



## An Empirical Analysis of Influence of Demographics on Employees' Perception Towards Cultural Diversity at the Workplace

### KEYWORDS

Cultural Diversity, Workplace Diversity, Employees' Perception, Demographic Factors, One Way ANOVA,

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### ABSTRACT

*The study endeavored to analyze the influence of the demographic factors on the employees' perception towards the cultural diversity at the workplace. Age, education, designation, organizational tenure and the total work experience were taken as the demographic variables of the employees while the employees' perception towards the cultural diversity at the workplace was recorded through structured questionnaire implementing five-point point Likert scale. The study was successful to explore key insights regarding the influence of the demographic variables viz. age, education, designation, organizational tenure and the total work experience on the perception of the employees towards cultural diversity at the workplace.*

### INTRODUCTION

In the present era of globalization, people no more work in an insular market place since they have become a part of global economy with challenges being thrown by nearly every continent. With the increasing globalization happening, the need to interact with people across diverse cultures, race, beliefs and backgrounds has also increased. With the mixture of talents of diverse cultural backgrounds, genders, ages and lifestyles, an organization can respond to business opportunities more rapidly and creatively, especially in the global area which must be on the important organizations to be attained (Srivastava & Agarwal, 2012). Understanding the impacts of workforce diversity on organizational outcomes, such as organizational performance, employee satisfaction and voluntary employee turnover is key organizational sustainability (Sungjoo and Rainey, 2010). Hence, the organizations now days need diversity in order to provide with an environment that is more creative and open to change. Thus, one of the key issues for the management is to maximize workplace diversity and to capitalize upon it.

Diversity is increasingly recognized and utilized as an important organizational resource in regards to whether the goal is to be an employer of choice to provide an excellent customer service or to maintain a competitive edge (Weiliang et al. 2011). Diversity is generally defined as acknowledging, understanding, accepting, valuing and celebrating differences among people with respect to age, class, ethnicity, gender, physical and mental ability (Gupta, 2013). Robinson and Dechant (1997) defined diversity as something that includes variations in gender, backgrounds, ethnicity, age, qualities, physical abilities, sexual orientation, attitudes and perceptions. This study aimed to analyze the influence of demographic factors viz. age, education, designation, tenure with the organization and the overall experience on the employees' perception towards cultural diversity at the workplace.

### NEED FOR THE STUDY

Esty et al. (1995) defined diversity as "acknowledging, un-

derstanding, accepting, valuing and celebrating differences among people with respect to their biographical differences" while, Bartley, Ladd and Morris (2007) postulated that "companies have provisions for the parity of gender, race, age, job grade/category and qualification. These are built into policies and procedures reflective of current laws and regulations". However there was a lack of studies exploring the relationship between demographic factors of the employees on the employees' perception towards cultural diversity at the workplace. Hence this study endeavored to bridge the existing gap in the research area through an analysis of influence of age, education, designation, organizational tenure and the overall work experience on the employees' perception towards the cultural diversity at the workplace.

### OBJECTIVES OF THE STUDY

- To analyze the influence of age on employees' perception towards cultural diversity at the workplace.
- To analyze the influence of education on employees' perception towards cultural diversity at the workplace.
- To analyze the influence of organizational tenure on employees' perception towards cultural diversity at the workplace.
- To analyze the influence of total work experience on employees' perception towards cultural diversity at the workplace.
- To analyze the influence of designation on employees' perception towards cultural diversity at the workplace.

### RESEARCH HYPOTHESIS

- H<sub>1</sub>: Age had an impact on employees' perception towards cultural diversity at the workplace
- H<sub>2</sub>: Education had an impact on employees' perception towards cultural diversity at the workplace
- H<sub>3</sub>: Organizational tenure had an impact on employees' perception towards cultural diversity at the workplace
- H<sub>4</sub>: Total work experience had an impact on employees' perception towards cultural diversity at the workplace

- H<sub>5</sub>: Designation had an impact on employees' perception towards cultural diversity at the workplace

**METHODOLOGY**

This study endeavored to analyze the impact of various demographic factors viz. age, education, designation, organizational tenure and the total work experience of an employee on the employee's perception towards the cultural diversity at the workplace. Thus it was an empirical study in nature.

**SAMPLING AND DATA COLLECTION**

Convenient sampling technique was implemented for the sampling purpose of this study. The sample comprised of employees from various departments of select Global organizations with their head offices or branches in Delhi-NCR. The questionnaire was mailed to the respective HR departments after an initial discussion regarding the scope of the study. The permission to collect samples was allowed on the ground of anonymity.

**DESIGN OF QUESTIONNAIRE**

The questionnaire comprised of two parts. The first part recorded the demographic details of the respondents viz. age, gender, qualification, designation, organizational tenure, total work experience etc. while the second part recorded the perception of the employees on cultural diversity. A five point Likert type scale was used with the following anchors: "1 -Strongly disagree", "2-Disagree", "3-Undecided", "4-Agree", "5-Strongly Agree".

**RESULTS AND DISCUSSION**

One Way ANOVA was conducted for analysing the impact of demographic factors viz. age, education, organizational tenure and the total work experience on the employees' perception towards cultural diversity at the workplace and the results are given in Table 1.

**Table 1:**  
**Impact of Age, Education, Organizational Tenure and Total Work Experience on Employees' Perception towards Cultural Diversity in the Workplace (H<sub>1</sub> – H<sub>4</sub>)**

Dependent Variable	Independent Variables	F Value	P Value	Remarks
Employees' Perception Towards Cultural Diversity In The Workplace	Age	10.325	.000	Statistically Significant
	Education	122.413	.000	Statistically Significant
	Organizational Tenure	55.482	.000	Statistically Significant
	Total Work Experience	13.446	.000	Statistically Significant

Table 1 depicts the ANOVA with respect to employees' perceptions towards cultural diversity at the workplace based on the age, education, organizational tenure and total work experience of the respondents. The results indicate that all the results were statistically significant (p<.001) in the perception towards workplace diversity based on the demographics of the respondents.

Hence hypothesis 1 to hypothesis 4 was accepted.

Since One Way ANOVA yielded with statistically significant results, next, Post Hoc Analysis was conducted implementing Tukey's method, in order to compare the results at different levels of each demographic variable. The results are given from Table 2 to Table 4. However, Post Hoc Analysis for age was not being conducted since for one category there was only one respondent.

**Table 2:**  
**Post Hoc Analysis: Impact of Education on Employees' Perception towards Cultural Diversity in the Workplace**

(I) Education Level	(J) Education Level	Mean Difference (I-J)	Std. Error	Sig.
Non-Technical Graduate	Technical Graduate	-.354	.837	.906
	Post Graduate	-17.681*	1.204	.000
Technical Graduate	Non-Technical Graduate	.354	.837	.906
	Post Graduate	-17.327*	1.185	.000
Post Graduate	Non-Technical Graduate	17.681*	1.204	.000
	Technical Graduate	17.327*	1.185	.000

Table 2 indicates that there was statistically significant difference (p = 0.000) between Graduate and Post Graduate level with regards to their perception of cultural diversity at the workplace while the result between the Technical Graduates and the Non-Technical Graduates regarding their perception towards cultural diversity at the workplace yielded statistically insignificant results (p=.906). The results indicate that Post Graduate employees seem to have a more positive view of cultural diversity at the workplace than the perception that was held by the Graduate employees while there was no significance in perception between the technical and non-technical graduates.

**Table 3:**  
**Post Hoc Analysis: Impact of Organizational Tenure on Employees' Perception towards Cultural Diversity in the Workplace**

Organizational Tenure	J. Organizational Tenure	Mean Difference (I-J)	Std. Error	Sig.
< 2 years	2-5 years	-7.488*	1.093	.000
	>5 years	-13.762*	1.315	.000
2-5 years	< 2 years	7.488*	1.093	.000
	>5 years	-6.274*	1.149	.000
>5 years	< 2 years	13.762*	1.315	.000
	2-5 years	6.274*	1.149	.000

Table 3 indicates that there was statistically significant difference (p = 0.000) between each level of organizational tenure with regards to their perception of cultural diversity at the workplace. The employees with more than 5 years of experience in the organization seemed to give the most positive views about the cultural diversity at the workplace while the employees with the least experience (less than 2 years in the organization) seemed to have the most negative views about cultural perception at the workplace. The results indicate that as the employees spent more time with their specific organizations they tend to acclimatize with the cultural diversity at the workplace with more ease and developed a better perception towards cultural diversity at the workplace.

**Table 4:**  
**Post Hoc Analysis: Impact of Total Work Experience on Employees' Perception towards Cultural Diversity in the Workplace**

(I) Total Tenure	(J) Total Tenure	Mean Difference (I-J)	Std. Error	Sig.
<5 years	5-10 years	-6.364*	1.565	.000
	>10 years	-8.401*	1.622	.000
5-10 years	<5 years	6.364*	1.565	.000
	>10 years	-2.037	1.124	.168
>10 years	<5 years	8.401*	1.622	.000
	5-10 years	2.037	1.124	.168

Table 3 indicates that the views of employees with less than 5 years of total work experience had statistically significant difference ( $p=.000$ ) from employees with 5 years and above of total work experience and which included employees with 5-10 years of experience and employees with more than 10 years of total work experience pertaining to their perception of cultural diversity at the workplace. However, there was no statistically significant difference between the response of the employees with 5-10 years of total work experience and employees with more than 10 years of total work experience. The results indicated employees with more than 5 years of total work experience seemed to have more positive views than the employees with less than 5 years of total work experience. The results indicate that as the employees spent more time in the industry they tend to accept the cultural diversity at the workplace with a more positive attitude and hence, better experienced employees tend to share more or less same attitude and perception towards cultural diversity at the workplace.

**Table 5:**  
**Independent Samples T Test: Impact of Designation on Employees' Perception towards Cultural Diversity in the Workplace ( $H_3$ )**

Mean Score - Managerial	Mean Score - Non Managerial	Mean Difference	T Statistics	P Value	Remarks
62.32	47.11	15.21	19.04	.000	Statistically Significant

Table 5 indicates statistically significant difference ( $p=.000$ ) between employees working at non-managerial and managerial designations pertaining to their perception towards cultural diversity at the workplace. It could be found from the result of independent samples t test that the mean scores of the employees working at the managerial designations (62.32) was significantly higher than the mean scores of employees working at non-managerial designations (47.11). The result indicates that the employees working at the managerial designations had a more positive perception towards cultural diversity at the workplace than the employees who were working at non-managerial designations.

## CONCLUSIONS AND RECOMMENDATIONS:

The findings of this study were supported by the past literature evidences. Cummins et al. (2009) suggested that age had an influence over perception towards diversity at the workplace and hence, the organizations should develop interventions, e.g. Work design and wellness programs while Harris et al. (2007) stated that employees working at management positions had a more positive views towards the issue of diversity at the workplace. Harris et al. (2007) also postulated that qualified employees were more positive about diversity at the workplace since they perhaps, understood the beneficial aspects of the diversity at the workplace. Hence, from the perspective of this study, the findings of this particular study empirically support the past literary evidences.

Considering the findings of the study in the horizon, this study recommends that it is of utmost importance for the organizations to make their employees aware of the organizational importance of the cultural diversity at the workplace. Hence, cultural diversity can be successfully achieved only with implementation of successful diversity management strategies which will bring out positive attitudes from employees across diversified demographic backgrounds and thus, will drive the organizations to gain competitive edge over its competitors in the industry.

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