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# CONTENTS

<b>Sr. No.</b>	<b>TITLE &amp; NAME OF THE AUTHOR (S)</b>	<b>Page No.</b>
1.	<b>A STUDY TOWARDS CUSTOMER LOYALTY IN LIFE INSURANCE</b>  <i>SWADESH KUMAR DASH, Dr. PREMVIR KAPOOR &amp; Dr. R.K.S. MANGESH DASH</i>	1
2.	<b>INDIA'S GDP TO GROW AT 7% IN 2018</b>  <i>BETSY MANUEL</i>	6
3.	<b>IMPACT OF SITUATIONAL FACTORS IN STUDENTS' PREFERENCE OF FAST FOOD – AN EMPIRICAL STUDY</b>  <i>A. AYESHA SIDDIQUA &amp; Dr. I. MOHAMED SHAW ALEM</i>	9
4.	<b>DIVERSITY AND ITS IMPACT ON EMPLOYEE SATISFACTION AND PERFORMANCE</b>  <i>Dr. ADIL RASOOL, GHANI KHATIR &amp; NADIR SHAH NADIR</i>	12
5.	<b>LIQUIDITY MANAGEMENT AND CORPORATE PROFITABILITY PERFORMANCE OF TEA COMPANIES IN INDIA</b>  <i>S.MANJULA &amp; Dr. S. SIVAGNANAM</i>	16
6.	<b>FINANCIAL CRISIS OF STATE TRANSPORT UNDERTAKING - A CASE STUDY OF KERALA STATE ROAD TRANSPORT CORPORATION (KSRTC)</b>  <i>Dr. INDU VIJAYAN</i>	22
	<b>REQUEST FOR FEEDBACK &amp; DISCLAIMER</b>	31

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**DIVERSITY AND ITS IMPACT ON EMPLOYEE SATISFACTION AND PERFORMANCE**

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**ABSTRACT**

*In today's increasingly rapid changing business environment, countries such as Afghanistan have changed drastically to accommodate the increasingly diverse work force in most, if not all, of its organizations. The diversity of the work force in Afghanistan is quite admirable and has been taking an ever-increasing trend in the past couple of decades. Nowadays, it is very common to find business professionals whom are simultaneously fluent in several languages, such as English, French, German, and of course Dari while coming from a highly diverse training and education backgrounds. This study explores the impact of gender, age, and education background on employee performance in the ACCL Logistic International, which is renowned to employ highly diversified workforce. Data were collected via self-administered questionnaires and regression models were conceived. The results indicated that overall organizational outcome and employee satisfaction depends on the group of factors such as Culture, Communication, Information and Demographic in an organization. Further, Culture factor in an organization is found to be having significant superior effect on performance of organization and employee satisfaction. The study is concluded with few recommendations and limitations.*

**KEYWORDS**

diversity, employee performance, employee satisfaction.

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**INTRODUCTION**

In the last twenty years the increasing diverse work force in the companies or Organization has let the scholars or to pay attention to this matters of workforce diversity (Al-Ahmad, 2017). The recognition of workforce diversity as source of competitive advantage has become reality in companies or organizations today and even has a generated enormous amount of interest among the business leaders, government and even in the civil societies according to Kochan, that businesses intends to be successful must have no borders view of workforce by getting the idea of this work force diversity also a part of these day to day work. In today's workforce it's even getting better and better due to the effect of Globalization Kurtulus while workforce diversity is not manage properly there will huge volunteering employee turnover from the organization, problem in the communication and lack of interpersonal fights The reverse leads to a more engaged work force and subsequently improved organizational performance (Rizwan et al., 2016). Organizations devote resources to diversity initiatives because they believe it is a business imperative and good for the bottom line has also stated that a global economy would require organizations have to attract and retain a diverse workforce so that they can effectively deal with an increasingly diverse customer base leading to increased market share, Firms are seeing the needs to hire workforce that reflect today's divers and major competitive Factor for Organization is attractive though, retaining the best way available humans resources talents in the contexts form of current workforce and demographic trends (Konrad et al., 2016).

If firms use their diverse human's resources in the good way only then it would be very profitable for them thus human diversity gets better in the flow of new and innovative ideas (Ogbo et al., 2014). According to diversity is more and more conducive to performance in the industry where firm members come into contact with customers whom prefer to be interacting with similar others than in manufacturing industry (Anthony and Solomon, 2015).

Diverse workforce ensures a high level of performance and productivity for human and intellectual capital and provides business organizations a competitive advantage in their expanded markets Organizations will only be successful to the extent that they are able to embrace and encourage workforce diversity (Richard, 2000). Workplace diversity can also generate conflicts between employees. This conflict occurs due to differences of perception, ideas, behaviors, interest, attitudes, religious and political differences and unjustified distribution of resources (Elsaid 2012). The modern workforce is far more varied in its composition than it has been previously, due to demographic factors, such as immigration and economic factors like globalization (Simons and Rowland, 2011).

The minority workforce in the United States is expected to rise from 16.5% in 2000 to an estimated 25% in 2050. In keeping with this increasing level of diversity inherent in the workforce, diversity management has been increasingly a matter of academic and practical interest, and the rate at which diversity management programs have been adopted has been steadily growing (Munjuri and Maina, 2013). However, this relationship has not been carefree, and a number of companies have reported problems with or outright failure of their diversity management approaches (Selvaraj, 2015).

**LITERATURE REVIEW**

Simons and Rowland (2011) highlighted the importance of diversity and finding new mechanisms of integration can hardly be overestimated in the modern era of globalization with its changing patterns of demography and work practices. New ways to implement diversity in organizations with multicultural staff and thus enhance their working power are to be found but before these positive changes are put into practice; the meaning of the term "diversity" is to be clarified. The lack of precise information and terminology consistency is reflected in both theoretical and pragmatic research, thus making the exploration of new approaches

to handle the workforce from different cultural and social backgrounds more challenging. This work is dedicated to analyzing the vast range of interpretations given in literature on this issue; both theoretical and practical discussions of diversity management will be considered. Our aim is to figure out what is the differentiation based on. Also, Saltson and Ozgur (2015), interpreted workforce diversity as a complex of distinctions and similarities team members have, and organizational performance as the actual output of a company compared to its goals and objectives. Most Nigerian business organizations turn out to be low-performing due to the lack of integration activities among their employers and sufficient attention to training-related and policy-related issues. Moreover, companies fail to implement required management strategies to achieve their specific and overall goals. As a result, the profitability index analysis in Nigeria is handicapped by lack of relevant data. Nonetheless, in this country workforce diversity has some historical background, taking its roots back to the barter system era of the XVIII century and to the attempts of scientific management of 1911. This study is aimed at discovering positive effects of workforce diversity on customer related issues and estimating the role of education in enhancing earning power of a company. Several Nigerian organizations were selected, and a correlational research was conducted to determine a relationship between workforce diversity and organizational performance. Secondary data and content analysis were used, as well as oral interviews. Results of the survey revealed the positive effect workforce diversity has on organizational performance. Besides, it was verified that education could be put to use to scale up profitability of a company. Moreover, Omankhanlen and Ogaga (2011) mentioned that whatever kind of enterprise one deals with, national or privately-owned, business or nonprofit, workforce diversity is observed among its employers. Using a Nigerian bank as the object of our study, we conducted this research to reveal how workforce diversity influences organizational effectiveness. The data of 2008 and 2009 reflects the banks assert growth, and 2007 and 2008 were taken as a basis to evaluate the growth strategy. The Blau index was used for quantification of diversity. Numerous hierarchical regression analyses were performed to find out the relationship between group diversity and performance outcomes of the group. A meaningful correlation was found between the measures of organizational effectiveness and some group and individual diversity variables. It was also proved that gender and ethnicity are inversely proportional to the employee productivity and performance bonus, while gender, age and employment period are in direct relation and proved significantly related. For the further promotion of effective performance and enhancing of outcomes more collective research in this field must be done and new managerial strategies to handle workforce diversity implemented. Further, Iqbal and Maqbool (2015) examined that Workforce diversity is steadily getting more widespread and more widely used when it comes to setting of your business goals: to be a preferred employer, to provide better servicing facilities, or to gain an advantage over your competitors? Diversity was also proved to be a fundamental part of successful business performance, and managers had to advance their knowledge of the theory of workplace diversity with all its pros and cons. This research was conducted to explore the influence of workforce diversity on overall productivity and organizational performance fixated on the educational sector. We distributed 100 questionnaires in five different universities of Karachi and got them filled by the teaching staff. Our conclusions are based on the data containing the gender, ethnicity and educational level of the employers. The results demonstrate that the diverse workforce in the education sector is influenced by the variability's mentioned above. Dixit and Bajpai (2015), mentioned is a study that workforce diversity gives a company a head start over its competitors and can be effectively used as a tool in improving its business performance. Should the right approach towards the diversity of the workforce be found, numerous benefits will follow, while poor management strategies can cause a lot of harm to business development. The present study was held in Singapore, one of the most competitive countries in the world where highly professional and extraordinary people from a number of countries come to seek for career opportunities. The study was focused on age, gender, and ethnicity, which are said to be the most widespread demographic variabilities present among the employers of many companies. We conducted a survey to gather the opinions of workers in manufacturing and service industries in Singapore via a self-administrated questionnaire distributed to them. To measure consistency and reliability of the dataset, Cronbach's alpha was used. The empirical dependence of the three demographic variabilities was computed by Software Package for Social Science. None of them bear a statistically valid influence on the employees' behavior, according to the survey results. Human resource planning was offered by the employees to increase the effectiveness of workforce diversity.

## STATEMENT OF PROBLEM

Diversity in organizations effect deeply on outcome of it, lack of cultural differences, lack of communication which create huge problems they don't get the power of understanding in a deferent countries which we will focus on it, working in such environment have some direct effects on the organization and on the Employers, it also effect on the performance or on the Outcome of the organizations, most organizations or specially multinational companies whom hires people from outside of the country have such kinds of problems, employee behaviors toward other employees lack of understanding culture and Demographic issues which makes the working environment more difficult for them, when such issues rises it directly effect on the organization or company performances and the satisfaction of organization, thus it leads to have some bad consequences, there for our research is going to focus on these issues, and which steps to take to make this organization a better place for people of multi-culture?

## OBJECTIVES OF THE STUDY

Based on the problems identified, following objectives were framed for the present study as follows.

1. To find out influence of diversity on employee performance.
2. To identify effect of diversity on employee satisfaction.

## HYPOTHESES

To work out the objectives framed for the study, the following Hypotheses were framed for testing:

**H1:** There is no influence of diversity on employee performance.

**H2:** There is no effect of diversity on employee satisfaction.

## HYPOTHESES RELATED TO OBJECTIVES

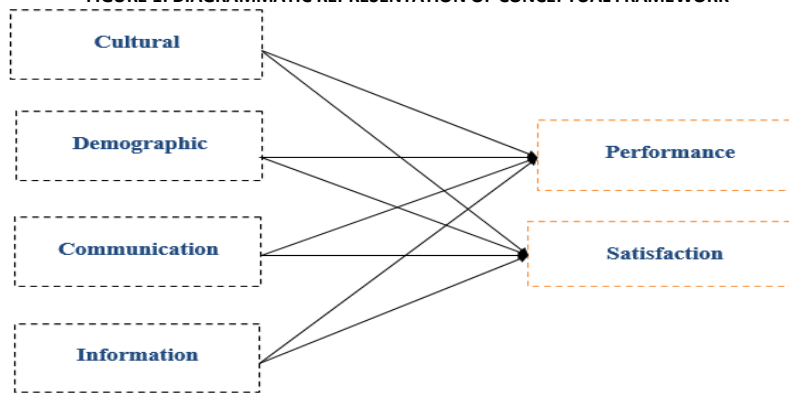
Following are the details of the hypotheses corresponding to each objective taken for work:

Objectives	Hypothesis
Objective-1	H1
Objective-2	H2

## CONCEPTUAL FRAMEWORK

The details of the conceptual framework taken up for the present work is shown in Figure-1, where the details like components of culture, Demographic, Communication, Information and the effect of diversity were shown in schematic representation. This was framed taking into considerations the nature of the topic and subsequent objectives taken up for the present work.

FIGURE 1: DIAGRAMMATIC REPRESENTATION OF CONCEPTUAL FRAMEWORK

**DETAILS OF RESEARCH DESIGN**

This research work is prepared considering the nature of the problem identified and succeeding objectives taken up for the work. Hence, a descriptive research design with a questionnaire for the primary data collection is employed in this work following the standard guidelines.

The present study is to recognize the existing problems among organization's employees based on demographic and cultural differences among the employees of the Organization lack of communication and information, which cause dissatisfaction of employee. More specifically the inadvertent interpersonal conflict diversity practices in organizations is viewed as a function of two, effect of diversity such as performance and satisfaction. Hence, a descriptive research design was followed in the present work and survey was conducted among employees of diverted Organization for the purpose of collecting primary data constituting the present work.

**INSTRUMENT USED FOR PRIMARY DATA COLLECTION**

This work was carried out based on the primary data collected through the survey instrument. The survey instrument used for this work is a standardized well-structured questionnaire. The questionnaires were employed to collect the primary data and relevant information from the employees of ACCL Logistic International. This survey instrument was designed and tested as a part of this work and proved reliability.

**SAMPLING DETAILS**

This study employed survey of ACCL International (based in Kabul) employees to gather data with the help of validated survey instrument in the form of questionnaire for hypothesis testing, and to address research objectives 100 questionnaires were distributed among them. The ACCL International employees constituting the sampling procedure adopted for the present work. For the purpose of analyses of the data collected the respondents who did not respond to all questions or for whom there was a suspicion of random response such as use of the identical answer throughout is excluded. A total of 30 respondents met these inclusion criteria and thus, constitute a sample size for the present study. As far as the sample size for the employee survey is concerned, Hoinville (1978) stated that the decision on a sample size could be based on experience and good judgment rather than relying on strict mathematical formula. Also, the use of surveys in social research does not necessarily have to involve samples of 1000 or 2000; instead research with samples between 30 and 250 is adequate (Martyn, 1999). Since, the respondents for the survey were identified on the basis of judgment comprising factors with more possibilities of human interaction and job complexities; the sampling procedure adopted for the present study is categorized as simple random sampling method.

**IMPACT OF DIFFERENT DIVERSITY FACTORS ON BUSINESS OUTCOME**

From the results of table-1, it can be inferred that the F value of 2.489 is found to be significant at 5 percent level and hence, hypothesis-1 is rejected. These results suggest that organizational outcome depends on the group of factors in the service sector. Further, the adjusted R square value of 0.690 from the table-1 indicates that 69 percent of business outcome among service sector significantly depends on these groups of diversity factors. Also the 't' values of 2.238, 1.193, 0.813 and 0.128 corresponding to different factors such as Culture, Communication, Information and Demographic are found to be having significant effects on the model conceived.

TABLE 1: RESULT OF REGRESSION FOR HYPOTHESIS - 1

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	F value	Adjusted R square
	B	Std. Error	Beta				
1	(Constant)	13.880	5.357	2.591	0.031*	2.489	0.690
	Culture	0.438	0.196	0.399			
	Communication	0.218	0.183	0.226			
	Information	0.136	0.167	0.144			
	Demographic	0.055	0.431	0.024			

Source: Computed from Primary data

\* Sig at 5%

More specifically Culture factor in an organization is found to be having significant superior effect on performance of organization with highest 't' value of 2.238. This confirms that the organization does a good job of attracting and hiring minorities and organization concerns about the employee's customs, cultures, and values. Also the team leader includes all members at different ethnicity in problem solving and decision making.

Similarly, diversity factor communication causes significantly good effect on performance of organization in an organization with the next higher t value of 1.193. This confirms different languages that are used to communicate do not create problem among employees. The 't' value of 0.813 obtained for the factor Information significantly causes considerable effect on the business outcome in an organization. The 't' value of 0.128 obtained for the Demographic factor significantly causes considerable effect on the outcome of organization. This confirms that this organization provides me with equal opportunities for training and career development also, age and gender differences in work group don't cause conflict.

**IMPACT OF DIFFERENT DIVERSITY FACTORS ON EMPLOYEE SATISFACTION**

From the results of table-2, it can be inferred that the F value of 7.301 is found to be significant at 5 percent level and hence, hypothesis-2 is rejected. These results suggest that employee satisfaction depends on the group of factors in an organization. Further, the adjusted R square value of 0.714 from the table-2 indicates that 71 percent of employee satisfaction among service sector significantly depends on these groups of diversity factors. Also the 't' values of 5.140, 0.313, 1.144 and 1.374 corresponding to different factors such as Culture, Communication, Information and Demographic are found to be having significant effects on the model conceived.

TABLE 2: RESULT OF REGRESSION FOR HYPOTHESIS - 2

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.	F value	Adjusted R square
		B	Std. Error	Beta				
1	(Constant)	5.623	3.828		1.469	0.000*	7.301	0.714
	Culture	0.718	0.140	0.737	5.140*			
	Communication	0.041	0.131	0.048	0.313*			
	Information	0.137	0.120	0.162	1.144*			
	Demographic	0.423	0.308	0.205	1.374*			

Source: Computed from Primary data

\* Sig at 5%

More specifically Culture factor in an organization is found to be having significant superior effect on employee satisfaction with highest 't' value of 2.238. The 't' value of 1.174 obtained for the Demographic factor significantly causes considerable effect on the employee satisfaction. This confirms that organization provides me with equal opportunities for training and career development and the age and gender differences in work group do not cause conflict. The 't' value of 1.144 obtained for the factor Information significantly causes considerable effect on the satisfaction of employees in service sector. Similarly, diversity factor communication causes significantly good effect on performance and satisfaction of employees in an organization.

## RECOMMENDATIONS AND LIMITATION

It is recommended that diversity managers of the selected company should endeavor to enhance Organizational performance, the effectiveness and corporate profitability aspects of organizational, by effectively using the Educational enforcement of diversity goals and exposure of people to the aspect of managing diversity by ensuring that Appropriate guides to thinking are done to formulate policies on diversity management. The area of this research is the private Organization of Kabul. This study is just for the purpose to know how the different factors of workforce diversity impact the performance of Organization

## CONCLUSION

The effect of Diversity intends to create and maintain a positive work environment where the similarities and differences of individuals are valued, so that all can reach their potential and maximize their contributions to an organization's strategic goals and objectives. The effect Diversity ensures that all employees have the opportunity to maximize their potential and enhance their self-development and their contribution to the organization. It recognizes that people from different backgrounds can bring fresh ideas and perceptions, which can make the way work is done more efficient and make products and services better. Diversity successfully will help organizations to nurture creativity and innovation and thereby to tap hidden capacity for growth and improved competitiveness. In this study of the effect of diversity on business outcome, we find that how the demographic factors like age, gender, educational qualifications, tenure of service in the logistic and transport sectors effect the employee's requirements of been monitored and equally given an opportunity to work.

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