established effective mechanisms for the team. Ultimately, the affirmative influence of gender-integration on effective team activities was enriched by diversity based on human resources practices (Kochan et al. 2003). Lee (2013), it was mentioned in their research; for instance, in Justice aftermath relationships they did not discover any influences on gender; but rather point to contracting gender differences and it also contrasts job principles as a cause between male and female (Beldona and Namasivayam, 2006). The results also indicate that gender diversity in the company does not or cannot impact employee satisfaction.

### 2.3. Workforce Diversity

Childs Jr (2005) identified workforce diversity as the degree of heterogeneity among employees that is strictly limited to specific cultural attributes such as: gender, beliefs, morale, attitudes, work content, union affiliation, marital status, educational background, sexual orientation, economic status, race, physical and mental ability, ethnicity, class, age, and interests (Choi & Rainey, 2010). Diverse workforce is a "double edged sword" that produces both positive and negative outcomes. However, if the diversity management is managed effectively, it can lead to great advantages.

#### 2.4. Religious heterogeneity

Religious heterogeneity is the fact that there are significant differences in religious beliefs and practices (Watson, Johnson, & Zgourides, 2002). The degree of heterogeneity among employees is precisely limited to cultural attributes. That is to say, racial diversity might have both advantages and disadvantages on their employee. The differences in cultural characteristics were predictive of team scores, according to Hicks (2002), which can be perceived as the value of having distinct religious opinions for team problem solving results in increased team performance after the teams learned how to use these differences to their advantage. The more an organization is getting diverse with ethnic settings, it is appropriate to see how the groups with religious views are diligently communicating with each other at work Pitts (2005). That is to say, racial diversity might have both advantages and disadvantages on their employee.

#### 2.5. Discrimination

Discrimination by both management and workers is an important downside in dealing with a diverse workforce. The aspect of a badly run position should be obscured but there can be. As workers are discriminated against, their performance is negatively impacted and therefore their view of fairness and legal concerns raise.

#### 2.6. Effects of workplace gender diversity

Workplace diversity actually contributes towards organization's strategic advantage, according to Malvin and Girling (2000), as tasks within companies assigned on the basis of professional expertise and specialization, where substantial facets of problem solving and enhanced innovation emerges. An individual brings various sets of valuable contributions to human capital, including skills, abilities, qualifications, and accomplishments, which can significantly contribute in various ways to enhance the performance of an organization. Executives concerned with HR management are gradually becoming conscious over issues regarding gender and workplace diversity, but little is known on the

substantial contribution of inclusive workplace or workplace gender diversity and hence efforts to create and promote such workplaces are still marginal. According to the previous research, the five dimensions have proven to have a strong impact on employee performance than other dimensions.

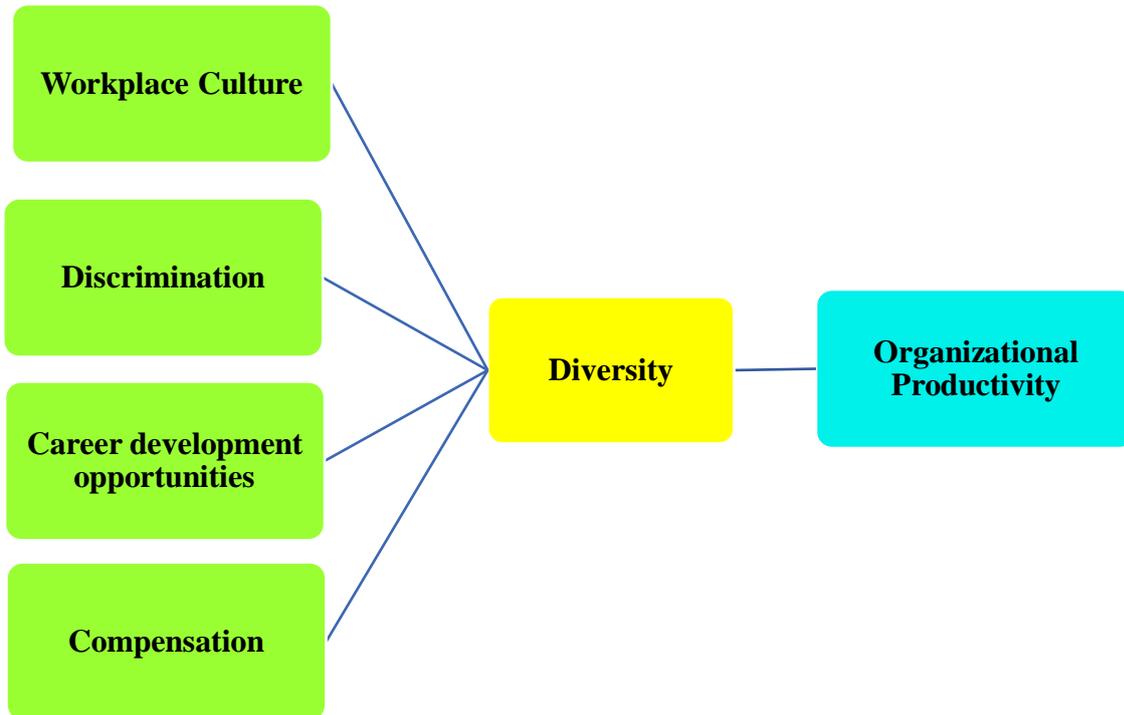
#### 2.7. Benefits of a Diverse Workforce

In an organization, the existence of diversity often means that the workplace is socially accountable and offers equal opportunities without biasness to the employees (Cunningham & Melton, 2011). Other scholars say that diversity enhances organizational progress and creativity (D'Netto et al., 2013). Diversity management enhances the integrity of the actions taken, according to these authors, and thus increases the effectiveness, efficiency, and profitability of the enterprise. Overall, a diverse climate has a positive influence on the performance of a business and, moreover, the author argues that diverse management will contribute to a strategic advantage thus enhancing the efficiency of an enterprise (D'Netto et al., 2013).

#### 2.8. Diversity enhances worker's competence.

Healthy competition is critical both internally and externally, because it encourages organizations to respond more effectively to challenges and seek to maximize market accessibility and develop their credibility for business (Herring, 2009). Professional growth among employees is more competent in a diversified workforce where aggressiveness towards achieving better work results and professional acknowledgement prevail. Monk (2007) stated that there is a favorable relation between top management diversity and organizational success because organizations with top management that have an integrated governance structure is likely to have effective decision-making due to shared opinions, views and perspectives of both genders regarding certain issues.

### 2.9. Conceptual Framework



### 2.10. Hypothesis Development

H1: Cultural diversity and organization productivity are not associated with each other does not affect women in the workplace.

H2: Discrimination and organization productivity are not associated with each other.

H3: Career development opportunities and organization productivity are not associated with each other.

H4: Compensation and organization productivity are not associated with each other.

## CHAPTER 3

### 3. Methodology

Description	Method
Research Design	Descriptive
Research Approach	Quantitative
Research Strategy	Survey
Data Collection	Self-administered questionnaires to respondents.
Data Analysis	Statistical Analysis

Research can be defined as carrying out an investigation to obtain additional knowledge or idea to add to an existing study and knowledge of a particular discipline (Myers 2009, p 6). In addition, he points out that research could also be interpreted as the act of creating an activity that contributes to producing a new idea or knowledge. In this study, the data was collected through the target

respondents i.e., employees working in service industry. In the study, sample size is reduced to a more appropriate number of 120 which is justified by Hair et al., 2010 stating a sample should rather be more than 100 for factor analysis to advance. This study is based on primary data. For collecting data, a questionnaire was developed on the issue of diversity. Most of the variables used in this study

were developed with the help of scales used by Kossek and Zonia (1993).

### 3.1. Research Strategy

There are two ways of gathering data, depending on what type of research is being conducted, namely quantitative and qualitative data. Collis and Hussey (2013) mentioned that quantitative is numerical data that can be used for a positivist study, whereas qualitative is collected data in form of words and images. This study is totally based on questionnaires and quantitative data is predominantly used for techniques such as questionnaires.

### 3.2. Population

In this research we have taken the population of industry who comes under service industry. Initially 6 industry in the corporate sector were identified for gathering data through questionnaires.

### 3.3. Sampling

This research is classified as an exploratory-cum-descriptive in nature. This research depends on the primary data, which was collected via a planned questionnaire. Basically, we have chosen the organizations which falls into service sector. By considering 6 industry as a sample for this study, we then administered questionnaires to employees of these selected organizations. While administering questionnaires to the employees, we tried to ensure that the filled - up questionnaires should come from each category of employees including male and female.

### 3.4. Scaling and Research Instrument

In this study, we used the five-point Likert measures to regulate the pact of respondents on employees' satisfaction toward diversity at the workplace 1 for 'Strongly Disagree (SD)'; 2 for 'Disagree (D)'; 3 for 'Neutral (N)'; 4 for 'Agree (A)'; and 5 for 'Strongly Agree (SA)'.

### 3.5. Data Analysis

SPSS is used to test relationship that lies between the independent variables and dependent variable by utilizing the chi square test.

## CHAPTER 4

### 4. Survey Findings

#### 4.1. Introduction

The findings of the quantitatively-dependent survey shown above are discussed in this section. The analysis of the data collected from the sample is structured in a systematic manner that makes the research easier to understand and examine. Second, this section will include a thorough explanation of the definition of the respondent to the questionnaire, accompanied by an interpretation of the effects of the hypothesis's tests provided in the strategy section. Finally, it will also discuss and explain additional findings from this article which are considered to be exceptional.

#### 4.2. Descriptive analysis

Of the 120 responses obtained from participants, as per the subject of the thesis all 120 participants were female, out of which the bulk respondents are in the 25-34 age range (66.7%), 5% are in the 18-24 age group, 25.8% are in the 35-44 age group, 1.7% are in the 45-54 age group and .8% are in the 55-64 age group. Out of a total of 120 responses received from the respondents, 10% are employed in IT industry, 2.5% are employed in Healthcare industry, 42.5% are employed in Hotel industry, 29.2% are employed in Educational institute, 15% are employed as Government Servant and .8% are employed in Defence sector. If we talk about their qualification level then out of 120 respondents 7.5% respondents are having Undergraduate as their qualification, 64.7 % respondents are having Graduate as their qualification and 28.3% respondents are having Doctorate as their qualification.

#### 4.3. Hypothesis testing

In this section we will use some statistical test to test the hypothesis that we have created in literature review section.

H1: Cultural diversity and organization productivity are not associated with each other does not affect women in the workplace.

			People of all cultures and backgrounds are respected and valued here				Total
			SA	A	N	D	
Organization Type	IT	Count	2	8	1	1	12
		Expected Count	5.8	5.2	.9	.1	12.0
	Healthcare	Count	0	3	0	0	3
		Expected Count	1.5	1.3	.2	.0	3.0
	Hotel	Count	25	20	6	0	51
		Expected Count	24.7	22.1	3.8	.4	51.0
	Educational	Count	19	16	0	0	35
		Expected Count	16.9	15.2	2.6	.3	35.0
	Government	Count	12	4	2	0	18
		Expected Count	8.7	7.8	1.4	.2	18.0
	Defence	Count	0	1	0	0	1
		Expected Count	.5	.4	.1	.0	1.0
	Total	Count	58	52	9	1	120
		Expected Count	58.0	52.0	9.0	1.0	120.0

**Chi-Square Tests**

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	25.991 <sup>a</sup>	15	.038
Likelihood Ratio	26.326	15	.035
Linear-by-Linear Association	7.772	1	.005
N of Valid Cases	120		

The chi square calculation has a value of 25.991. The p-value is seen in the "2-sided" column in the same row is (.038). The outcome is notable when this value is equal to or below the alpha level (normally .05).

In this case, the p-value is less than the normal alpha-value. We will thus dismiss the null

statement that the two variables are mutually independent. Simply put, the outcome is significant - the results indicate that the variables Cultural diversity and productivity of the organization are related.

H2: Discrimination and organization productivity are not associated with each other.

			The firm's policies and procedures discourage discrimination				Total
			SA	A	N	D	
Organization Type	IT	Count	5	4	2	1	12
		Expected Count	7.2	3.9	.8	.1	12.0
	Healthcare	Count	0	3	0	0	3
		Expected Count	1.8	1.0	.2	.0	3.0
	Hotel	Count	27	21	3	0	51

	Expected Count	30.8	16.4	3.4	.4	51.0
	Count	23	9	3	0	35
Educational	Expected Count	21.1	11.3	2.3	.3	35.0
	Count	17	1	0	0	18
Government	Expected Count	10.4	6.1	1.3	.2	18.0
	Count	0	1	0	0	1
Defence	Expected Count	.6	.3	.1	.0	1.0
	Count	72	52	9	1	120
Total	Expected Count	72.0	52.0	9.0	1.0	120.0

### Chi-Square Tests

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	31.866 <sup>a</sup>	15	.042
Likelihood Ratio	30.520	15	.010
Linear-by-Linear Association	13.011	1	.000
N of Valid Cases	121		

The chi square calculation has a value of 31.866. The p-value is seen in the "2-sided" column in the same row is (.042). The outcome is notable when this value is equal to or below the alpha level (normally .05).

In this case, the p-value is less than the normal alpha-value. We will thus dismiss the null

statement that the two variables are mutually independent. Simply put, the outcome is significant - the results indicate that the variables discrimination and productivity of the organization are related.

H3: Career development opportunities and organization productivity are not associated with each other.

		There is a career development path for all employees at this firm.				Total	
		SA	A	N	SD		
Organization Type	IT	Count	2	6	4	0	12
		Expected Count	7.5	3.3	1.1	.1	12.0
	Healthcare	Count	1	1	1	0	3
		Expected Count	1.9	.8	.3	.0	3.0
	Hotel	Count	31	14	5	1	51
		Expected Count	31.9	14.0	4.7	.4	51.0
	Educational	Count	25	10	0	0	35
		Expected Count	21.9	9.6	3.2	.3	35.0
	Government	Count	15	2	1	0	18
		Expected Count	11.3	5.0	1.7	.2	18.0
	Defence	Count	1	0	0	0	1

Total	Expected Count	.6	.3	.1	.0	1.0
	Count	75	33	11	1	120
	Expected Count	75.0	33.0	11.0	1.0	120.0
	Count					

**Chi-Square Tests**

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	25.169 <sup>a</sup>	15	.048
Likelihood Ratio	26.917	15	.029
Linear-by-Linear Association	16.317	1	.000
N of Valid Cases	120		

The chi square calculation has a value of 25.169. The p-value is seen in the "2-sided" column in the same row is (.048). The outcome is notable when this value is equal to or below the alpha level (normally .05).

In this case, the p-value is less than the normal alpha-value. We will thus dismiss the null

statement that the two variables are mutually independent. Simply put, the outcome is significant - the results indicate that the variables career development opportunities and organization productivity are related.

H4: Compensation and organization productivity are not associated with each other.

Organization Type		There is a career development path for all employees at this firm.				Total
		SA	A	N	SD	
IT	Count	1	8	3	0	12
	Expected Count	7.0	4.0	.9	.1	12.0
Healthcare	Count	1	2	0	0	3
	Expected Count	1.8	1.0	.2	.0	3.0
Hotel	Count	29	18	3	1	51
	Expected Count	29.8	17.0	3.8	.4	51.0
Educational	Count	24	9	2	0	35
	Expected Count	20.4	11.7	2.6	.3	35.0
Government	Count	15	2	1	0	18
	Expected Count	10.5	6.0	1.4	.2	18.0
Defense	Count	0	1	0	0	1
	Expected Count	.6	.3	.1	.0	1.0
Total	Count	70	40	9	1	120
	Expected Count	70.0	40.0	9.0	1.0	120.0

**Chi-Square Tests**

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	25.263 <sup>a</sup>	15	.047
Likelihood Ratio	26.812	15	.030
Linear-by-Linear Association	12.248	1	.000
N of Valid Cases	120		

The chi square calculation has a value of 25.263. The p-value is seen in the "2-sided" column in the same row is (.047). The outcome is notable when this value is equal to or below the alpha level (normally .05).

In this case, the p-value is less than the normal alpha-value. We will thus dismiss the null statement that the two variables are mutually independent. Simply put, the outcome is significant - the results indicate that the variables compensation and organization productivity are related.

**CHAPTER 5**

**Finding Implementation And Conclusion**

**5. Conclusion**

The main objective of this study is to determine how workplace diversity affects women in service industry along with various diversity elements and employee's satisfaction; and those diversity challenges that can disturb the working climate and bring about conflicts between employees. With more women joining the professional work, both pull and push are felt by them. Subject to this, the study attempts:

To study how cultural diversity affects women in the workplace and its impact on organizational productivity.

To study whether the organization discourages discrimination from the perspective of women professional.

To study whether women professionals are provided with career development opportunities along with the compensation aspect and its impact on organizational productivity.

To understand the concept of workplace diversity and how it affects women professional in service industry.

Through the course of this thesis, the task was implemented effectively, and all the targets were retained, summarized as follows: The study results indicate that workplace diversity and organizational productivity are associated with each other. The analysis also indicates that, in addition to cultural influences, factors such as education and gender also affect the organizational productivity in some form or the other.

**Objective A**

A systematic literature review presented in Chapter two reviewed and assessed detailed and in-depth observations, polls and theories of demographic, social and cultural influences. Introducing, comparing, and contrasting many existing hypotheses and frameworks gained a larger and more detailed perspective on the subject investigated. With the help of statistical test, it is measured that cultural diversity and organizational productivity are related to each other.

**Objective B**

The study results showed the association of discrimination and organizational productivity. As such, the alternative explanation was dismissed whereas the null was adopted, stating that there is no as such relationship between these factors. However, through statistical analysis it has been proved that there is a relationship between discrimination and organizational productivity.

**Objective C**

A systematic literature review presented in Chapter two reviewed and assessed detailed and in-depth observations, polls and theories of career development opportunities and organizational productivity. A wider and more in-depth perspective of the researched issue was obtained by introducing, analysing, and evaluating multiple current hypotheses and structures.

**Objective D**

The study results showed the association of compensation and organizational productivity. As such, the alternative explanation was dismissed whereas the null was adopted, stating that there is no as such relationship between these factors. However, through statistical analysis it has been proved that there is a strong and positive relationship between compensation and organizational productivity.

## CHAPTER 6

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