
WORK FORCE DIVERSITY AND AGILITY: DIVERSITY IS A KEY FACTOR TO BE AGILE

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ABSTRACT

In this fast changing business environment it is imperative that organizations concentrate in continuous improvements to overcome competition. In order to make organizations respond to changing market requirements an agile workforce is needed. Agility level in organizations can be developed by maintaining diversity in work force. This heterogeneous workforce helps organizations in developing in diverse areas. One of the key success factor of an agile workforce is diversity. This study helps in understanding factors contributing to agility and identifies diversity as an important factor contributing to agility. The study was done on 50 employees working in different IT companies to known is diversity playing a key role for improving effectiveness of work in organisation.

Keywords: Agility, Work Force, Organisation, Diversity, Effectiveness.

I. INTRODUCTION

Most of the IT companies are hiring work force globally where organisations feel that employee is an asset where they should be ready to accept any kind of challenges in today's competitive world. Hyderabad is one of the top cities to attract skilled and innovative manpower where job opportunities are high which helps organisation to grow. As we are in global world where competition is high organisations need to have efficient manpower to face current market challenges .So in this present situation organisations need hire employees of different age groups, gender, people from diverse languages and work force from different educational backgrounds. It is argued that organizations value diversity will definitely cultivate success and have a future in this dynamic global labour market. Work force diversity has emerged mainly due to changes in labour market and increased mobility and interaction of people from diverse background as a result of improved living conditions and recognition of Human rights by all Nations... Agile workforce help organizations to be flexible, accept changes that occur in markets and also help in developing creative and innovative ideas to meet changing market needs. Agility means the power and ability of a person to think, understand and draw conclusions easily and quickly.

Under diversity many factors were considered like age, gender, ethnicity, educational qualification etc and it has positive and negative influence on organisation performance. Early days research had been conducted to assess the impact of various factors like age, gender , ethnicity , education qualification on agility level of wokforce Age diversity talks about different age group people in work environment and organization need to assess the ratio of different age groups based on organization skill requirement and development. At present organisations are considering young generation and were giving less priority to old age people as organisation mine that they were not that advanced according to current trend. Gender diversity indicates that equal priority to be given to men and women in work place so that they add better ideas for organisation growth many researchers view that combination of mixed gender will give better result. Ethnic diversity means it considers a person from different language, culture, religions and tradition which gives identity based on their backgrounds.

II. LITERATURE REVIEW

(Seliverstova, 2021) workforce diversity describes as individual divergence that can be noticeable and indiscernible It also indicates workforce diversity as equal opportunity and inequity at the workplace.

Duchek, S. (2020) Conclusion of the study suggested that diversity has the prospective to improve organisation resilience by development of various abilities that underpin the 3 stages of resilience process (anticipation, coping, and adaptation). Our research demonstrates the importance of diversity at all 3 stages. Diversity can influence advancement of anticipatory abilities by enhancing observations and discovery of essential changes as well as preparing for future events. Finally, diversity can improve an organization's ability to reflect on and learn from critical situations, thereby promoting adaptability.

(Yadav & Lenka, 2020) This study focused on demographics factors like age, race, gender racial diversity, was conducted. The study has been conducted in USA, Canada, and European countries. At an individual level cultural, racial and relational diversity was considered. Team diversity, workgroup diversity at the group level and top management at organizational level.

(Makhdoomi, 2018) Diversity of the workforce is an characteristic that can't be neglected in today's Indian organisations. It conquers an important position because it is growing on a day by day, whether in terms of gender, age, religion, or any other dimension. According to the literature, few proportions have positive impact while others may have negative impact, and these results vary depending on the type of organisations. All he findings are presented in literature thus far had been found to be conflicting, yielding mixed results. There are few samples and little empirical evidence linking performance and diversity.. Thus, in order to reach a generality, it is required to repeat and imitate in the same and different areas and organisations.

According to Forbes Insight (2011) at present workforce diversity is one of the vital factor for the organisations. Top management view that success of company depends on diverse workforce and need to be innovative for making business strategies successful in this global scenario. Diverse workforce can come up with different a idea which helps us attract new clients to our business.

Darwin Joseph R, et al; (2015) Work force diversity on employee performance on Singapore companies. The research reveals impact of workforce diversity in terms of ethnicity, age, gender. The study has been covered diversity of 3 demographic factors of workforce - namely age, gender and ethnicity - does not extensively impact the performance of workforce.

Klaus Desmet, et al; (2015) the study describes about Culture, Ethnicity, Diversity and focused on empirical correlation between ethnicity and culture. By considering survey of 76 countries it was identified that ethnicity is an important factor related to culture. According to this study it was identified that ethnic and culture diversity is not related and identified economic development is positively related to culture diversity.

III. OBJECTIVES OF THE STUDY

- To identify the relation between work force diversity and work force agility.

IV. RESEARCH METHODOLOGY

- The study depends on survey method. The methodology includes source of data, sample selection, sample size, data collection methods and analysis etc.
- **Source of Data:** It is based on primary and secondary data. The primary data collected by using survey method by interviewing directly employees in IT companies Secondary data collected from the various Websites, Books, Magazines and Journals, etc. Both qualitative and quantitative techniques will be used to infer the results
- **Sample Selection:** For the study we have selected IT employees working in different IT companies in Hyderabad region.
- **Sample Size:** For the study data was collected from employees working in different IT companies and the sample is 50.
- **Data analysis:** The data collected from employees is analysed by using mean and standard deviation.

V. ANALYSIS

The diversity in employees consists of similar and different in age, gender, and physical ability and race of employees in organisation having diversified employees is one of the main added benefits to organisation where employees come out with different ideologies in work diversity indicates diverse skills , knowledge and experience leads to positive work environment.

Table 1: Workforce Diversity and Gender -wise Distribution

S.No	Statements	Total	Mean	SD	Rank
1	Similar opportunities for career development regardless of gender.	50	2.97	1.932	1
2	Enterprise does not discriminate employees for assigning task.	50	2.1	1.248	2
3	On agility gender diversity has fine impact.	50	1.98	1.099	3
4	Difference in gender lead to poor result.	50	1.87	1.678	4

Interpretation: The records in table – 1 consists of 4 statements related to gender diversity and their impact on employees is estimated based on mean and S.D values. The total of 50 sample observations are considered for each declaration and their evaluations are drawn closer to their effect on employees work efficiency. The highest Mean and SD i.e., 2.97 and 1.932 is recorded for the statement ‘Similar opportunities for career development regardless of gender’.

Table 2: Workforce Diversity and Age-wise Distribution

S.No	Statements	Total	Mean	SD	Rank
1	Team includes diverse age group people and were involved in decision making.	50	2.87	1.459	1
2	Feel encourage to work with employees of same age group.	50	2.52	1.065	2
3	In organisation does age plays vital role to be agile.	50	2.13	1.436	3
4	Age difference influence group outcomes.	50	1.79	1.136	4

Interpretation: The information from the above table Table -2 shows 4 statements related to WFD based on age. The statement 'diverse age group people and were involved in decision making.' has the highest Mean and SD of 2.89 and 1.459.

Table 3: Workforce Diversity and Language of IT Employees

S.No	Statements	Total	Mean	SD	Rank
1	Various languages used in work place will not cause conflict.	50	2.89	1.292	1
2	Working together with different ethnic background makes me to take effective decisions.	50	2.65	1.318	2
3	Employees with different languages have an impact on team structure as well as on unity.	50	2.31	1.251	3
4	Employees with different ethnic background lead to an agile organisation.	50	2.19	1.148	4

Interpretation: The data in the preceding table show the impact of linguistic diversity in the organisation and impact on work efficiency. The table has five different statements related to language diversity on employee work efficiency. The results of 50 sample observations are considered the highest mean is 2. 89 and SD of 1.292.

Table 4: Workforce Diversity and Educational Back-Ground of IT Employees

S.No	Statements	Total	Mean	SD	Rank
1	Diverse educational qualification helps to development of different experiences.	50	2.71	1.459	1
2	Education qualification plays a crucial role in obtaining a specific position in organization.	50	2.05	1.099	2
3	Working with different educational qualified people will increase our ability to make decisions.	50	1.87	1.136	3
4	Employee can be agile if they have good education qualification.	50	1.79	1.167	4

Interpretation: The data in Table – 04.09 indicates that the statements disclosed in above table explain the impact of diversity based on educational qualification of employees. Four different statements are considered and analysed their influence on employees towards agile work-force. The highest mean is 2.71 and SD is 1.459 is observed to the variable statement ‘Diverse educational qualification helps to development of different experiences.’

VI. CONCLUSION

The study focused to identify is diversity one of the factor to be agile in organisation and for this analysis a total of 50 employees working in different companies in Hyderabad region. Mainly for this study we have considered four factors of diversity like age, gender, ethnicity and educational qualification of employees. According to the opinions gathered from workforce it was identified that a team should have different age groups to come up with effective decisions in organisations. It is identified that equal employment opportunities should be given irrespective of gender to have agile workforce. People from various ethnic backgrounds will not cause any divergence and they can take better decisions. Work force from different educational qualifications helps us to gain new experiences which leads to development of organisation.

VII. REFERENCE

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