

**WORKFORCE DIVERSITY MANAGEMENT AND ORGANIZATIONAL  
PERFORMANCE IN NEPALESE HOSPITALITY SECTOR**

**A Dissertation Submitted to the Office of the Dean, Faculty of Management in  
Partial Fulfilment of the Requirements for the Master of Business Studies (MBS)**

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## **CERTIFICATE OF AUTHORSHIP**

I hereby corroborate that I have researched and submitted the final draft of dissertation entitled **Workforce Diversity Management and Organizational Performance in Nepalese Hospitality Sector**. The work of this dissertation has not been submitted previously for the purpose of conferral of any degrees nor it has been proposed and presented as part of requirements for any other academic purposes. The assistance and cooperation that I have received during this research work has been acknowledged. In addition, I declare that all information sources and literature used are cited in the reference section of the dissertation.

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## REPORT OF RESEARCH COMMITTEE

Mr. Sushil Khanal has defended research proposal entitled “**Workforce Diversity Management and Organizational Performance in Nepalese Hospitality Sector**” successfully. The research committee has registered the dissertation for further progress. It is recommended to carry out the work as per suggestion and guidelines of supervisor Asso. Prof. Dr. Kapil Khanal Submit the thesis for evaluation and viva-voce examination.

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## APPROVAL SHEET

We, the undersigned, have examined the thesis entitled “**WORKFORCE DIVERSITY MANAGEMENT AND ORGANIZATIONAL PERFORMANCE IN NEPALESE HOSPITALITY SECTOR**” Presented by Sushil Khanal Candidate for the degree of Master of Business Studies (MBS Semester) and conducted the Viva voce examination of the candidate. We hereby certify that the thesis is worthy of acceptance.

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## ABSTRACTS

The aim of the study is to assess the workforce diversity management and organizational Performance, in the form of gender diversity, age diversity, ethnic diversity, education diversity and marital diversity. On the review of theoretical, conceptual and empirical related literature of the study, workforce diversity had a significant relationship with their organizational Performance. In conducting this study, the required data is obtained through structured questionnaires. The Instrument (structured questionnaires) was adopted from prior studies, in order to measure all variables of the study. To check the validity and reliability of the adopted instruments validity and reliability test was also carried out. To determine the sample size from the total population of the study, the researcher uses formula based-sample size determination. To select respondents from each stratum simple random sampling technique was also adopted. Basically, a total of 400 questionnaires were distributed to the sampled employee, among these 400 were returned.

The respondents were more likely prioritize organization who recruited people from different level and stream of formal education. Educationally diverse workplace was observed to be more delightful to work. And there is significant positive and moderate impact of age diversity and organizational Performance. Similarly, there is less impact of ethnic diversity and organizational Performance. The result also shows significant positive and moderate relationship between education diversity and organizational Performance and also marital status and organizational Performance.

**Keyword: Workforce Diversity, Organizational Performance, Ethnic Diversity**

# CHAPTER I

## INTRODUCTION

### 1.1 Background of the Study

When we talk about a diverse workforce, we mean one that includes a wide range of workers with a variety of ages, genders, academic backgrounds, and job experiences, as well as individuals from various national and international cultures and ethnic backgrounds. Due to the variety of work to be done inside a business, a diversified workforce in terms of education, experience level, physical stamina, gender, and ethnicity is frequently required (Choi & Rainey, 2010).

Workforce diversity indicates a more diverse mix of workers within the organization. Whether the objective is to be an employer of choice, to deliver exceptional customer service, or to preserve a competitive edge, diversity is becoming increasingly acknowledged and leveraged as a vital organizational resource. Industries are moving toward the world market (Bateman, 2012).

During the epidemic, the hotel sector sustained enormous losses. "Visit Nepal 2020," the eagerly awaited government campaign, had to be completely scrapped. 2 million overseas visitors were targeted by the campaign, but COVID-19 derailed everything. Trekking, adventure travel, animal viewing, and cultural exploration are all excellent in Nepal. As a result, tourism contributes roughly 8% of Nepal's GDP and has a significant impact on the hospitality industry (Baniya et al. 2021).

Travel restrictions all around the world caused a preliminary loss of 14.37% to the Nepalese economy. The number of visitors that Nepal welcomed in 2020 was 230,085 as opposed to 1,197,191 in 2019, a decrease of more than 80%. The tourism and hospitality industries were the ones that were most severely impacted among the many other sectors (Baniya et al. 2021).

Although the COVID-19 limits have been loosened, the organization is still working to make up for the significant losses it sustained. The most recent fiscal year, which ended

in mid-July, saw the greatest losses ever for the nation's upscale hotels. Three prestigious hotels in Nepal, the Shangrila Hotel, the Malla Hotel, and the Annapurna Hotel, had to close due to significant losses. However, some hotels have taken advantage of this as a chance to upgrade and rebuild their infrastructure and services in order to compete with the newest modern luxury hotels. The most significant losses were incurred by The Radisson Hotel in Kathmandu as the building was closed for 12 months. The disruptions caused a net loss of NPR 260.47 million and a 489 percent decline in the hotel's net profit during the previous fiscal year, according to the hotel's financial report. Currently, the hotel's average daily occupancy is around 20 percent (Baniya et al. 2021).

In the first eleven months of 2021, Nepal welcomed about 126,000 tourists. The biggest number of tourists to visit Nepal since the pandemic started was estimated to be 26,487 during the month of November. 26,135 tourists came in October, a significant increase from the 9,898 that came in September. Even while the statistics are still low, the indicators are positive. Due to the lack of quarantine, the number of tourists has gradually increased. The visa on arrival is reinstated for travelers who have received all necessary vaccinations or who have had a negative PCR test.

Many investors have shied away from the hotel sector as a result of the pandemic. Despite the difficult times, hoteliers believe that the Nepalese hospitality sector has a great chance of recovering. There are prospects for investment in this sector given the recent strong growth in visitor arrivals, particularly in the business travel category and the high occupancy rates for 5-star hotels in Nepal. The development of numerous upscale hotels across the nation has advanced. New hotel project investors are attempting to get an early competitive advantage.

Competition as everything has returned to normal. Construction has continued despite significant delays caused by the epidemic that increased project costs. In addition to the numerous new luxury hotels that have just opened, many more are now being built. International hotel chains are beginning to establish themselves in Nepal (Marriott, Aloft, Ramada & Hyatt, 2013). While several of the major hotel companies have hotels under construction, places have recently opened. Several of the top hotel chains with new

construction include Sheraton, Double Tree by Hilton, Lemon Tree Hotel, Le Meridien, Dusit Thani Resort, and Holiday Inn (Sackett & Walmsley, 2014).

Investors have recently been interested in casino tourism. Many upscale hotels with in the cities close to the Indian border, casinos have opened. Near the Indian border, in towns like Bhairahawa, Nepalgunj, Lumbini, and Birtamode, 5-star hotels with casinos are opening. New five-star hotels, Hotel Mechi Crown and Hotel Kingsbury, have opened in Jhapa close to the Kakarvitta border. A 5-star hotel called Hotel Tiger Palace just opened in Bhairahawa. Both the Soaltee Westend and Hotel Pawan Palace have opened in Nepalgunj and Lumbini, respectively. Another 5-star hotel with a casino is now being built in Biratnagar; it is called Hotel Centurion. These hotels are all conveniently located close to the Indian border and just require a short drive to get to.

The government must continue to invest in tourism infrastructure and continue their. The government must keep making infrastructural investments in the tourism industry and work to support a sector that has been severely impacted by the pandemic. Several actions have already been taken by the government. For the first four months of the current fiscal year, 72 businesses have obtained refinance loans totaling NPR 8.99 billion. More than 55% of the companies there are in the travel and tourist industry. More than half of the issued refinance loans were covered by the NPR 4.95 billion that went to the tourism-related firms. The sector-subsidized loans have also received top priority from the central bank. The Nepal Tourism Board (NTB) and Travel Agents Association of India (TAAI) have inked an agreement for tourism promotion events, road shows, webinars, national and regional events. This would increase tourism between Nepal and India. The Pacific Asia Travel Association (PATA) and Nepal-Bangladesh Tourism Promotion and B2B Exchange Program are an endeavor to promote each other's destinations through partnerships. A Memorandum of Understanding between the Nepal Tourism Board (NTB) and the Trekking Agencies Association of Nepal (TAAN) aims to create 1,000 temporary jobs for those working in the tourism sector (Singal, 2014).

The Oxford English Dictionary defines "hospitality" as "the receiving and entertainment of guests, visitors, or strangers in a courteous and charitable manner." A warm welcome, gracious reception and polite behavior are crucial components of the hospitality industry.

Through the use of the facilities and resources offered, guests are given a warm welcome in a welcoming environment in the hospitality sector. The industry of hospitality adopts this attitude of respect for guests as its motto. Since there are many different types of guests, each with their own preferences, it is a very delicate industry. In order to operate the hospitality industry, it is necessary to keep our guests satisfied. The guests are cared after by trained and knowledgeable staff. In Nepal, education for the hotel sector begins at the higher secondary level (Baniya et al. 2021).

There are many opportunities and difficulties for the tourist and hospitality industries as a result of the tremendous transformational changes brought about by globalization. Opportunities are clearly not spontaneous and require significant time and work to obtain the advantages, whereas problems are largely instantaneous and spontaneous. At the moment, Nepal's hotel business, with its largely traditional outlook and "modus operandi," does not appear to be adequately poised to benefit from and meet the challenges of the worldwide hospitality industry. In order to prepare for possibilities and difficulties with strategic moves and increased competitiveness, the hotel sector in Nepal should comprehend the current concerns and challenges of globalization and their impact on the hospitality industry. In addition, the government must take initiative to raise the comparatively low level of competitiveness indicators in order to grow Nepal as a competitive tourist destination.

Diversity in the workplace is a global issue that is becoming worse. In the age of Today's workforce is increasingly diversified in terms of its makeup thanks to globalization, which reduces the world to a tiny town, and the trend of international migration. The organization must value diversity in the workplace. The company organization must employ qualified workers because the market has grown competitive. Employees from all categories will enhance the value of the currently held knowledge and practices. Workforce diversity is crucial for the organization's economic and intellectual development in the current environment. Workforce diversity is essential for an organization's success and motivates it to work harder toward its goals and objectives. A diverse workforce increases the likelihood that a business will do better than those that do not. Nepal has a diverse ethnic population civilizations and groups. However, the

Nepalese organization had limited variation in earlier times. The diversity of the workforce is growing more than it did in the past.

## **1.2 Statement of the Problems**

Diversity in the workforce is a major concern. There are significant disparities amongst the employees in the majority of businesses, and there is no one optimal way to treat them all, which negatively affects not just the working environment but also how potential employees perceive the organization's resource pool (Balmer, 2001). The fight for human rights by some minority groups that feel cut off from the employment market in recent years due to globalization and the growth of human rights activists, diversity in the workforce has gotten bigger. As a result, managing diversity has emerged as a crucial challenge for all enterprises. Thus, in order to improve organizational performance, firms are compelled to embrace workforce diversity and its management. In essence, signaling theory affirms that people or organizations make an effort to share knowledge with others in order to gain financial support (Olsen & Martens, 2012). The descriptions of an organization's diversity management policies may send out signals that either entice or deter recruits, according to academic research. Organizational Performance Theory states that candidates must rely on signals to lessen the uncertainty surrounding an organization's unknown features when they don't have complete information about it (Brown & Trevino, 2006). An inclusive workplace is a symptom that an organization must abide by the moral principles, legal requirements, and social norms. Diverse applicants give the organization higher ratings for organizational performance as a result of the signs and symptoms it displays.

The following research questions are formulated in order to accomplish the goal of this study:

- i. Does the management of gender diversity in the hospitality industry in Nepal have an effect on the effectiveness of the organization?
- ii. Does the management of age diversity in the hospitality industry in Nepal have an effect on the effectiveness of the organization?

- iii. Does the management of ethnic diversity in the hospitality industry in Nepal have an effect on the effectiveness of the organization?
- iv. Does the management of education diversity in the hospitality industry in Nepal have an effect on organizational performance?
- v. Does Nepal's hospitality industry's management of marital diversity have an effect on overall performance?

### **1.3 Objectives of the Study**

The overall goal of the study is to offer understanding and in-depth information about how workforce diversity will impact organizational performance in Nepalese sector organizations. Due to the fact that there are no longer any geographical limits in the business world, possibilities as well as management issues due to the diversity of the workforce within firms have expanded.

The study's specific goals are as follows:

- i. To analyze the impact of gender diversity management on organizational performance
- ii. To research the impact of age diversity management on organizational effectiveness.
- iii. To investigate the connection between managing ethnic diversity and organizational performance
- iv. To ascertain the impact of managing educational diversity on organizational performance
- v. to comprehend how managing marital diversity affects business performance.

### **1.4 Hypotheses of the Study**

The study's goal was to assess how well Nepalese hospitality firms were managing their workforce diversity in terms of organizational performance. The null hypothesis and the hypotheses related to the study's goal will both be tested in the current research investigation.

The results of the correlation study indicate a positive link between organizational Performance and age in the H1 subsample. H2 demonstrates that there is a significant and favorable Organizational performance and ethnicity. However, there is no discernible correlation between organizational Performance and ethnic diversity management in H5.

H1: Gender diversity management affects an organization's performance.

H2: Age diversity management has an impact on an organization's success.

H3: Managing ethnic diversity has an impact on an organization's success.

H4: Management of education diversity has a substantial impact on organizational performance.

H5: Management of marital diversity has a substantial impact on corporate performance.

## **1.5 Scope of the Study**

A company can gain a competitive edge by embracing diversity. Due to the globalization of business, managers must be able to communicate effectively with employees from other nations as well as with various cultural groups inside their own organization and nation. Diversity is the idea that persons from a variety of group identities coexisting in the same workplace. The variety of group characteristics present in the organization is referred to as demographic diversity. The blend of cultures and subcultures to which the organization's staff belongs is referred to as cultural diversity. Additional considerations for managing workplace diversity include:

1. Effective marketing strategies that manage diversity result in higher earnings and sales.
2. Effective diversity management can lower expenses. (Job satisfaction could rise, resulting in decreased absenteeism and turnover.)
3. Organizations that have a successful track of managing diversity have a significant advantage when it comes to attracting top talent.
4. A diverse workforce can give a business helpful suggestion for positive publicity and advertising.
5. Employing a diverse workforce and adopting ethnically diverse advertising agency, which can lessen cultural errors and covert prejudices.

6. A corporation may benefit from the diversity of its workforce in terms of inventiveness.

## **1.6 Limitations of the Study**

Although the results of managing workforce diversity are usefully shown by the current study, there are a number of limitations that should be taken into consideration.

- i. Because the data were gathered from respondents who lived in Kathmandu and Bhairahawa, this study does not include respondents from a wide geographic range.
- ii. There are resource and time constraints because the study must be finished in a specific amount of time. There was no way to include employees from different organizations.
- iii. The responders might not accurately represent the entire population.
- iv. Only a few variables are employed to investigate the link between organizational commitments and the fairness of performance reviews.
- v. Little research has been done on performance evaluation, particularly in the domain of performance evaluation to determine the relationship with employee outcomes.

## **CHAPTER II**

### **REVIEW OF LITERATURE**

The notion of workforce diversity, organizational performance, and the relationship between the work force's diversity and organizational performance have all been examined in this chapter's examination and discussion of earlier literature and studies. The primary objective of this chapter is to comprehend the notions of the variables and past research relating to workforce, which is accomplished by combining the pertinent literature and prior studies, organizational performance and diversity.

#### **2.1 Theoretical Review**

##### **A. Monolithic Organizations**

The monolithic organization is the first kind of organization. The staff of this sort of company is homogeneous and consists primarily of white men. The majority of managerial roles in this sort of business are held by white men, while a relatively tiny percentage is held by women and people of color. Women and people of color are frequently restricted to lower-paying, inferior positions. According to Cox, there is less intergroup conflict based on culture and group identity due of the workforce's homogeneity. Prejudice and discrimination against minority members are likely to emerge in this sort of organization because it does nothing to integrate women. When women and people of color join these kinds of groups, it is urged they acknowledge the norms already in place and follow them (Alvesson & Kärreman, 2011).

##### **B. Plural Organizations**

The plural organization model is the second form of organization. This form of organization is more diverse than a monolithic one and makes efforts to accommodate people from other cultural backgrounds who do not belong to the dominant group. These organizations provide fair and equal opportunities for advancement within the organization, preferential treatment when hiring and promoting members of underrepresented groups, and remuneration reviews to ensure equitable treatment. There

is more social interaction between people from different backgrounds as a result of these measures to include members who do not belong to the majority group. But even if there are multiple groups despite these efforts to treat all workers fairly and equally, there is still a low representation of people of color in management roles. Additionally, as a result of these activities, white men within the organization may believe that choices are made on the basis of color, gender, and cultural background rather than on merit or performance. In the multiple organizations, these issues might lead to inter-group conflict that wasn't present in the monolithic organization (Baniya et al. 2021).

### **C. Multicultural Organizations**

The multicultural organization is Cox's third classification of organization. Minority members are included into this kind of organization at all levels. Because members of the majority and minority are equally distributed, the theory goes. This should result in the eradication of bias and discrimination inside an organization. Additionally, the multicultural company needs to promote the idea that diversity is appreciated in addition to being accommodated for (Bateman, 2012).

#### **2.1.1 Theories of Diversity Management**

Three distinct categories and two general strategies are available for managing diversity. The institutional theory of diversity management and the resource-based theory of diversity management are the two extremely comprehensive approaches. The practitioner/consultant approach, the mainstream approach, and the critical approaches were the three distinct methods that Bairoh (2007) recognized. Each of these methods demonstrates how the inclusion of diversity can assist businesses in creating successful plans to accomplish organizational objectives (Bedi et al. 2014).

## **2.1.2 General Approaches to Diversity Management Institutional**

### **2.1.2.1 Theory of Diversity Management**

This approach, which is based on organization theory, acknowledges that it is impossible to separate an organization's social environment from its structure. The behavior of employees in organizations and organizations themselves are constrained by elements including legislation, laws, rules, regulations, and social and professional standards, which must be understood in order to comprehend the organization's structure. Organizations prefer to create similar administrative structures because they are held to the same standards and laws. Organizations start to gain legitimacy for their operations thanks to this conformity, which demonstrates that they are willing to follow certain rules. Organizations can establish their legitimacy by acting in a certain way demonstrate their priorities and start acquiring material possessions from others. In conclusion, because laws demand organizations to diversify, they must demonstrate to both those inside and outside the company that they are abiding by these rules and norms. If a company does not abide by these rules or laws, its operations will be scrutinized, and it may even be forced to shut down for breaking the law (Erasmus, 2007).

### **2.1.2.2 Resource Based Theory of Diversity Management**

The primary focus of resource-based diversity management theory is how diversity implementation will impact organizational resources. Organizations have access to four types of resources: physical capital, financial capital, human capital, and information capital and financial resources of the company. These resources have the potential to help or hinder an organization's operations. Organizations try to make use of these resources in ways that, naturally, help and advance business. Organizations with greater diversity have an edge over homogeneous ones from a business standpoint. When a growth or innovation strategy is utilized, racial diversity in firms improves financial success (Jones & Alony, 2011).

In their 1999 study, Richard and Johnson discovered that diversity management practices interacted favorably with an innovation strategy, resulting in higher productivity and better market performance, and that firms with more diversity management practices in

place experienced lower levels of turnover. Organizations with a diverse workforce have a number of advantages over those without such policies.

### **2.1.3 Specific Approaches to Diversity Management**

#### **2.1.3.1 The Practitioner/Consultant Approach**

This strategy emphasizes the advantages of workplace diversity and how it can boost output. This strategy focuses on how diversity can help an organization's bottom line. According to Dietz and Peterson (2006), firms must explore all options in order to find the personnel they require because it might be challenging to find suitable individuals with the skills and talent required to perform the job. Making the workplace more diverse aids employers in increasing the availability and visibility of minorities and other possible employees who may be qualified when using this strategy to identify qualified workers. Employers can better grasp the needs of their varied client base with the use of the Practitioner/Consultant Approach to managing diversity. If employers can create diversity in the workplace then these new perspectives of the more diverse employees should translate into economic success. If the workplace is diverse than these more diversified employees should be better able to understand what their diverse customers want. According to Lorbiecki and Jack (2000), diversity in the workplace can even improve productivity, increase creativity and innovation, and mitigate costs associated with mitigation.

Along with the benefits previously mentioned, proponents of the Practitioner/Consultant Approach to managing diversity feel that businesses can benefit from making their workplaces more diverse in the following ways:

- Improves utilization of the competencies of all employees
- Strengthens the commitment between the employee and the organization and decreases employee turnover
- Boosts the image of the organization among its shareholders
- Allows for greater adaptability and flexibility in fast-paced and rapidly changing marketplaces

- Attract and retain the most talented employees
- Reduces costs associated with turnover, absenteeism, and low productivity
- Return on investments from various initiatives, policies, and practices

### **2.1.3.2 The Mainstream Approach**

The Mainstream method is fundamentally supported by the theories of social identity and self-categorization. Group membership and conduct within a group are described by social identity theory (Hogg et al., 1995). People stereotype themselves by attributing to them the attitudes, behaviors, and other characteristics they identify with membership in a certain group, which is known as the "self-categorization theory" (Bainbridge and Kulik, 2006). These two theories can clarify how diversity should be handled within an organization on both a global and local level.

The aim of diversity management is to govern and monitor the relationship between diversity in the workforce and performance at the macro level, the organizational level of business. A few macro-level models for managing diversity exist, but the most popular version was produced by Thomas and Ely (1996). The focus of Thomas and Ely's concept is on the connection between workplace diversity and organizational success. Thomas and Ely proposed three types of perspectives for managing diversity at the organizational level: discrimination-and-fairness, access-and-legitimacy and integration-and-learning of these three perspectives. Thomas and Ely found that workgroups function best under the integration-and-learning perspective. The integration-and-learning perspective focuses on generating positive inter-group relations, feelings of being valued and respected by other group members, and having employees feel positively about their racial identity in the workplace (Thomas & Ely 1996).

The micro level, or the individual employee level, is based on understanding and managing stereotypes, prejudices, and discrimination (Dietz and Petersen 2006). Prejudices and stereotypes, according to proponents of managing workplace diversity at the micro level, are the direct causes of discrimination in the workplace. Prejudices and stereotypes can either be entirely removed or managed to reduce discrimination. Other antecedents of discrimination, according to Dietz and Peterson (2006), include social

psychological processes like: the formation of social identities and social categorizations, the experience of actual group conflict, contact with individuals from other demographic groups.

Social dominance varies depending on individual preconceptions and prejudices are less proximal precursors of discrimination than is orientation. The connections and exchanges between demographically diverse employees are nonetheless impacted by prejudice, according to Dietz and Peterson (2006), and these prejudices are more complex than they first appear to the only a short time ago. Dietz and Peterson (2006) contend that the primary objective of managing diversity at the micro level should be to eradicate preconceptions in order to reduce discriminatory behavior and intergroup conflict. Discriminatory behavior is often encouraged by justifications like employee compensation or productivity. If necessary, businesses should also implement diversity management strategies to reduce or get rid of:

- Discrimination;
- Unfavorable stereotypes or prejudices;
- Justification

### **2.1.3.3 Critical Approaches**

According to Prasad et al. (2006), the majority of the literature on managing diversity ignores the actual issues that inequality and discrimination cause as well as the effects that these ideas have on organizational outcomes and instead places an excessive amount of emphasis on training and workshops as a way to impart the management of diversity. In their critical discourse research from 2000, Lorbiecki and Jack looked at how managers and other decision-makers within firms defined and viewed the concept of diversity. They discovered that managers believe diversity should be managed. According to Lorbiecki and Jack, the fact that groupings are recognized and treated differently because they must be handled aids in erasing the disparities between varied people.

Coworkers are allegedly forced to regard individuals in a particular way because they are perceived as being diverse inside a company, according to Litvin (1997). It is nearly

impossible for change to take place since traditional methods to diversity group people into socially manufactured demographic groups that are presented as evident, unquestionable, and natural. According to Litvin (1997) and Lorbiecki and Jack (2000), there won't be any movement within or between different groups because traditional approaches to diversity management allocate disparities to specific individuals.

The relevance of the Anglo-Saxon notion of diversity management and its applicability in multicultural nations has also been called into doubt by Prasad et al. (2006). Instead than depending on the techniques and strategies presently in use, it should look for the most efficient way to handle variety. Due to fluctuating cultural identities, the present methods and approaches may not always be the best way to manage diversity.

#### **2.1.4 Workforce Diversity**

Diversity is a trait that all people share, and it refers to those qualities that People's perceptions of them as unique from others. Diversity, according to Kandola and Fullerton (1998), is made up of both obvious and subtle distinctions, including those related to gender, age, personality, and other factors. As Robbins (2013) distinguishes between surface level and deep level variability, authors give many classifications of human qualities. They clarify that superficial diversity includes traits that are more noticeable, such as gender, race, ethnicity, age, and handicap; these traits frequently inspire stereotypes in individuals even though they may not necessarily reflect how people think and feel. Differences in ideals, personalities, and attitudes are examples of deep-level diversity.

Christian (2008) offers an alternative classification into 4 categories that is frequently utilized by personality (characteristics, talents), internal characteristics (sexual orientation, gender, race, ethnic background, etc.), external characteristics (religion, marital status, culture, etc.), and organizational characteristics are frequently utilized by researchers (a position or department within an organization, membership in the union, etc).

Other classifications of human qualities that can form the basis for variety are discussed by Jones and Allony (2011) while some authors, like Webber and Donahue (2001), link

the characteristics to the organizational environment, dividing them into highly and less job-related, others, like Milliken and Martins (1996), categorize characteristics into visible (e.g. race, age, gender) and less visible (e.g. personality, education). The functional background, for example, falls under the first group of characteristics. The latter comprises gender, age, country, and organizational and team tenure in addition to educational level.

Some individual differences in traits are more pronounced and noticeable, and they have an impact on how people act, respond, feel, accept, and comprehend the world as well as how they operate. Organizations can put the skills and abilities of their employees to the best use by taking into account the impact those differences have on the work, which in turn improves the quality and quantity of work. Wilson (1994) notes that variety is one of the most important employment potentials since it fosters innovation and creativity while also advancing the creation of a more equitable society. Rosenzweig and Thelen (1998) explain two dimensions of worker diversity: diversity in numerical composition and diversity as inclusive behavior. The former is typically demonstrated when organizations hire more people who share a particular characteristic (based, for example, on gender or nationality) and offer them advancement opportunities within all levels of individual differences and a work environment that fosters the success of all employees (Rosenzweig, 1998).

### **2.1.5 Deep Level Diversity**

#### **2.1.5.1 Personality**

Personality is manifested in the ways an individual reacts to things and interacts with other people. Robbins & Judge (2001) analyze the years, different classifications and models have emerged; this dissertation will present the following ones; the 5-factor model of personality, The Dark Traid personality traits and Type A/Type B personality types. The knowledge gained by administering personality tests can help companies better understand and manage their staff, and managers should be aware of the personality qualities of the people they are hiring for specific positions (Robbins & Judge, 2009). The research carried out by Sackett and Walmsley (2014) showed that in

job interviews, basic personality tendencies are assessed most frequently (approximately 35% of the times), followed by social skills (28% of the times) and mental capacities (16% of the time). Personality influences an employee's decision regarding their career since they are more likely to choose demanding professions and like and feel fulfilled by their work if they have a more positive self-perception. Those who have positive self-evaluations are more likely to establish ambitious objectives and persevere through challenges, whereas those who have poor self-evaluations are more likely to be stuck in dull, routine employment (Robbins & Judge, 2001).

### **2.1.5.2 Values**

The values that a person holds, as defined by Robbins and Judge (2009), are the convictions that one behavior is superior to or more desirable to an individual or society than another, have an impact on how they behave at work. Both content and intensity attributes are present; the former expresses the relevance of a particular course of action or end-state, whereas intensity attributes convey the degree of this importance. The majority of values are developed early in life and are generally persistent and stable (Robbins & Judge, 2009). The way a person feels and (un) favorably assesses things, people, and other things is expressed by their attitudes (Robbins & Judge, 2009). Robbins (2013) defines workforce diversity as a workforce that includes a diverse range of workers from various national and international cultures and ethnic backgrounds, as well as workers of various ages, genders, academic backgrounds, and professional experiences. Due to the variety of work to be done inside a business, a diversified workforce in terms of education, experience level, physical stamina, gender, and ethnicity is frequently required (Choi & Rainey, 2010). Workforce diversity indicates a more diverse mix of workers within the organization. According to Bedi (2014), "workforce diversity" refers to policies and practices that a workforce should make an effort to hire individuals who are deemed to be in some way distinct from the dominant constituency. Here is a brief outline of the seven main causes that drive businesses of all sizes to diversity their workforces in this environment.

Whether the objective is to be an employer of choice, to deliver exceptional customer service, or to preserve a competitive edge, diversity is becoming increasingly

acknowledged and leveraged as a vital organizational resource. As more industries transition to a global market, the concept of workforce diversity, which has many facets, will continue to develop (Khan, 2007). Diversity demands a particular business culture where each employee can pursue his or her professional goals without being constrained by gender, color, or any other factor. Nationality, religion, or other non-performance-related variables According to Wentling (2007), workforce diversity refers to strategies and practices that aim to include workers who are deemed to be, in some manner, dissimilar from the dominant constituency. Here is a brief outline of the seven main causes that drive businesses of all sizes to diversity their workforces in this environment.

The Rokeach Value Survey (RVS), created by Milton Rokeach, consists of two sets of values, each of which has 18 distinct value items. It separates the values into final and useful ones. The RVS's guiding principles are: a satisfying life, an interesting life, a sense of accomplishment, peaceful and beautiful planet, equality, and family. The instrumental values include being: ambitious, capable, cheerful, clean, courageous, forgiving, helpful, honest, imaginative, independent, intellectual, logical, loving, obedient, polite, responsible, and self-controlled. Security, freedom, happiness, inner harmony, mature love, national security, pleasure, salvation, self-respect, social recognition, true friendship, and wisdom (Robbins & Judge,2009).

Since a person enters an organization with preconceived notions of what is good and wrong, influenced by his or her values, which can sometimes cloud the objectivity and logic, discussing values in connection to work is quite essential (Robbins & Judge,2009). Numerous studies have also shown that people who work in the same field or occupational group (such as corporate managers, students, or parents) tend to share similar beliefs. As a result, it can be challenging for these groups to negotiate with one another and can lead to conflict possibly spark a major confrontation (Robbins & Judge, 2009).

In order to create an organizational environment where all diverse employees, regardless of their similarities and differences, can actively and effectively contribute to a company's or organization's competitive advantage, diversity management is the process of planning, directing, organizing, and applying all the comprehensive managerial

attributes. Diversity, according to Kreitner (2001), "Stands for the different variances in persons as it will as commonalities that exist among them," as noted in Rao (1982). In his definition, Kreitner places particular emphasis on three fundamental diversity management issues: All employees are subject to diversity policies, which cover the whole range of personal differences that make up each individual unique individual. So, rather than being limited to ethnic or religious distinction, diversity is the sum of all differences. The idea of diversity describes both the contrasts and the commonalities amongst people. These two elements must be addressed and managed concurrently in order to effectively manage diversity. Therefore, managers are expected to incorporate the organization's overall combination of employee peculiarities and commonalities. Diversity can therefore be characterized as having four layers (Kreitner, 2001).

The primary distinction is that employment equity is governed by law. Because it wants to use the talents of a diverse workforce to obtain a competitive advantage, management values diversity. The most advanced level of diversity consciousness is the management of diversity is a discipline. All employees may work to their full potential when organizational improvements are made with intention and focus (Kreitner, 2001). Varmeulen (1998) claims that Israel is a typical illustration of how the value of variety may turn this issue into an advantage to be leveraged for the benefit of the business, as cited in Milliken and Martins (1996).

Diversity management has been referred to as a new organizational paradigm by several authors. Diversity management is described by Gilbert, Stead, and Ivancevich (1999) as a voluntary program intended to improve the inclusion of various people in official programs and informal social networks. Thomas (2004) states that diversity management entails the improvement of interactions between varied individuals, particularly those of various sexes, nationalities, or cultural backgrounds; and the leveraging of this diversity as a source of innovation, complementarily, and increased organizational effectiveness

### **2.1.6 The Factors to be considered in Workforce Diversity Management**

The degree of investment in diversity initiatives and the subsequent diversity performance of a firm are frequently determined by an economic cost-benefit analysis,

even though prudent diversity management is essential for firms due to a diverse workforce and multiethnic, multiracial, and multicultural customer base (Singal, 2014). Diversity promotion has a negative impact on an organization since it increases the cost of coordination, communication, and conflict. Lack of communication can lead to increased conflict in teams because members with different backgrounds might not get along or trust one another (Ancona & Caldwell, 1992).

## **2.2 Conceptual Review**

### **2.2.1 Organizational Performance**

The extent to which a person would actively seek out and endorse a particular business as an employment (Newburry et al. 2006). Although finding and selecting the right personnel for their staff has been a top issue for the company According to Rynes and Barber (1990), there is fierce rivalry on the global labor market; in the current situation, firms lack the needed manpower due to a shortage of suitable talent. As a result, it has raised serious concerns regarding the ability of a business to draw in and retain talented individuals. The National Employability Report-Graduates 2013 study by Aspiring Minds found that 47% of Indian graduates are unsuited for employment, making it difficult for Indian organizations to find the proper talent and even more difficult to keep them on for an extended period of time. Therefore, it has become extremely crucial for Indian businesses to market themselves as desirable employers to both current and prospective employees.

Organizational Performance is defined by Highhouse et al. (2003) as people's emotive and attitudinal perceptions of specific organizations as possible workplaces. Organizational Performance, according to Wei, Chang, Lin, and Liang (2016), is defined as: as the candidates' readiness to accept an employment offers from a certain company and want to keep working there. In contrast, Ehrhart and Ziegert (2005) view organizational performance as a factor in whether or not a candidate will find the company to be a pleasant place to work.

Berthon et al. (2005), organizational Performance is defined as the anticipated advantages that a potential employee sees in working for a certain company. Employer branding and organizational performance have been linked, with the theory being that when a company has a strong, favorable employer brand, it is more likely to succeed in luring and keeping talent.

Organizational performance, according to Weekhout (2011), is "the package of organizational qualities that an individual experiences and that influences the beliefs about a particular organization as an employer". There are many studies that discuss how organizational success relates to various elements, but this study tries to determine how organizational performance and an individual's intention to stay put relate to one another. According to the history of early research, Vroom (1966) was the first to call the attention of academics and professionals to an organization's performance as the best location to work with in order to recruit talent. Vroom employed a single item test to assess candidates' perceptions of each organization's performance and came to the conclusion that each organization's performance is different. a certain employer, the organization. There are many studies that discuss how organizational performance is related to many elements, but this study seeks to determine how organizational performance and an individual's intention to stay put are related. According to early study, Vroom (1966) was the first to bring attention of academics and professionals towards the Performance of any business as the ideal place to work with, to attract talent. Vroom employed a single item test to assess candidates' perceptions of each organization's performance and came to the conclusion that each organization's performance is unique. Employee retention and how proud employees are to be parts of any firms are both predicted by organizational performance.

The possibility of a given organization's organizational culture being a viable option has been used to explain organizational performance. According to the authors, candidates seek cultural and value alignment between themselves and the organization. As a result, firms often convey their values and cultures to attract a pool of suitable candidates (Judge & Cable, 1997). There is yet another, quite distinct method that different academics employ to describe organizational performance.

According to Williamson et al. (2003), organizational performance can be described in terms of corporate standing. Employee personas are influenced by an organization's performance, which makes workers more wary by encouraging them to form a special attachment to the company. This results in loyalty, trustworthiness, and retention psychology, which in turn produces a self-motivating force that also reflects the organizational work culture and growth. Another idea is organizational image; it is a conception that strengthens employees' identification with the company. Since potential employees and jobseekers prefer to work for an organization that has produced a valuable image, organizational image itself plays a crucial function in strengthening its desire to attract the best talent pool from a competitive market.

In their investigation into organizational effectiveness, Brown and Trevio (2006) reputation. The writers claim that an organization's reputation refers to how both internal and external stakeholders view it. Various academic works assert that an organization's reputation is directly tied to its performance; the company that has a positive reputation in the outside market attracts good talent and is therefore more alluring.

The distinction between organizational image and reputation was briefly described by Balmer (2001). While image is tied to how stakeholders perceive a certain business, reputation represents the characteristics of every firm. It has also been suggested that one can gauge an organization's performance by gauging their level of appeal. According to Martin et al. (2005), distinctive qualities that are particular to any business and are competitively varied in activities have a significant influence in luring top candidates from the labor market and serve as major motivators in recruiting campaigns. It is evident from the review of related literature that there are many concepts linked to organizational performance, but the following are the ones this study will focus on: The impact of organizational performance on employee retention as a predictor.

### **2.2.2 Dimensions of Organizational Performance**

Organizational characteristics should satisfy a number of requirements if they are to have an impact on first evaluations of organizational performance (Rynes, 1991; Turban & Keon, 1993). Particularly, the qualities ought to be apparent and important to applicants

quite early in the selection process. Additionally, the traits may operate in a certain way as indicators of the values and culture of the company. Finally, the traits ought to vary between businesses. The size of the company, the level of internationalization, the pay mix, and the level of centralization are the four objective qualities that identify organizations in this study when meeting the aforementioned criteria.

### **2.2.3 Organizational Size**

Rynes (1991) suggested incorporating this quality into studies on organizational performance. After all, an organization's size is a very noticeable attribute. This information can be easily found for lesser-known firms through corporate reports, recruitment brochures, and the business press. Additionally, research shows that the majority of people view an organization's size as a critical organizational characteristic. The size of an organization is extremely important when candidates have little more information to rely on very prone to stereotype classification.

According to Greenhaus et al research from 1978, students in their last year thought tiny organizations were less useful for achieving extrinsic rewards (e.g. fringe benefits and high salaries). On the other hand, large-sized organizations may be linked to other views of organizational traits including bureaucracy and several levels of hierarchy. It was unclear from the literature whether size of organization students prefers large or small as they get closer to graduation. According to reports, these pupils are more drawn to small businesses. Large-sized companies are found to be the most alluring. These contradictory findings may suggest that individual performance varies depending on the size of an organization.

#### **2.2.3.1 Level of Internationalization**

The degree to which an organization's divisions are scattered throughout other nations is referred to as its level of internationalization. Again, this quality is plainly discernible before the hiring process. Additionally, the existence of international divisions informs potential candidates that expatriation and worldwide assignments can be typical in a specific firm (Rynes, 1991).

### **2.2.3.2 Pay Mix**

Compensation policies are generally regarded to be changeable, enabling firms to stand out from rivals and adopt pay structures that appeal to candidates (Bretz, 1989). Additionally, compensation schemes provide a crucial signaling function by informing potential employees about less obvious organizational traits. For instance, an essential aspect of organizational atmosphere, in the eyes of applicants, is the organization's remuneration policy. Additionally, it helps candidates obtain a better understanding of the organization's culture, standards, and values (Rynes & Barber, 1990). As a result, job applicants anticipate learning about compensation considerations early in the application process (Barber & Roiling, 1993). Which pool of applicants is drawn to the company and stays on staff depends on both pay level and pay mix (Lawler & Jenkins, 1992). It has been frequently shown that applicants' organizational performance is impacted by their wage level. However, little study has been done on the impact of wage mix. Pay mix, according to Gerhardt and Milkovich (1990), is the proportion of variable pay in terms of the proportions of basic income, long-term incentives, and short-term bonuses in an employee's pay.

### **2.2.3.2 Centralization**

The degree to which decisions are determined by the higher levels of an organization is referred to as the level of centralization. People typically view the degree of centralization as a crucial organizational characteristic (Wanous, 1980). Similar to other organizational features, information concerning centralization may be seen by applicants as an indicator of an organization's culture and beliefs (Rynes & Barber, 1990). Consequently, this trait might affect organizational performance (Turban & Keon, 1993).

### **2.2.4 Workforce Diversity Management**

The researcher has talked on how one's ideas about the nature of interpersonal working relationships are reflected in one's perceptions, values, and behavior in such circumstances. He underlined further that comprehending the nature of workforce diversity and how it affects relational and communication styles is necessary to handle these variances (Ashok Chanda, Dec 2006). In the current business climate, workforce

diversity is a contentious and pressing problem in every corporation. Every human resource manager must exercise caution when managing this variety, and in the end, he came to the conclusion that there is a lack of understanding regarding the diversity management strategy and that the managers lack the necessary skills and knowledge to handle a diverse workforce. The authors of this article (Sharbari Saha and Dewpha Mukherjee Patra, 2008) have concentrated on the needs that Globalized markets and the advantages of a diverse staff were also mentioned. They went on to say that if a company does not employ a diverse workforce, it would not be able to compete. Sales managers may make their diverse workforce competent and productive by giving them training.

According to Jha (2009), the most valuable resource for any firm is its workforce, which is diverse and capable of coming up with innovative solutions to problems. This offers the organization a competitive advantage. The author also concentrated on improving workplace morale by properly knowing each person's expectations and wants.

Patel &Sriram (2010) address the significance of managing diversified businesses in this article in the event of mergers and acquisitions, the workforce. According to the author, a merger or purchase of a business is similar to a marriage, so it is crucial that the employees of the two firms, which have distinct cultures, get along. To do this, both organizations' cultures must be assessed.

#### **2.2.4.1 Dimensions of Workforce Diversity**

##### **A. Primary Dimension**

Age, color, ethnicity, gender, sexual orientation, and other characteristics are primarily included in the primary dimension of workforce diversity. The most important aspect of workforce diversity is how we classify one another and ourselves (people categorize themselves). They sculpt our fundamental self-image. Early socialization has an impact on the main aspect of variety, which has a profound, long-lasting influence on our experiences, values, presumptions, and expectations at every stage of life. These six differences are commonly referred to as the diversity's "core dimensions" since they have a significant influence on how we are socialized as children and have a long-lasting, profound impact on our experiences, beliefs, and expectations the entire life cycle. People

frequently utilize these distinctions to define themselves, explain themselves, and frequently serve as conversation starters. Employees' behavior at work, attitude toward others, and how they carry out their responsibilities in their workgroups are all influenced by the primary dimension (Parrotta, Pozzoli & Pytlikova, 2012).

Kreittner (2001) defined primary dimensions as traits that have a significant impact on how others are perceived, judged, and treated.

According to Ashton (2010), the term "basic dimension of diversity" refers to the fundamental individual distinctions between people, such as age, gender, sexual orientation, ethnic background, and so forth. According to Ashton, these disparities have the greatest influence on first encounters since they are noticeable and operate as filters for how people perceive the outside world.

## **B. Secondary Dimensions**

According to Kreitner (2001), secondary dimensions are character traits that individuals can exert some degree of control or influence on. Education, religion, employment history, income, marital status, military service, geographic area, and family background are examples of secondary dimensions. The secondary dimensions of workforce diversity are the differences that an organization picks up over time and occasionally discards or modifies based on the choices it makes in life. Enhancing one's life experiences is the secondary aspect of workforce diversity.

Decisions about vocations and work habits are frequently based on secondary dimensions of workforce diversity. According to Aston (2010), a secondary dimension of diversity refers to the secondary traits that highlight individual differences and similarities. According to Ashton, these are the characteristics that are not apparent during the initial meeting and may potentially change during subsequent meetings. He continued by saying that people only realize these attributes after interacting with each other. Last but not least, there is the aspect of diversity that is not generally considered but which can greatly influence the choice of employment (Aston, 2010).

**i. Language and communications**

It is not simply the language a person uses, such as English, Nepali, or Chinese, but also how they like to exchange information.

**ii. Appearance and dress**

In addition to apparel, it also refers to haircuts, piercings, and tattoos.

**iii. Food and eating habits:**

It include things like what a person eats and when they eat it.

**iv. Time and time-consciousness:**

This encompasses punctuality, flexibility, and preference for and most productive time of day.

**v. Sense of space**

It appears how close someone is and how much space they need.

This study focuses on the following dimensions among these:

**a. Age**

Age diversity is becoming more prevalent in many organizations (Kunza et al., 2011). Management has issues from both young and aging employees. Older workers are more likely to be conservative and less willing to take chances. They also change less frequently as a result of their expertise, which helps them perform well. Younger generations may have academic aptitude but lack social experience. Young people entering the workforce will pose difficulties in the areas of management tracking and communication.

According to Gellner & Veen (2011), age heterogeneity alone has a detrimental impact on an individual's productivity. Furthermore, there are no long-term benefits from age

heterogeneity in the context of routine jobs that might counteract the rising costs brought on by increased. Age variety provides several advantages over a homogeneous workforce when used properly. Every company must now accept the inescapable reality of age diversity. However, a homogeneous workforce may be more likely to have conflicts that reduce employee productivity, particularly when there is a generational divide. Depending on how it is used, age diversity may help or hurt employee performance (Kinyanjui, 2013).

## **b. Gender**

Differences between men and women that vary from the biological to the social are referred to as genders. It exists in a world where men rule. Due to the perception that males perform better and are better at managing their work than women, and since women are stereotyped in such areas, many organizations choose to hire men rather than women. Gender discrimination comes in three forms. They are: discrimination against women in hiring, discrimination against women in promotions, and discrimination against women in the provision of services and facilities. When it comes to hiring, women do not have an advantage over men. Women are a once they become pregnant, whereas males who successfully conceive women continue to work. Women are discriminated against in terms of pay and promotion opportunities. However, there is rising recognition on a global scale that women's participation in decision-making is essential to the adaptation of women's equality in society (Leonard & Levine, 2003)

Svyantek & Bott (2004) analyze nine diversity studies looking at the relationship between gender and performance. A nonlinear effect was discovered in one study, whereas two studies showed positive effects, two studies found negative effects, and four studies found no main effects. The body of research on variety yields conflicting findings. The inconsistent results point to the benefit of concentrating on opposing forecasts. Stereotypes and prejudices that highlight favorable traits are used to reinforce and justify gender-based inequality in organizations category of people who are faced serious discrimination. There are instances where organizations discharge women from elevated status to the men as a result (Leonard & Levine, 2003). In other words, organizations

favor hiring men over women because they are thought to perform better and be better at managing their employment.

### **c. Ethnicity**

A group of people are said to as being of the same ethnicity if they share a shared language, ancestry, social, cultural, or national experiences. Ethnic variety is defined by Alesina & Eliana (2005) as variation in languages, religions, races, and civilizations. The focus of the 1990s was the expansion of ethnicity, which is currently gaining ground. Multicultural workplaces have become more prevalent in society. In a world that is becoming increasingly globalized, ethnic diversity is really important. Multicultural norms in society are growing, which is why there are more multiethnic groups in businesses.

According to Graen (2003), ethnic disparities in attributes were a good predictor of team performance. Conclusion: The benefit of having more racially diverse people views for solving problem in the team lead to increased interest of the applicant towards the organization.

#### **2.2.4.2 Workforce Diversity Management and Organizational Performance**

Section as was previously mentioned, Williams and Bauer (1994) investigated how a managing-diversity policy affected organizational performance. When they evaluated whether minorities and women favored a managing-diversity policy statement over a control condition, they discovered that both groups did. Additionally, they paid attention to students' preferences when they considered potential jobs, just like many other organizational attraction researchers did.

#### **Relationship between Marital Status and Organizational Performance**

In the past, males have traditionally been the bread winners and women have usually been in charge of the house and family, creating gendered work and family realms. In an effort to motivate and reassure people to relentlessly work together in an effective way so that goals set by organizations will be achieved, influential people in various

organizations have made it mandatory to consider educational diversity initiatives even though women have begun to participate more in the workforce. The educational backgrounds of applicants have a significant impact on their abilities, talents, and expertise depending on the position they are applying for and the type of organization they are interested in. Consequently, the decisions made on a certain important grading in educational level as in (graduate against undergraduate) was related with the goal of turnover, and academic performance will represent educational major and may also display on an individual's intellectual capacity and personality. A study on the top management in Japan revealed that differences in academic standing caused a manageable rate of member turnover, while more recent research by Knight et al. revealed that educational variety had a detrimental effect on top managers' ability to make decisions. That is to say that having a diversified school background can have both benefits and drawbacks for employees (Rao, 1982).

### **2.3 Review of Empirical Study**

Gray (2003) conducted research on the contributions of diversity advantages to organizational allure. Employee perks are a significant factor in how appealing a firm is seen by potential employees. In a lab environment, the current study looked at how three diversity benefits affected college students' assessments of an organization's attractiveness. The study also looked at how the participants' demographics affected the relationship between the various benefits of diversity and the attractiveness of the company. The data analysis method was experimental study design. The analyses don't support the hypothesis in any way.

Williams and Bauer (2016) conducted research on the impact of organizational attractiveness on managing diversity policies. An experimental approach was used to evaluate the impact a managing diversity policy on participants' perceptions of the attractiveness of the firm. The managing diversity condition or the control condition was randomly allocated to 438 upper levels under graduate management students. Subjects were required to read one of two kinds of a recruitment flyer outlining a hypothetical company before rating the company's attractiveness. Participants in the managing diversity condition evaluated the organization substantially higher than those in the

control condition did, as was predicted. More variation in the assessment of organizational attractiveness was explained by the main effects of race and gender than by the managing diversity manipulation. In terms of organizational attractiveness, non-whites and women scored higher on average than whites and men. Managerial Future research directions and consequences of the findings are considered.

African perspectives on diversity management discourse were investigated by Akobo and Damisah (2018). This essay examines the idea of diversity in a few countries in sub-Saharan Africa. It focuses on how social relationships affect how people's cultural and social identities are represented in these African nations. This is done in an effort to aid businesses in creating diversity management plans for their staff. As a result, this narrative essay takes a qualitative methodology, a literature review that evaluates perspectives on diversity in Africa by critically examining discussions on the development of social identities, dominating diversity characteristics, and strategies for managing diversity in the area. The report highlights difficulties controlling the current socio cultural structures the role of state institutions in managing these diversity issues from a national perspective, which ultimately feeds into companies, is further revealed in African states. The paper emphasizes how the absence of diversity management strategies has an impact on national development planning and how this leads to limited access to social services and lack of employment opportunities, particularly in relation to gender equality, slowing the progress towards achieving equality and capacity development. This study makes a substantial contribution to understanding and creating diversity management strategies applicable to sub-Saharan African States. It also serves as a spring board for deeper investigation into managing diversity within African States.

Employee performance and workforce diversity were the subjects of a 2019 study by Bhatta et al. investigation into Nepal's civil service. Workforce diversity and employee performance have received a lot of attention recently from academics, legislators, and management experts around the world, including Nepal. After the adoption of inclusion policy in 2007 by the second amendment to the Civil Service Act, 1993, the Nepali civil service has become more socially and demographically diverse than ever before. This article sought to investigate the effects of workplace diversity on worker performance in this area. A standardized self-administrative questionnaire was used to re-interview a

total of 120 civil service employees. Descriptive and inferential statistics were then used to re-analyze the results. The results demonstrated that the organization's practices of respecting gender and caste/ethnicity diversity result in a more favorable perception of public service employees instead of age variety. Employees of the government thought of themselves as performers. The degree of perceived variety and performance, however, varies depending on an individual's personal and demographic characteristics. Perceived diversity and performance are highly positively correlated, according to this study. It is amazing to see how recognizing gender and caste/ethnic diversity affects performance significantly. Employees in the civil service who believe that their organization values diversity are more likely to do well than those who do not. As a result, this study draws the conclusion that workplace diversity enhances employee performance.

The impact of TMT diversity and organizations' attempts to promote diversity on employer attractiveness was explored by Dauth et al. (2019) in their study on attracting talent through diversity at the top. At in a "race for talent" environment, it is critical for many MNCs to position themselves as desirable employers. Failure to establish a presence on the global labor market may limit a company's capacity to recruit valuable global human capital, which could have negative organizational repercussions. In light of this, our research tries to clarify the relationship between nationality diversity in the executive suite and MNCs' employer appeal by drawing on signaling theory and employer branding literature. Their arguments are based on the idea that MNCs' efforts to encourage diversity among their workforce might be impacted by the composition of the senior management team. In turn, this emphasis on diversity may lessen the appeal of MNCs as employers. Inspecting businesses from several European nations, you discover that the senior management team's nationality. The desirability of a company as an employer to international job seekers is positively correlated with diversity. Additionally, it demonstrates how an organization's initiatives to support diversity mitigate the link between the diversity of TMT nationalities and employer allure. Thus, the scholarly discussion on diversity as a tool for company branding and a way to increase employer attractiveness gains momentum. In terms of practice, it offers useful insights for businesses looking to change into (more) varied entities.

Tamunomiebi & John-Eke (2020) conducted research on the topic of workplace diversity: new issues in recent reviews. This essay examines workplace diversity, focusing on the recently discussed growing challenges. Taking into account the demographic disparities among those working for an organization in terms of their age, gender, color, ethnicity, culture, etc that often boost productivity and economic success; this type of diverse or heterogeneous work organization is greatly influenced by globalization and trade liberalization, which allow productive factor inputs to travel freely across national borders. The inclusion of workforce diversity comes with some benefits, such as the formation of a collaborative and team-based learning environment, better productivity, and higher profits. It is important to be aware that there are certain new problems with workforce diversity, such as a multicultural work environment, a vast talent pool that may be leveraged for innovation and creation, inter-functional coordination, complexity, and workplace discrimination. Globalization, migration, the aging population, outsourcing, women's employment, etc. all contribute to these problems. Organizations should have a framework for managing workplace diversity; deploying resources effectively to produce a multicultural workforce with high levels of engagement for outstanding company performance.

Villamil (2020) investigated the effects of gender, ethnicity, and the kind of recruitment marketing in his study on views of diversity management and organizational attractiveness. In this study, it looked at how college students' perceptions of organizational attractiveness and diversity management were influenced by gender, ethnicity, and the style of organizational recruitment advertisements. Participants were given two distinct organizational recruitment advertisements at random: one had a message on diversity management/ affirmative action, whereas the other did not. The next step was for participants to respond to questions measuring organizational diversity management. The two research hypotheses were put to the test using analysis of variance. Results showed that women and minority members supported diversity management more strongly than men and European Americans did, hence supporting Hypothesis in results also showed that participants were more drawn to an employer if it featured a statement about diversity management and affirmative action in its job posting. Results

were again discussed in relation to organizational identity and organizational attractiveness literature.

Garg and Sangwan (2021) conducted a literature review on workplace inclusion and diversity. The article includes a number of researches done in the area of workplace inclusion and diversity. This aids in identifying potential research gaps and the development of diversity and inclusion. Based on information gathered from several sources, the article uses a citation analysis technique to examine the citation index of journals and authors. Journals pertinent to the field of management were used for the analysis. It was again chosen from the database because it was relevant to diversity and inclusion in the field of management. A literature review study with a focus on workplace diversity and inclusion and related research trends from 2010 to 2017 was commissioned. The literature on diversity and that on inclusion should be examined in order to provide a deeper and more nuanced understanding of the meanings and conceptualizations of these concepts due to their various interpretations and meanings. According to the review study, there is a substantial corpus of research on diversity and the consequences it has on outcomes. More research is needed in the area of inclusion because it is still a relatively new topic of study inclusion and the results it produces. The piece is unique and important since inclusiveness has just lately become a term used in common speech. Furthermore, management research academics who want to understand current and developing trends in the field of diversity and inclusion may find this study useful.

Hussain and Farooque's study on a critical analysis of workforce diversity management was published in 2021. The current organization is seeing a rise in interest in the topic of workplace diversity. The achievement of organizational goals, improved efficiency, better decision-making, growth, and development within an organization all depend on workplace diversity management. It is a comprehensive strategy that takes into account demographics, diversity in the workplace, relational diversity, task diversity, visible and invisible variables, and numerous other elements that affect organizational performance. This research develops a thorough analysis of prior research from 1991 to 2021 on the management of workplace diversity. It addresses all crucial elements necessary for a better handling of workplace diversity.

Lamichhane (2021) conducted research on the essential elements of successful diversity management. Any organization should value its human resources. Human resources can be effectively used to mobilize physical and capital resources. Physical and financial resources cannot, by themselves, increase productivity or the rate of return on investment. The combined efforts of human resources can increase the efficiency of capital and physical resources. Descriptive design is used in this essay. The study focused on the relationship between workforce diversity and employee performance diversity as well as how workforce diversity may be managed for an organization's benefit. Diversity in the workforce includes variances in caste, gender, age, attitude, religion, ability, skills, region, perception, race, sex, experience, and culture. It is the contrasts and continuities among each organization's workforce. It is the process of integrating a variety of individuals into one workplace. Effective management of diversity acknowledges that individuals with diverse experiences, cultures, and origins can contribute novel ideas to the workplace. Team diversity helps an organization be more creative and innovative, retain talented employees, energize and uplift its workforce, and reduce complaints. Workforce diversity encourages innovation, creativity, and productivity as well as increases cultural diversity, entrepreneurial activity, and employee values. Building specific talents is emphasized in diversity management developing procedures and rules that bring out the best in each employee. Consequently, having a diverse staff has several benefits for a firm (i.e. creativity, change adoption, problem solving, new thinking and thought, flexible adoption to organizational change and beliefs). According to the study, there is a link between effective workplace diversity and organizational change.

The impact of workforce diversity on organizational performance in Nepal's banking sector: implications for strategic HRM process was explored by Pandey & Risal in 2021. After the 2015 Constitution of Nepal was enacted and put into effect, the strategy of promoting workforce diversity gained traction in Nepal. Nepal has a high level of diversity already. But it is still unclear what type of diversity is more effective at raising performance been assessed. The purpose of this study was to assess how the diversity of the workforce affected the performance of Nepal's banking industry. In order to assess the effect of workforce diversity on the performance of the banking sector, this study adhered to the correlation research approach. The study's target audience was managers who

worked in Nepal's banking industry, and 152 responses were collected and analyzed. The data was gathered via a questionnaire using a five-point Likert rating. The data were analyzed using a regression model and correlation matrix. Age, gender, and ethnicity were taken into consideration for the study along with physical diversity of characters. Age and gender diversity have been found to have a favorable impact on Nepal's banking sector's performance, while ethnic diversity may have a negative impact conflict and reduces the performance of banking sector of Nepal.

In the Kathmandu Valley, Nepal, Paudel et al. (2021) conducted research on Measuring Cultural Diversity Impact in Hospitality Industry Leadership: Managerial Communication Perspective from Five Star Hotels. This study tries to quantify the effects of cultural diversity on managerial communication in the hotel business. Information was gathered from each of the Kathmandu valley's ten five-star hotels. A systematic questionnaire was used to collect responses from 167 managers of five-star hotels in the Kathmandu Valley, Nepal. Descriptive analysis and the Leadership Practices Index, which is measured using a GLOBE Model-recommended dimension, are used to analyze the data. According to the survey, the vast majority of employees (48.48%) are Bagmati residents own province. Workplace communication is essential to the efficient operation of any firm. Despite the fact that employees in the hotel industry encounter many communication obstacles, 96% of respondents said that managerial communication issues may be resolved with the application of better strategies. The study indicated that managerial communication skills have an impact on the hospitality industry's growth and maximization based on its findings. For hotels, government organizations, and potential employees in Nepal's and the global hospitality industry, this original study is essential.

The impact of workforce diversity management on employee job performance was researched by Zhiitn et al. in their study on managing diversity in the Chinese organizational context published in 2021. The goal of this study is to examine how workforce diversity management affects employee job performance in the context of a Chinese organizational setting while taking into account the mediating effects of employee commitment and person-job fit as well as the moderating effects of structural empowerment. 400 Chinese workers in the telecommunications industry provided the information. Through structural equation modeling, all hypotheses were examined again

(SEM). The study's conclusions showed that workforce diversity management significantly and favorably affects employee job performance. The findings also showed that the association between workforce diversity management and employee job performance is somewhat mediated by person-job fit and employee commitment. Additionally, structural empowerment has a direct impact on how well employees perform on the job, but the relationship between workforce diversity and empowerment has moderating effect management and worker productivity. Discussion of implications and constraints follows.

On the topic of workplace diversity, equality, and inclusivity in the Zimbabwean labor market, Nyagadza, Gwiza, Hove, and Tong (2022) provided explanations. Although the concepts of diversity and equality have been discussed in literature, the focus of this study is on how to manage these difficulties in the workplace from the views of the Zimbabwean labor market. It aims to answer inquiries about whether Zimbabwe has equal treatment legislation and its specifics, whether there are public debates about diversity and actors engaging in such debates, as well as questions about empirical research on diversity, inclusivity, and equality as well as the connection between diversity and equal treatment. There is empirical support for this claim in the research on organizational and human resource management, where there are gaps in our understanding of how to strike a balance between inclusivity, diversity, and equality. The study's research technique included an inductive approach and a systematic literature review strategy. According to the findings, inclusion may be the answer to the issue of employment discrimination. Furthermore, improving workplace diversity, equality, and inclusivity in the Zimbabwean labor market depends on teamwork, participation, and cohesion. The study advances theory, practice, and potential future directions in the study of human resource management.

### **Empirical Summary**

<b>S.N.</b>	<b>Authors and Date</b>	<b>Topic</b>	<b>Objectives</b>	<b>Methodology</b>	<b>Findings</b>
<b>1</b>	Nyagadza, Gwiza, Hove, and Tong	Workplace diversity, equality and	To unpack findings from managing	In terms of research methodology, systematic literature	Results indicate that inclusivity can be the panacea to the problems

	(2022)	inclusivity in Zimbabwean labour market	diversity, inclusivity and equality issues in the workplace	survey method and inductive research approach have been used in the study.	of discrimination within the workplace. The idea of having team work, participation and cohesiveness is the linchpin to enhancing workplace diversity, equality and inclusivity in Zimbabwean labour market. The research contributes to theory, practice and future research directions in the human resources management field.
2	Hussain Farooque (2021)	& A critical review on Workforce Diversity Management.	To analyzed the essential factors of workplace diversity.	It is a holistic approach that includes demographics, job-related, relation-oriented diversity, task-oriented diversity, visible, invisible variables, and various other factors that impinge an organizational performance.	This study elaborates a comprehensive review on characteristics of workplace diversity management; it covers all essential factors responsible for better management of workplace diversity.
3	Garg Sangwan, (2021)	& Literature review on diversity and inclusion at workplace.	To examined the literature on diversity and inclusion to offer a deeper and nuanced understanding of the meanings and conceptualizations.	Regression analysis was used. Descriptive and casual research designs it re used.	There is a rich body of research in the area of diversity and its related outcomes. Since inclusion has emerged as a fairly recent area of exploration, more research is required in the area of inclusion and its related outcomes. It is original and holds significance as inclusion has only recently entered the lexicon of popular discourse.
4	Zhiit n et al. (2021)	Managing diversity in the Chinese Organizational Context: The	To investigate the impact of workforce diversity management on	Data it re collected from 400 telecommunication sector employees in China. All	The findings of the study illustrated that workforce diversity management has a positive and significant impact on employee job

		Impact of Workforce Diversity Management on Employee Job Performance.	employee job performance.	hypotheses it re tested through structural equation modelling (SEM).	performance. Furthermore, the results indicated that person-job match and employee commitment partially mediate the relationship between workforce diversity management and employee job performance.
5	Pandey&Risal (2021)	Impact of workforce diversity on organizational performance in the banking sector of Nepal: implication for strategic HRM process.	To evaluate the impact of workforce diversity on banking sector performance.	This study followed the correlation research design as it intends. The population of the study was managerial level employees working in banking sector of Nepal and 152 responses it re collected and analyzed. Five-point Likert scale questionnaire was used to collect the data. Correlation matrix and regression model it re used to analyze the data. Physical diversity characters; age, gender and ethnicity it re considered for the study.	Research concluded that age and gender diversity positively influences the performance of banking sector of Nepal but ethnic diversity may create conflict and reduces the performance of banking sector of Nepal.
6	Lamichhane (2021)	Managing work force diversity: key successful factors	To analyze the work force diversity on key successful factors.	This paper is descriptive design. Regression analysis has been analyzed.	The study reveals that there is a positive correlation between good workforce diversity and organizational change.
7	Paudel et al. (2021)	Measuring Cultural Diversity Impact in Hospitality Industry Leadership:	To measure the cultural diversity impacts in hospitality industry leadership from the perspective of	Data it re obtained from all the 10 five star hotels in Kathmandu valley. 167 respondents it re sampled from the managers of five	Based on the findings of the study, the study concluded that managerial communication skills impact in hospitality business for its growth

		Managerial Communication Perspective from Five Star Hotels in Kathmandu Valley, Nepal.	managerial communication.	star hotels in Kathmandu valley, Nepal using structured questionnaire. Data analysis is made using descriptive analysis and Leadership Practices Index measured through dimension suggested by GLOBE Model.	and maximization. This original study is crucial for hotels, government agencies and prospective employees of hospitality sector of Nepal and worldwide at large.
8	Villamil (2020)	Perceptions of diversity management and organizational attractiveness: exploring the effects of gender, ethnicity, and type of recruitment advertisement.	To examined the effects of gender, ethnicity, and the type of organizational recruitment advertisements on college students' evaluations of organizational attractiveness and diversity management	Descriptive and casual research design was used. Hypothesis tests it re used for this study.	Results indicated that participants it re more attracted to the organization if the Diversity Management/ Affirmative Action statement was included in its job advertisement. Results it re discussed in the context of the organizational attractiveness literature and organizational identification.
9	Tamunomiebi& John-Eke (2020)	Workplace diversity: emerging issues in contemporary reviews.	To examine the workplace diversity, especially the emerging issues in contemporary reviews.	Descriptive and casual research design was used. Hypothesis tests it re used for this study.	There are some emerging issues in workforce diversity, which include multicultural task environment, existence of large talent pool used for creating and innovation, inter-functional coordination, complexity and discrimination at work.
10	Bhatta et al. (2019)	Does workforce diversity influence employee performance? An empirical analysis of Nepali civil service.	To examine the influences of workforce diversity on employee performance.	In total 120 civil service employees it re interviewed through structured self-administrative questionnaire and data it re analyzed by applying descriptive and inferential statistics.	Civil service employees are more positively perceived as the organization's practices of respecting gender and caste/ethnicity diversity than age diversity. Civil service employee perceived themselves as a performer. This study

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					concludes that workforce diversity has a positive influence on employee performance.
11	Dauth et al. (2019)	Attracting talent through diversity at the top: The impact of TMT diversity and firms' efforts to promote diversity on employer attractiveness.	To analyze the shed light on the association between nationality diversity in the executive suite and MNCs' employer attractiveness	Hypothesis tests it re applied. There is descriptive and casual research designs it re used.	Therefore advance the academic debate on diversity as an employer branding tool and a means to enhance employer attractiveness. In practical terms, it also provides valuable insights for firms wishing to transform into (more) diverse entities.
12	Akobo and Damisah (2018)	Diversity management discourse: An African perspective.	To analyze the corporations develop diversity management strategies for their workforce.	There is descriptive and casual research design used. There is regression and correlation analysis used.	This paper significantly contributes to understanding and developing diversity management approaches relevant to sub-Saharan African States and acts as a catalyst for more in-depth research in managing diversity within African States.
13	Williams & Bauer (2016)	The effect of a managing diversity policy on organizational attractiveness.	To analyze the effect of a managing diversity policy on organizational attractiveness.	An experimental design was employed to assess the impact of a managing diversity policy on participants' rating of organizational attractiveness.	There it re also significant main effects for race and gender that accounted for more variance in the rating of organizational attractiveness than did the managing diversity manipulation.
14	Gray (2003)	The roles of diversity benefits in organizational attractiveness.	To examined the impact of three diversity benefits.	An experimental research design was utilized to analyze the data.	The analyses provide no support for the hypotheses.

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## 2.4 Research Gap

This study explains how managing gender diversity affects organizational performance. It also looks at how managing age diversity affects organizational performance, how managing ethnic diversity affects organizational performance, how managing education

diversity affects organizational performance, and how managing marital diversity affects organizational performance. All those areas of the objectives have not been covered by other studies. There are gaps in time, variables, and approaches. As this study is unique in the Nepalese setting, it made an effort to include all relevant variables, but some important ones may have been overlooked. As a result, future research can include other important variables as well. Similarly, this research only due to time constraints, future research from other regions of Nepal for effective output and larger coverage. Additionally, because this study is descriptive in nature, future researchers may utilize a variety of tools and approaches to conduct inferential research as well, which will strengthen the findings. There is currently a dearth of research on cultural diversity in Nepal's tourism industry.

## **CHAPTER III**

### **RESEARCH METHODOLOGY**

#### **3.1 Introduction**

The research design and plan, sample description, instrumentation, data collection method, validity and dependability of the data, and analysis plan are all covered in this chapter. The study includes quantitative data because it aids in the identification of variables influencing organizational performance based on workforce diversity management within the Kathmandu valley.

#### **3.2 Research Plan and Design**

A research design is a comprehensive plan outlining the steps to take in order to gather and analyze the necessary data. This study is descriptive and analytical research design has been used to gather sufficient data and examine the effectiveness of performance evaluation in the context of the Nepalese hospitality industry. This approach has also been taken to evaluate the type, frequency, and perception of workforce diversity. The data for this research project, which had a specific hypothesis, was gathered from a sample of students enrolled in various hospitality colleges in Kathmandu. The study's data came from original sources. To evaluate the opinion, the primary sources of information have been used. According to closed-ended Likert scale questions; the respondents' choice of organization was influenced by the management of workforce diversity by any firm.

#### **3.3 Population and Sample of the Study**

Due to limited time and financial resources, convenience sampling was employed for this study because it is the best method of reaching respondents. This sampling method typically implies that the population is homogeneous, meaning that its individuals have similar traits. When a convenience sampling sample is chosen, components in a portion of the population can be conveniently accessed based on location, accessibility, and respondents' desire to participate. Despite not being extremely scientific, convenient

sampling is entirely acceptable in exploratory study where only an approximate representation of the true value is required. All potential applicants in the Kathmandu Valley who are prepared to submit an application for the industry of hospitality. 400 self-administered questionnaires in total were disseminated with the help of friends who are majoring in different service industries. There were 400 respondents in all who were chosen. Employees from various hotels are included in the sample, and convenience sampling, a non-probabilistic sampling technique, has been used.

### **3.4 Nature and Source of Data**

This study is a survey in nature. The results of the hypothesis test clarify the connection between organizational performance and the management of workforce diversity.

### **3.5 Instrumentation**

Primary data were used to inform this study. The main instrument for gathering primary data was a questionnaire designed utilizing the theoretical framework. Some information was also gathered via books, reports, newspapers, journals, papers, and theses. The replies were scored using a five-point Likert scale.

1. Strongly disagree
2. Disagree
3. Neutral
4. Agree
5. Strongly Agree

In quantitative research several instrument types can be used for data collection. Instrument type used in this research is standard closed end questionnaire. It contained only closed end questionnaires so that make it would be easier for the respondents and would be less time consuming and easier to understand.

### **3.6 Data Collection Procedures**

In order to accomplish the goal of the study, primary sources of data were employed for data collection. The questionnaires were individually delivered to the staff of various banks by visiting those locations. The results of the mathematical analysis of the data gathered from the survey questionnaire are shown in tables and charts for the reader easy understand.

Primary data gathering techniques were used in this study. Primary data was gathered for this study using a self-administered questionnaire. An appropriate questionnaire was created and given to the responders. The respondents were workers in the hospitality industry both inside and outside the Kathmandu Valley.

Face-to-face distribution of the questionnaire took place. The researcher went to various organizations to disseminate the available questionnaire. Delivering and collecting surveys enables us to verify that they are fully completed, which lowers the likelihood of missing data. We are also able to answer participants' questions about the questionnaire, which improves the accuracy of the data being collected. The questionnaires are structured with closed-ended questions, and the respondents are asked to provide information based on the variables.

### **3.7 Reliability and Validity**

The degree to which an instrument measures what it is designed to measure and comes close to accurately reflecting the reality of the findings is known as validity. In order for the results to be properly applied and interpreted, the test must be valid. It is recommended to utilize the Cronbach alpha test to determine the inter-item consistency reliability of scales with multipoint scale items. The final questionnaire was built around a number of dimensions that were taken directly from earlier studies. The research framework includes these dimensions. By using questions that have already been proven valid in other studies, validity can also be boosted. Moreover, the query was thoroughly written so that every respondent would comprehend the question as it was meant.

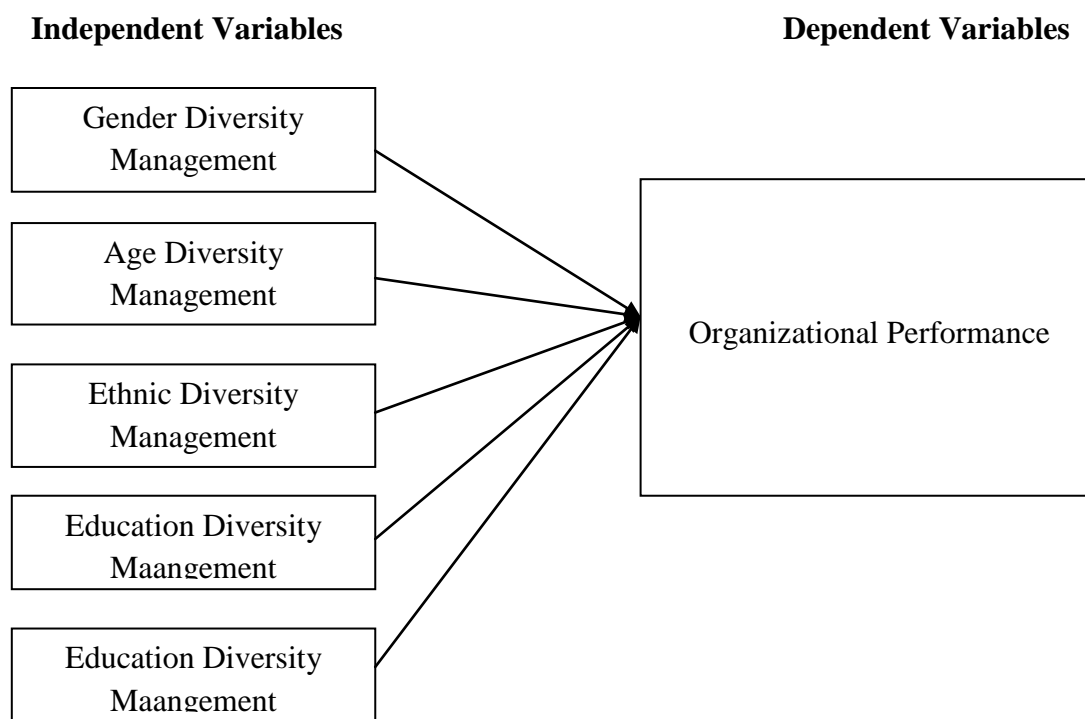
The consistency of a test, survey, observation, or other measuring equipment is synonymous with reliability. Research requires dependable measurement. Measurements are reliable insofar as they can be repeated, and any arbitrary factor that tends to cause measurements to vary from one situation to another or one set of circumstances to another is a source of measurement error. The consistency with which a test measures the subject matter is referred to as reliability.

### **3.8 Method of Analysis**

After collecting all of the respondents' completed questionnaires, SPSS and Excel were utilized to analyze and interpret the data. Recoded and collated into an SPSS worksheet are all of the replies that were gathered from the respondent. The coding was done in accordance with the rule depending on the type of question, such as a likert scale. For the objective of producing conclusions, statistical procedures like frequencies and descriptive analysis are primarily used. Additionally, the conclusion and advice are solely based on the research findings. The following tools were used for analysis, interpretation, and inference drawing in accordance with the study's goals. The results of all statistical tests were carried out using a 5% threshold of significance. The significance level for each statistical test is set at 5%. In order to evaluate the distribution of respondents under each study element, the percentage analysis is primarily used. Since the analysis is expressed as a percentage, it makes comparison easier and appropriate diagrams and charts are created to help readers understand the analysis better. For the descriptive examination of variables, the mean and standard deviation have been presented. Stepwise regression analysis was performed after correlation analyses. Finding relationships between variables is the subject of the study of correlation. Simple correlation is when there are only two variables in a correlation study; otherwise, the study is either partial or several linkages a statistical method for determining the relationships between variables is regression analysis. When the emphasis is on the link between a dependent variable and one or more independent variables, it encompasses numerous approaches for modeling and evaluating multiple variables. The primary purposes of regression analysis are to identify the independent variables that are connected to the dependent variable and to investigate the nature of these relationships. To come to meaningful conclusions on the

effects of workforce diversity on organizational Performance, all observable relationships and findings have been analyzed. The conclusion and advice are wholly based on the research results.

### 3.9 Conceptual Framework and Definition of Variables



*Figure 4.1* Conceptual Framework

Gender, Marital Status, Educational Background, Age, and Ethnicity are the key five characteristics of workforce diversity, according to an assessment of the relevant research. As a result, a framework that uses these characteristics as the dependent variables and organizational performance as the independent variable can be created for the current study.

#### **Age Diversity Management:**

A growing number of groups now include people of different ages. Both young and seasoned employees pose difficulties for management. Older workers are more likely to be conservative and less willing to take chances. They also change less frequently as a result of their expertise, which helps them perform well. Younger generations may have

academic aptitude but lack social experience. Young people entering the workforce will pose difficulties in the areas of management tracking and communication.

### **Gender Diversity Management:**

We live in a male-dominated world, and gender is described as a range of disparities between men and women, ranging from the biological to the social. Due to the perception that males perform better and are better at managing their work than women, and since women are stereotyped in such areas, many organizations choose to hire men rather than women. Gender discrimination comes in three forms. They are: discrimination against women in hiring, discrimination against women in promotions, and discrimination against women in the provision of services and facilities. When it comes to hiring, women do not have an advantage over men.

### **Educational Diversity Management:**

It was discovered that companies frequently reject hiring candidates whose training, experience, or education is deemed insufficient for the position. On the other hand, this meant education background is important to employees. Without a sufficient educational foundation, employees cannot get employment and function well. Additionally, it was discovered that a city's workforce with a higher percentage of educated people has greater financial development.

### **Ethnicity Diversity Management:**

A group of people are said to as being of the same ethnicity if they share a shared language, ancestry, social, cultural, or national experiences. Language, religious, racial, and cultural diversity all fall under the category of ethnic diversity. The focus of the 1990s was the expansion of ethnicity, which is currently gaining ground. Multicultural workplaces have become more prevalent in society. In a world that is becoming increasingly globalized, ethnic diversity is really important.

## **CHAPTER IV**

### **RESULTS AND DISCUSSION**

This chapter presents and analyzes data in a methodical manner with regard to a number of topics related to the effects of workforce diversity on organizational performance. The outcome is mostly based on the responses to a questionnaire given to workers in the hospitality industry, particularly in Kathmandu. The descriptions of several statistical models, the conclusions are explored in connection to each of the study's goals. Microsoft Excel is used to create the several tables and figures needed to describe the results, and SPSS 20 is utilized to analyze the data. In this chapter, there are several sections. Five other subsections make up this section.

The respondents' profile and demographic details are covered in the first section. It provides demographic data about the respondents, including their age, gender, and income level education, professional experience, and organization type. The second step is descriptive analysis, which examines the gathered data using metrics of central tendency and frequency analysis. The third section uses inferential analysis, which includes correlation analysis and hypothesis testing, to examine the acquired data. Regression analysis comes in part four. Discussion of the findings from the analysis is covered in the fifth and final section of this chapter.

#### **4.1 Respondents Profile**

The demographic analysis and interpretation of primary data gathered through surveys are covered in this section. The demographic details of the study's respondents are revealed in this section. The respondent profile comprises information on the respondent's gender, age, marital status, degree of education, employment experience, and income. For this study, employees in the hospitality industry were chosen as the respondents, and questionnaires were sent to them personally. The gender, age, and bank experience of the responders are all listed in their profile. Only 400 questionnaire responses were ultimately collected. Consequently, the response rate was 80%. All of the respondents worked in the hospitality industry in Bhairahawa and Kathmandu.

#### 4.1.1 Gender of Respondents

In any study the gender plays a vital role in view of certain gender specific attributes which influence the variables taken for the study. Hence, study of gender is imperative and is classified as male and female.

Table 4.1 *Distribution of Respondents based on Gender*

<b>Gender</b>	<b>Frequency</b>	<b>Percent</b>	<b>Valid Percent</b>	<b>Cumulative Percent</b>
Male	215	38.2	38.2	38.2
Female	185	35.0	35.0	73.2
Total	400	100.0	100.0	

It is found from Table 4.1 shows that out of 400 respondents taken for the study, 185 Female of them (38.2%) are Males and 215 of them are (38.2%) are Females. This shows that majority of respondents it re male.

#### 4.1.2 Age Group of Respondents

The questionnaire was distributed to respondents of different age groups. Age of the respondents is studied by classifying it into three intervals. Table 4.2 describes Age-wise distribution of respondents.

Table 4.2 *Age Group of Respondents*

<b>Gender</b>	<b>Frequency</b>	<b>Percent</b>	<b>Valid Percent</b>	<b>Cumulative Percent</b>
Below 25 Years	128	32.1	32.1	32.1
Year 25-40 Years	194	48.5	48.5	61.8
Above 40	78	19.4	19.4	73.2
Total	400	100.0	100.0	

The age distribution of the respondents is seen in Table 4.2, with the majority of the respondents falling into the 25–40 age range. According to the aforementioned figure and

table, 128 respondents (32.1%) are under 25 years old, 78 respondents (19.4%) are between 25 and 40 years old, and 194 respondents (48.5%) are between 25 and 40 years old. As a result, this finding demonstrates that the bulk of employees in Nepalese service sector companies are between the ages of 25 and 40.

#### 4.1.3 Marital Status

The questionnaire was distributed to married as well as unmarried respondents. The marital status of respondents is shown in Table 4.2 and Figure 4.3.

Table 4.3 *Marital Status of Respondent*

<b>Gender</b>	<b>Frequency</b>	<b>Percent</b>	<b>Valid Percent</b>	<b>Cumulative Percent</b>
Married	195	43.2	43.2	33.3
Unmarried	205	56.8	56.8	73.2
Total	400	100.0	100.0	

Table 4.3 show the distribution of the respondents based on their marital status. From the above figure and table, it can see that out of total respondents, 400 were married and remaining 195 were unmarried. Hence married respondents comprised of 33.3% and unmarried respondents comprised of 73.2% of the total sampled respondents. This shows that majority of respondents it re unmarried.

#### 4.1.4 Educational Qualification

The questionnaire was distributed to respondents having different levels of academic experience. The educational qualification of respondents is shown in Table 4.4.

Table 4.4 *Educational Level of Respondents*

<b>Education Level</b>	<b>Frequency</b>	<b>Percent</b>	<b>Valid Percent</b>	<b>Cumulative Percent</b>
Bachelor level	190	32.3	32.3	19.5
Master Level	210	68.7	68.7	73.2
Total	400	100	100	100.0

Table 4.4 clearly shows that 400 respondents (100%) have completed Under Graduate level 190 respondents (32.3%) have completed Graduate level. It is found from the analysis that majority of the respondents have completed their Master level.

#### **4.1.5 Experience (in Years)**

A person's life is conditioned by years of experience he has and hence, his way of thinking, behaving and acting. Hence, experiences of respondents are studied in four groups. The questionnaire was distributed to respondents having different years of experience in the service sector. The educational qualification of respondents is shown in table 4.5.

Table 4.5 *Experience (in Years)*

<b>Experience Age</b>	<b>Frequency</b>	<b>Percent</b>	<b>Valid Percent</b>	<b>Cumulative Percent</b>
Below 5 years	149	31.4	31.4	35.3
5-10 Years	166	39.0	39.0	54.5
Above 15 Years	85	29.6	29.6	10.2
Total	400	100	100	100.0

Experiences of respondents are studied in four groups. Table 4.5 describes experience wise distribution of respondents. Table 4.5 shows that 108 (15.4%) respondents have more than 15 years' experience, 85 (100%) respondents have 5-10 years of experience, 166 (39.0%) respondents have 5-10 years of experience and 149 (31.4%) respondents have less than 5 years of experience. This shows that majority of the respondents have the

working experience of less than 5 years. Least of the respondents have the working experience of above 15 years.

#### 4.1.6 Monthly Income

The questionnaire was distributed to respondents with different level of income in the service sector. The educational qualification of respondents is shown in table 4.6.

Table 4.6 *Monthly Incomes*

<b>Income Level</b>	<b>Frequency</b>	<b>Percent</b>	<b>Valid Percent</b>	<b>Cumulative Percent</b>
Below Rs. 20,000	128	18	18	28.6
Rs. 20,000-Rs. 40,000	66	14.4	14.4	16.0
Above Rs. 60,000	206	67.6	67.6	55.4
Total	400	100	100	

Table 4.6 depicts the income level of the respondents. The income level was divided into four categories, below Rs. 20,000, Rs. 20,000-Rs. 40,000, Rs. 40,000- Rs. 60,000 and Rs. 60,000 and above. It shows that 128 (18%) of the respondents earned lower than Rs. 20,000 and (14.4%) of respondents earned between Rs. 20,000 to Rs. 40,000. Similarly, respondents with income level Rs. 40,000 to Rs. 60,000 it re represented by (67.6%) of total respondents and respondents with income level more than Rs. 60,000 it re represented by (55%) of total respondents. This means majority of respondents had their income level is between Rs. 20,000-Rs.40,000.

## 4.2 Descriptive Analysis

The section deals with the descriptive analysis of the data collected through the questionnaires during the research process. Descriptive analysis incorporates calculation of statistical measures such as mean, standard deviation, including maximum and minimum values. “A total of 35 items (questions) with particular mean score it re obtained from the SPSS output. “Five Point Likert Scale” questions it re asked to the

respondents which scaled from 5 (strongly agree), 4 (agree), 3 (neutral), 2 (disagree) and 1 (strongly disagree). The number of respondents in each question item was 120.

#### 4.2.1 Gender Diversity Management

Gender Diversity is one of the independent variables of this research. Descriptive study of each questions drafted and overall descriptive study on this variable is shown below:

Table 4.7 *Descriptive Statistics of Gender Diversity Management*

<b>Descriptive Statistics</b>	<b>N</b>	<b>Minimum</b>	<b>Maximum</b>	<b>Mean</b>	<b>Std. Deviation</b>
I like my organization as it recruits employees of different gender.	400	1.00	5.00	2.3280	1.65479
I like my organization as all employees are treated fairly, irrespective of their gender.	400	1.00	5.00	3.0800	1.28012
I like my organization as my organization has a good policy of attracting and hiring women.	400	1.00	5.00	3.0720	1.45456
I like my organization as Women are equally involved in the organization's decision making.	400	1.00	5.00	3.1840	1.15272
I like my organization as the performance target set for men is higher than that set for the women.	400	1.00	5.00	3.8880	1.09409
I perform better while working with people of different gender.	400	1.00	5.00	3.4000	1.23784
I am positive about gender diversity in the workplace.	400	1.00	5.00	3.3760	1.45172

The results in Table 4.7 show the descriptive statistics of perception of performance appraisal. There are six statements used to measure it. Each of the 400 respondents

submitted their responses in the five-point Likert scale. The Table 4.8 shows that items have a mean value ranging from 3.8880 i.e. the response are positive. The table shows that GD7 has the highest mean and GD5 has the lowest. The highest mean of ( $M=3.8880$ ,  $SD=1.094$ ) indicates that it is the most agreed statement, stating that I am positive about Gender Diversity Management in the workplace. Lowest mean ( $M=2.32$ ,  $SD=1.65$ ) shows that I like my organization as the target set for man is higher than the target set for woman. That means in Nepalese Hospitality Sector, gender-based inequities are considered positively and is well accepted as favorable working organizational culture.

#### 4.2.2 Age Diversity Management

Age Diversity Management is another independent variable of this research. Descriptive study of each questions drafted and overall descriptive study on this variable is shown below:

Table 4.8 *Descriptive Statistics of Age Diversity Management*

<b>Descriptive Statistics</b>	<b>N</b>	<b>Minimum</b>	<b>Maximum</b>	<b>Mean</b>	<b>Std. Deviation</b>
I like my organization as my employer provides me equal opportunity for training and career development despite of age.	400	1.00	5.00	4.0320	1.26959
My leader includes all members at different age in problem solving and decision making.	400	1.00	5.00	4.2000	1.09250
The mentoring by older employees benefitted young employees in acquiring job skills.	400	1.00	5.00	3.5600	1.15981
I perform better while working with people of different age.	400	1.00	5.00	3.3920	1.34941
I am positive about age diversity in this workplace.	400	1.00	5.00	4.0640	1.21645

The results in Table 4.8 show the descriptive statistics of perception of age diversity management. There are five statements used to measure it. Each of the 400 respondents submitted their responses in the five-point Likert scale. The Table 4.8 shows that the

items have a mean value ranging from 4.032 to 3.39 i.e. the response are positive. The table shows that AD4 has the highest mean and AD3 has the lowest. The highest mean ( $M=4.200$ ,  $SD=1.092$ ) indicates that it is the most agreed statement, stating that perform better while working with people of different age. Lowest mean ( $M=3.39$ ,  $SD=1.34$ ) shows that the mentoring by senior employees in my organization has benefitted young employees in acquiring job skills. That means in Nepalese hospitality sector, mixed age group is preferred in workplace of the company and it has huge impact on individual perception towards workplace. Additionally, the table shows that AD1 has the highest standard deviation whereas AD4 has the lowest standard deviation. This means respondents have more deviation with the statement “I like my organization as my employer provides me equal opportunity for training and career development despite of age.” Shows that the employees of hospitality sector like organization where employer provides equal opportunity for training and career development despite of age.

#### **4.2.3 Ethnic Diversity Management**

Ethnic Diversity Management is one of the independent variables of this research. Descriptive study of each questions drafted and overall descriptive study on this variable is shown below:

Table 4.9 *Descriptive Statistics of Ethnic Diversity Management*

<b>Descriptive Statistics</b>	<b>N</b>	<b>Minimum</b>	<b>Maximum</b>	<b>Mean</b>	<b>Std. Deviation</b>
I like my organization as it recruits employees of different gender.	400	1.00	5.00	2.3280	1.65479
I like my organization as all employees are treated fairly, irrespective of their gender.	400	1.00	5.00	3.0800	1.28012
I like my organization as my organization has a good policy of attracting and hiring women.	400	1.00	5.00	3.0720	1.45456
I like my organization as Women are equally involved in the organization's decision making.	400	1.00	5.00	3.1840	1.15272
I like my organization as the performance target set for men is higher than that set for the women.	400	1.00	5.00	3.8880	1.09409
I perform better while working with people of different gender.	400	1.00	5.00	3.4000	1.23784
I am positive about gender diversity in the workplace.	400	1.00	5.00	3.3760	1.45172

The results in Table 4.9 show the descriptive statistics of work performance. There are eight statements used to measure the ethnic diversity management. Each of the 123 respondents submitted their responses in the five-point Likert scale. The Table 4.9 shows that the items have a mean value ranging from 3.88 to 2.3280 i.e. the response are positive. Among the eight statements, the statement with code "ED5" has scored the lowest mean of 3.66 with a standard deviation of 0.903 and statement with code "ED1" has scored the highest mean of ( $M=3.8880$ ,  $SD=1.09409$ ). The highest mean indicates that it is the most agreed statement, stating that my organization recruit employees of different ethnic group and the lowest mean ( $M=2.3280$   $SD=1.65479$ ) shows that respondents are less agreed by the statement 'I believe that ethnicity difference in different work groups avoids conflicts.' Additionally, the table shows that ED3 has the highest standard deviation whereas ED2 has the lowest standard deviation. This means

respondents have more deviation with the statement “My organization is concerned about culture and values of the employees.” i.e. the values in the data set are farther away from the mean, on average. The aggregate mean ( $M=3.1840$ ) this shows that the employees of hospitality sector like organization where employer provides equal opportunity for training and career development despite of ethnic background.

#### 4.2.4 Educational Diversity Management

Educational Diversity Management is the independent variable of this research. Descriptive study of each questions drafted and overall descriptive study on this variable is shown below.

Table 4.10 *Descriptive Statistics of Educational Diversity Management*

<b>Descriptive Statistics</b>	<b>N</b>	<b>Minimum</b>	<b>Maximum</b>	<b>Mean</b>	<b>Std. Deviation</b>
My Organization recruit employees on the basis of education background and it help in organizational Performance.	400	1.00	5.00	4.0160	1.48098
The difference in education background does not encourage conflict.	400	1.00	5.00	3.6720	1.07595
My Leader includes all members at different education level in problem solving and decision making.	400	1.00	5.00	3.5040	1.55348
My organization gives equal treatment when it comes to the diversity of education background.	400	1.00	5.00	3.0240	1.35875
I have found it very good to work with people from different education background.	400	1.00	5.00	3.0160	1.63127

The results in Table 4.10 show the descriptive statistics of an individual item and as whole of education diversity management as sub-factor. There are seven statements used to measure the education diversity management. Each of the 400 respondents submitted their responses in the five- point Liker scale. The Table 4.10 shows that the items have a

mean value ranging from 4.016 to 3.01s i.e. the response are positive. Among the seven statements, the statement with code "EDD2" has scored the lowest mean ( $M=3.01$ ,  $SD=1.631$ ) and statement with code "EDD5" has scored the highest mean of ( $M=3.01$ ,  $SD = 1.63$ ) The highest mean of 4.016 indicates that it is the most agreed statement, stating that employees in Nepalese hospitality sector believe in the statement 'I have found it very good to work with people from different education background.' The lowest mean of 3.01 shows that respondents are less agreed by the statement "I feel that the difference in education background avoids conflict." The aggregate mean of the gender diversity is 3.67 which show that the employees of hospitality sector consider educational diversity as a significant aspect in the organizational Performance.

#### 4.2.5 Marital Diversity Management

Marital Diversity Management is the independent variable of this research. Descriptive study of each questions drafted and overall descriptive study on this variable is shown below.

Table 4.11 *Descriptive Statistics of Marital Diversity Management*

<b>Descriptive Statistics</b>	<b>N</b>	<b>Minimum</b>	<b>Maximum</b>	<b>Mean</b>	<b>Std. Deviation</b>
My organization has a workforce of diverse marital status.	400	1.00	5.00	4.0320	1.26959
Marital status also determines the behavior of my workmates.	400	1.00	5.00	3.6400	1.31615
I have found it very good to work with people of different marital status.	400	1.00	5.00	3.6560	1.51925
My organization prefers married women less than married man.	400	1.00	5.00	3.4400	1.37606
I have no challenges working with people of different marital status.	400	1.00	5.00	2.9840	1.72731

The results in Table 4.11 show the descriptive statistics of an individual item and as whole of Turnover Intention sub-factor. There are three statements used to measure the

marital diversity. Each of the 400 respondents submitted their responses in the five- point Likert scale. The Table 4.11 shows that the items have a mean value ranging from 4.032 to 2.98 i.e. the response are positive. Among the seven statements, the statement with code "MD3" has scored the lowest mean ( $M=2.98$ ,  $SD=1.72$ ) and statement with code "MD2" has scored the highest mean of ( $M=4.03$ ,  $SD=0.1.26$ ) The highest mean of  $M=4.032$  indicates that it is the most agreed statement, stating that employees in Nepalese hospitality organizations believe in the statement 'I have found it very good to work with people of different marital status' the lowest mean of 32.99 shows that respondents are less agreed by the statement "My organization prefers married women less than married man."

#### 4.2.6 Organizational Performance

Organizational Performance is the dependent variable of this research. Descriptive study of each questions drafted and overall descriptive study on this variable is shown below:

Table 4.12 *Descriptive Statistics of Organizational Performance*

<b>Descriptive Statistics</b>	<b>N</b>	<b>Minimum</b>	<b>Maximum</b>	<b>Mean</b>	<b>Std. Deviation</b>
Organization has overall attractive compensation package.	400	1.00	5.00	3.4480	1.42249
Organization values the career growth and development of its employees.	400	1.00	5.00	3.5360	1.29231
Organization recognizes and appreciates good team work.	400	1.00	5.00	3.4240	1.50945
Organization values the individual differences.	400	1.00	5.00	3.6560	1.28956
Organization emphasizes enhancing its brand image	400	1.00	5.00	3.4240	1.41572

The results in Table 4.12 show the descriptive statistics of organizational Performance. There are five statements used to measure the Organizational Performance. Each of the 400 respondents submitted their responses in the five- point Likert scale. The Table 4.12 shows that the items have a mean value ranging from 3.44 to 3.42 i.e. the response are

positive. Among the five statements, the statement with code "OA4" has scored the lowest mean of ( $M=3.42$ ,  $SD=1.41$ ) and statement with code "OA5" has scored the highest mean of ( $M=3.53$ ,  $SD=1.29$ ). The highest mean of ( $M=3.65$ ) indicates that it is the most agreed statement, stating that organization emphasizes enhancing its brand image' the lowest mean ( $M=3.42$ ) shows that respondents are less agreed by the statement "My organization values the individual differences. The aggregate mean of the Organizational Performance is ( $M= 3.53$ )

### **4.3 Inferential Analysis**

Making conclusions from the data to more general situations is done via inferential analysis. To calculate the link between the dependent and independent variables, regression analysis was used. The first chapter's hypotheses were tested again among the 400 participants. To test the hypotheses, a straightforward correlation analysis between the dependent and independent variables was performed.

#### **4.3.1 Correlations Analysis**

To discover relationships between the variables, correlations analysis was done. For variables with straightforward multiple-choice responses, Pearson's correlation analysis was performed. To evaluate the strength or degree of link between the research variables, a correlation matrix was created. A positive correlation indicates that the link is directional, with one increasing in response to a rise in the other.

### 4.3.1.1 Diversity Management and Organizational Performance

Table 4.13 *Correlation between Gender Diversity Management and Organizational Performance*

<b>Correlations</b>		Gender Diversity	Age Diversity	Ethnic Diversity	Education Diversity	Marital Diversity	Organizational Performance
Gender Diversity	Pearson	1	-.009	.241**	.065	.009	.134
	Correlation Sig. (2-tailed)		.924	.007	.471	.009	.137
	N	400	400	400	400	400	400
Age Diversity	Pearson	-.009	1	.109	.435**	.267**	.189*
	Correlation Sig. (2-tailed)	.924		.227	.000	.003	.034
	N	400	400	400	400	400	400
Ethnic Diversity	Pearson	.241**	.109	1	.350**	.637**	.342**
	Correlation Sig. (2-tailed)	.007	.227		.000	.000	.000
	N	400	400	400	400	400	400
Education Diversity	Pearson	.065	.435**	.350**	1	.495**	.718**
	Correlation Sig. (2-tailed)	.471	.000	.000		.000	.000
	N	400	400	400	400	400	400
Marital Diversity	Pearson	.009	.267**	.637**	.495**	1	.532**
	Correlation Sig. (2-tailed)	.917	.003	.000	.000		.000
	N	400	400	400	400	400	400
Organizational Performance	Pearson	.134	.189*	.342**	.718**	.532**	1
	Correlation Sig. (2-tailed)	.137	.034	.000	.000	.000	
	N	400	400	400	400	400	400

Note. \*\* *Correlation is significant at the 0.01 level (2-tailed)*

Using SPSS as presented in Table 4.13, the correlation coefficient between Gender Diversity and Organizational Performance is .342 which indicates positive and moderate relation between these two variables. The Significance p-value of correlation between hence two variables is less than 0.01(p value<0.01). Thus, alternate hypotheses are accepted at 1%level of significance. Therefore, Gender Diversity has impact on

Organizational Performance. The correlation coefficient between Age Diversity and Organizational Performance is .227 which indicates positive correlation between these two variables. The Significance p-value of correlation between these two variables is less than 0.01 (value < 0.01).

Thus, alternate hypotheses are accepted at 1% level of significance. Therefore, Age Diversity has impact on Organizational Performance. The correlation coefficient between Ethnic Diversity and Organizational Performance is 0.6280 which indicate positive correlation between these two variables. The Significance p-value of correlation between these two variables is less than 0.01 (p value < 0.01). Thus, alternate hypotheses are accepted at 1% level of significance. Therefore, Ethnic Diversity has impact on Organizational Performance. The correlation coefficient between Education Diversity and Organizational Performance is 0.810 which indicate positive correlation between these two variables.

The Significance p-value of correlation between these two variables is less than 0.01 (p value < 0.01). Thus, alternate hypotheses are accepted at 1% level of significance. Therefore, Education Diversity has impact on Organizational Performance. The correlation coefficient between Marital Diversity and Organizational Performance is .350 which indicates positive correlation between these two variables. The Significance p-value of correlation between these two variables is less than 0.01 (p value < 0.01).

Thus, alternate hypotheses are accepted at 1% level of significance. Therefore, Marital Diversity has impact on Organizational Performance.

#### **4.4 Regression Analysis**

Regression analysis is limited to determining whether there is a significant relationship between two variables. Regression analysis is a statistical method for determining the relationships between variables in statistical modeling. When the emphasis is on the link between a dependent variable and one or more independent variables, it encompasses numerous approaches for modeling and evaluating multiple variables.

The results of a correlation analysis can only indicate whether there is a significant association between two variables. However, even if a correlation coefficient shows that there is a significant relationship between two variables, the precise nature of that relationship cannot be identified. Regression analysis in this situation reveals more details regarding the relationship's slope. It is employed to characterize a thing's nature to forecast a relationship and to do so.

The variables that are significant (over other variables) in explaining the variability of the dependent variable are determined in this section, along with which independent variable best explains variability in the outcome, how much variability in the dependent variable is explained by independent variables, and which variables are most significant (over other variables). To determine the link between the independent variable (Factors of workforce diversity) and the dependent variables, linear regression analysis was carried out (Organizational Performance).

Analyzing many independent factors that have an impact on the dependent variable at the same time was one benefit of using linear regression. The slope of the association is revealed by a regression. It is employed to characterize a relationship's characteristics and to suggest relationships between constructs. Consequently, for more in-depth Regression analysis is used to examine the connection between organizational performance and workforce diversity aspects.

This section identifies the independent variables that account for the variability in the outcomes, the proportion of the dependent variable's variability that is explained by independent and dependent variables, and the variables that are significant (in comparison to other variables) in explaining the dependent variable's variability. The effects of independent variables (gender, age, education level, and marital status) on the dependent variable were investigated using multiple regressions (organizational Performance). The results of a regression analysis between workforce diversity dimensions and organizational performance are displayed in the tables below.

Table 4.14 *Regression Analysis*

<b>Model Summary</b>					
Model	R	R Square	Adjusted Square	R	Std. Error of the Estimate
1	.769 <sup>a</sup>	.591	.574		.51616

a. Predictors: (Constant), Marital Diversity, Gender Diversity, Age Diversity, Education Diversity, Ethnic Diversity

<b>ANOVA<sup>a</sup></b>						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	45.866	5	9.173	34.431	.000 <sup>b</sup>
	Residual	31.704	119	.266		
	Total	77.570	124			

a. Dependent Variable: Organizational Performance

b. Predictors: (Constant), Marital Diversity, Gender Diversity, Ethnic Diversity, Age Diversity, Educational Diversity

Based on ANOVA, the model was found to be a good descriptor of the relation between the dependent and independent variables  $r = .591$ ,  $p < .001$ . As a result, the independent variables (gender, age, ethnicity, education level and marital status) are significant in explaining the variance in organizational performance. Taking five dimensions of workforce diversity i.e. gender, age, ethnicity, education diversity and marital status as independent variable (X1, X2, X3, X4, X5) and organizational Performance as dependent variable model is constructed with equation as below:

Based on the coefficients, the regression equation for the organizational Performance is  $Y = \alpha + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + \beta_5 X_5 + e_i$ . Regression coefficient of gender, age, ethnicity, education diversity and marital status are 0.130, 0.018, 0.274, -0.060, 0.348 and 0.377 respectively where, age, education diversity and marital status are the significant independent variable, the other independent variables, gender and ethnicity have non-significant results ( $p > 0.01$ ). From the coefficient's table, education background is the

most significant independent variables in the research since its p- value is 0.001, which is lower than alpha value 0.01. Hence, independent variable education background has the highest probability of predicting the dependent variable organizational Performance.

Table 4.15 *Coefficient Analysis*

<b>Coefficients</b>					
Model	Unstandardized		Standardized	t	Sig.
	Coefficients				
	B	Std. Error	Beta		
1 (Constant)	1.053	.377		2.793	.006
Gender Diversity	.118	.067	.109	1.765	.080
Age Diversity	-.193	.074	-.171	-2.601	.010
Ethnic Diversity	-.112	.095	-.094	-1.174	.243
Education Diversity	.610	.067	.665	9.151	.000
Marital Diversity	.312	.086	.308	3.649	.000

The correlation coefficient had shown that there is significant correlation between all five dimensions of workforce diversity and organizational performance but multiple regression analysis showed significant relationship between three dimensions of workforce diversity i.e. age, education background, marital status and organizational performance model summary indicates the R-square also known as coefficients of determination which can help in explaining variance. R-square value is .591 which means .769 % variation in organizational Performance is explained by gender, age, ethnicity, education background and marital status. Similarly, adjusted R-square is .574 which variation in employee performance is explained by gender, age, education level, ethnicity and marital status, after adjusting degree of freedom which (df)Model Summary also indicates the standard error of the estimate of .377 which shows the variability of the observed value of organizational Performance from regression line is .516

## 4.5 Discussion

The study's goals were to look into how management of gender, age, ethnicity, education level, and marital status affected organizational performance. The study's sole focus was on organizational performance and workforce diversity in Nepal's hospitality industry. Employees from a variety of hotels, including Tiger Palace Resort and Annapurna Hotel, served as the study's sample. The respondents it is not only from Kathmandu valley but also from Bhairahawa. The information gathered from the sample utilizing the survey questionnaire was again examined. When it comes to matters like maternal leave and mobility in other locations, many organizations favor men over women in the real world of the workplace. The purpose of the study was to examine the effects of management on organizational performance according to gender, age, ethnicity, education level, and marital status. The study's sole emphasis was on the diversity of the workforce and organizational effectiveness in Nepal's hospitality sector. The study's sample included workers from a number of hotels, including Tiger Palace Resort and Annapurna Hotel. The responders were from Bhairahawa as well as the Kathmandu Valley. A second look was given to the data acquired from the sample using the survey questionnaire. When it comes to topics like maternal leave and mobility in other regions, many firms prefer males over women in the real world of the workplace gender diversity is highly related to organizational Performance, according to a study by Ehimare & Ogaga-Oghene (2011) that indicated a negative correlation between gender diversity and performance inside organizations. The study's conclusions also go against a 2013 study by Gupta, which claimed that gender might have a beneficial or negative impact on an organization's performance. The study found impact of age on organizational Performance.

The study's findings are consistent with those revealed in the study of Odhiambo (2014). Age diversity has a substantial positive association with organizational Performance, according to the researcher's study on workforce diversity and its impact. Similarly, Alghazo, & Shaiban (2016) in their study found done by Ehimare and Ogaga-Oghene (2011) who discovered that gender diversity has a detrimental impact on organizational performance but confirms the study's conclusions that it has a substantial impact. Similarly, the study's findings go counter to a study by Gupta (2013) that claimed gender

might have a beneficial or negative impact on an organization's performance. The study discovered that age has an impact on organizational performance.

The study's findings reflect on the study of Odhiambo (2014), discovered that age diversity has a substantial positive association with organizational Performance in his study on workforce diversity and its impact. In a similar vein, Alghazo, Shaiban, and colleagues (2016) discovered the findings also showed that the association between workforce diversity management and employee job performance is somewhat mediated by person-job fit and employee commitment. Additionally, structural empowerment has a direct impact on how well employees execute their jobs, although workforce diversity management has moderating impact on this relationship. Discussion of implications and constraints follows age, education diversity, and marital statuses are the significant independent variables in this study's analysis of the regression coefficients of gender, age, ethnicity, and other factors. Results for the two independent variables, gender and ethnicity, are not statistically significant. Because of its lower p-value than alpha value, schooling background is the research's most important independent variable, according to the coefficients table hence; a variable independent of academic background has the best chance of predicting organizational Performance as the dependent variable.

On the topic of workplace diversity, equity, and inclusivity in the Zimbabwean labor market, Nyagadza, Gwiza, Hove, and Tong (2022) provided explanations. Although the concepts of diversity and equality have been discussed in literature, the focus of this study is on how to manage these difficulties in the workplace from the views of the Zimbabwean labor market. All five dimensions of workforce diversity and organizational performance were found to be significantly correlated in this study by the correlation coefficient, but multiple regression analysis revealed a significant relationship between three of these dimensions age, education background, and marital status and organizational performance model summary. The coefficients of determination, or r-square, can aid in the explanation of variation. Similar to this, after controlling for degree of freedom, modified R-square shows that variation in employee performance is explained by gender, age, education level, ethnicity, and marital status (df) The standard error of the estimate for the variability of the observed value of organizational performance from the regression line is also shown in the model summary.

## **CHAPTER-V**

### **SUMMARY AND CONCLUSION**

#### **5.1 Summary**

The study's objective is to evaluate organizational performance and workforce diversity management in terms of gender, age, ethnicity, education, and marital diversity. The study's evaluation of theoretical, conceptual, and empirically linked literature revealed a significant correlation between organizational performance and worker diversity. The necessary information is gathered for this investigation through standardized questionnaires.

The instrument (structured questionnaires) was used in earlier studies to measure all the study's variables. A validity and reliability test was also conducted to ensure the instruments' validity and reliability. The researcher utilizes a formula based-sample size to calculate the sample size from the entire study population determination. Additionally, a simple random sampling procedure was used to choose respondents from each stratum. In essence, 500 questionnaires were given to the sampled employee, and 400 of them were returned. As a result, 400 answered questionnaires are examined using social science statistical software (SPSS). Correlation analysis and straightforward regression analysis were conducted as part of the descriptive statistics analysis. To remain competitive, address globalization, and foster creativity and productivity inside their organizations, organizations (Hospitality Sectors) must embrace and grasp the significance of diversity.

According to the findings, demographic characteristics such as gender, age, education, marital status, and ethnicity have a substantial impact on organizational performance in an organization (hospitality sectors). The results of this investigation showed that workplace diversity and organizational performance are positively correlated. The organizations that hired employees from different levels and streams of formal education were prioritized more frequently by the respondents. A workplace with a diversity of educational backgrounds was found to be more enjoyable. Additionally, age diversity has

a moderately good impact on organizational performance. Similarly, there is less impact of ethnic diversity and organizational Performance. Education diversity and organizational performance, as well as marital status and organizational performance, are significantly favorable and somewhat correlated in the results.

## **5.2 Conclusion**

For a business to succeed, understanding the impact of workforce diversity on organizational performance is essential. Due to its wide-ranging character and the specialization it adds to the team, workforce diversity has been shown to increase organizational performance. Additionally, encouraging employees to pursue education and developing a diverse workforce with a range of educational backgrounds meant that workforce diversity might motivate employees to work toward achieving corporate goals and objectives in tandem with the idea's creation. There were numerous sections to the analysis. In chapter 4, descriptive data for each of the surveys that were conducted were presented after the respondents' demographic profile that described the sample population. Analysis of correlations is used to test the hypothesis that was suggested by regression analysis. The effects of workforce diversity and organizational performance, as well as each of the workforce diversity aspects, were identified by a correlation analysis of the sample data.

The relationship between gender and organizational performance shows that employees are at ease working in a diverse environment. Similar to this, there is a favorable association between organizational performance and age. The results of the correlation study used to evaluate the relationship between ethnicity and organizational performance are favorable. The link between education level and organizational performance is good and reflects the influence, demonstrating how mixing people from different educational backgrounds foster the development of original ideas further correlation analysis was conducted on the data to evaluate the influence of organizational and marital Performance is good, which is consistent with the body of literature already in existence.

More specifically, organizational Performance as an employer should be predicated on the individuality, authenticity, and uniqueness of the employment experience provided by

the company to its current and future employees. In other words, even though the study identified a number of organizational performance dimensions of the Nepalese hospitality sector as perceived by the current employees, as it was demonstrated and discussed above, the understanding, perception, and manifestations of a good working environment, personal growth, or a good relationship with a supervisor may mean different things to different companies, it may have many names, and it may take on many different forms. This indicates that organizations striving for better performance from employees' as well as a decrease in employee attrition rate, would do better to concentrate on improving these diversity practices which in turn would improve the employees' commitment towards their organization. Organizations should not restrict themselves in terms of providing affirmative action policy in recruitment alone, and must instead follow it through in every process. In organizations that provide for a diverse workforce, the employees feel a sense of belongingness towards the organization and consider the organizations as their own and finally, treat their colleagues as their family members.

This will, in turn, improve the organizations' performance and also help in employer branding by improving organizational Performance among the potential employees. Any with effective workforce diversity management, an organization can gain a competitive edge in terms of creativity, improved decision-making skills, employee productivity, teamwork, and better customer service. Therefore, if an organization maintains a good and fair climate for diversity in the workplace through objective and fair criteria for compensation, performance evaluation, and promotion regardless of differences in gender, age, education, marital status, or ethnicity, then employees will be inspired to work hard and will have a greater level of faith in their managers and the company. However, variety also carries with it a few issues, such as a lack of cooperation and communication issues among cultures. Thus, companies should encourage different methods to spread awareness about diversity and its importance and how to manage.

### **5.3 Implications**

The effectiveness of diversity in the workplace is ultimately determined by leaders and managers through the development of efficient policies, the establishment of the organization's vision, and employee education on the value of diversity. The creation and

execution of diversity policies are crucial steps in a business witnessing a rise in diversity. Managers can better comprehend discrimination and the repercussions of engaging in it by developing diversity policies. Successful businesses are aware that the human resources division is not the only one with responsibility for workplace diversity.

Executive managers and leaders must convey the value of diversity at all organizational levels. Evaluations are frequently used by businesses to gauge the success of their diversity policies and initiatives. Employee job satisfaction, employee turnover, and contentment with the work are frequently measured in evaluations environment. The degree of variety may also be a sign of how well a business responds to changes in macroeconomic conditions, customer needs, competitive pressures, and technological breakthroughs.

- Future studies should look into how workforce diversity elements including gender, age, education, marital status, and ethnicity affect organizational performance.
- The recommendations for other researchers who desire to explore this subject are that effective management of workforce diversity results in higher organizational performance in terms of recruiting and retention.
- Contrary to the hospitality industry in Nepal, many other service industries are frequently criticized for not having a sufficiently diverse workforce. As a result, future research might focus on carrying out a similar study to examine the differences.
- The study used a quantitative research method to compare firms with effective workforce management to those with no defined steps to manage workforce diversity. Qualitative research techniques for analysis may be used in future studies. Explaining the findings related to the relationships between work-life conflict and life satisfaction may be made easier by using the qualitative technique.

# TABLE OF CONTENTS

<i>Title page</i> .....	<i>i</i>
<i>Certificate of Authorship</i> .....	<i>ii</i>
<i>Report of Research Committee</i> .....	<i>iii</i>
<i>Approval Sheet</i> .....	<i>iv</i>
<i>Acknowledgements</i> .....	<i>v</i>
<i>Table of Contents</i> .....	<i>vi</i>
<i>List of Tables</i> .....	<i>viii</i>
<i>List of Figure</i> .....	<i>ix</i>
<i>Abbreviations</i> .....	<i>xi</i>
<i>Abstracts</i> .....	<i>xii</i>

## **CHAPTER I: INTRODUCTION ..... 1**

1.1 Background of the Study.....	1
1.2 Statement of the Problem .....	5
1.3 Objectives of the Study .....	6
1.4 Hypotheses of the Study.....	6
1.5 Scope of the Study.....	7
1.6 Limitations of the Study .....	8

## **CHAPTER II: REVIEW OF LITERATURE..... 9**

2.1 Theoretical Review .....	9
2.1.1 Theories of Diversity Management .....	10
2.1.2 General Approaches to Diversity Management Institutional .....	11
2.1.2.1 Theory of Diversity Management.....	11
2.1.2.2 Resource Based Theory of Diversity Management.....	11
2.1.3 Specific Approaches to Diversity Management .....	12
2.1.3.1 The Practitioner/Consultant Approach .....	12
2.1.3.2 The Mainstream Approach .....	13
2.1.3.3 Critical Approaches .....	14
2.1.4 Workforce Diversity .....	15
2.1.5 Deep Level Diversity.....	16

2.1.5.1 Personality .....	16
2.1.5.2 Values .....	17
2.1.6 The Factors to be considered in Workforce Diversity Management .....	19
2.2 Conceptual Review .....	20
2.2.1 Organizational Performance .....	20
2.2.2 Dimensions of Organizational Performance.....	22
2.2.3 Organizational Size.....	23
2.2.3.1 Level of Internationalization .....	23
2.2.3.2 Pay Mix.....	24
2.2.3.2 Centralization.....	24
2.2.4 Workforce Diversity Management .....	24
2.2.4.1 Dimensions of Workforce Diversity.....	25
2.2.4.2 Workforce Diversity Management and Organizational Performance .....	29
2.3 Review of Empirical Study .....	30
2.4 Research Gap.....	41
<b>CHAPTER III: RESEARCH METHODOLOGY.....</b>	<b>43</b>
3.1 Introduction .....	43
3.2 Research Plan and Design .....	43
3.3 Population and Sample of the Study .....	43
3.4 Nature and Source of Data .....	44
3.5 Instrumentation.....	44
3.6 Data Collection Procedures .....	45
3.7 Reliability and Validity .....	45
3.8 Method of Analysis .....	46
3.9 Conceptual Framework and Defination of Variables.....	47
<b>CHAPTER IV: RESULTS AND DISCUSSION.....</b>	<b>49</b>
4.1 Respondents Profile.....	49
4.1.1 Gender of Respondents.....	50
4.1.2 Age Group of Respondents.....	50
4.1.3 Marital Status.....	51

4.1.4 Educational Qualification .....	51
4.1.5 Experience (in Years) .....	52
4.1.6 Monthly Income .....	53
4.2 Descriptive Analysis .....	53
4.2.1 Gender Diversity Management.....	54
4.2.2 Age Diversity Management.....	55
4.2.3 Ethnic Diversity Management .....	56
4.2.4 Educational Diversity Management .....	58
4.2.5 Marital Diversity Management.....	59
4.2.6 Organizational Performance .....	60
4.3 Inferential Analysis .....	61
4.3.1 Correlations Analysis .....	61
4.3.1.1 Diversity Management and Organizational Performance .....	62
4.4 Regression Analysis .....	63
4.5 Discussion .....	67
<b>CHAPTER-V: SUMMARY AND CONCLUSION .....</b>	<b>69</b>
5.1 Summary .....	69
5.2 Conclusion.....	70
5.3 Implications .....	71
<b>REFERENCES</b>	
<b>APPENDIX</b>	

## **LIST OF TABLES**

4.1	Distribution of Respondents based on Gender	50
4.2	Age Group of Respondents	50
4.3	Marital Status of Respondent	51
4.4	Educational Level of Respondents	52
4.5	Experience (in Years)	52
4.6	Monthly Incomes	53
4.7	Descriptive Statistics of Gender Diversity Management	54
4.8	Descriptive Statistics of Age Diversity Management	55
4.9	Descriptive Statistics of Ethnic Diversity Management	57
4.10	Descriptive Statistics of Educational Diversity Management	58
4.11	Descriptive Statistics of Marital Diversity Management	59
4.12	Descriptive Statistics of Organizational Performance	60
4.13	Correlation between Gender Diversity Management and Organizational Performance	62
4.14	Regression Analysis	65
4.15	Coefficient Analysis	66

## **ABBREVIATIONS**

C.V	: Coefficient of Variance
GDP	: Gross Domestic Product
NTB	: Nepal Tourism Board
PATA	: Pacific Asia Travel Association
PCR	: Polymerase Chain Reaction
RVS	: Rokeach Value Survey
S.E	: Standard Error
SEM	: Structural Equation Modelling
TAAI	: Travel Agents Association of India
TAAN	: Trekking Agencies Association of Nepal
TMTs	: Thermo Mechanically Treated steel

## **ABSTRACTS**

The aim of the study is to assess the workforce diversity management and organizational Performance, in the form of gender diversity, age diversity, ethnic diversity, education diversity and marital diversity. On the review of theoretical, conceptual and empirical related literature of the study, workforce diversity had a significant relationship with their organizational Performance. In conducting this study, the required data is obtained through structured questionnaires. The Instrument (structured questionnaires) was adopted from prior studies, in order to measure all variables of the study. To check the validity and reliability of the adopted instruments validity and reliability test was also carried out. To determine the sample size from the total population of the study, the researcher uses formula based-sample size determination. To select respondents from each stratum simple random sampling technique was also adopted. Basically, a total of 400 questionnaires were distributed to the sampled employee, among these 400 were returned.

The respondents were more likely prioritize organization who recruited people from different level and stream of formal education. Educationally diverse workplace was observed to be more delightful to work. And there is significant positive and moderate impact of age diversity and organizational Performance. Similarly, there is less impact of ethnic diversity and organizational Performance. The result also shows significant positive and moderate relationship between education diversity and organizational Performance and also marital status and organizational Performance.

**Keyword: Workforce Diversity, Organizational Performance, Ethnic Diversity**

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## APPENDIX

### Questionnaire

Dear Respondents,

I am conducting a Research Project on “Workforce Diversity Management and Organizational Performance in Hospitality Sector” The purpose of this research is to discover the impact of Workforce diversity in employee the selection of organization. Your answers will be kept Private and Confidential and used solely for academic study purpose only. Thank you for your cooperation.

#### Section A

##### **Demographic Profile**

Please TICK on the appropriate answer.

##### 1.1 Gender

- a. Male                      b. Female

##### 1.2 Age (years)

- a. Below 25                      b. 25-40                      c. Above 40

##### 1.3 Marital Status

- a. Married                      b. Unmarried

##### 1.4 Educational Qualification

- a. Bachelors Level                      b. Masters Level

##### 1.5 Experience (in Years)

- a. Below 5                      b. 5-10                      c. 10-15                      d. Above 15

##### 1.6 Income level

- a. Below 20,000    b.20,000- 40,000    c. 40,000- 60,000    d. Above 60,000

## **Section B**

"The following statements reveal your responses under different situations. Indicate your level of agreeability of the statements on 1-5 scale given below.

Please tick appropriate box.

Strongly Agree=1, Agree=2, Neutral=3, Disagree=4, Strongly Disagree=5

<b>SN</b>	<b>Statements</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
<b>A.</b>	<b>Gender Diversity Management</b>					
1.	I like my organization as it recruits employees of different gender.					
2.	I like my organization as all employees are treated fairly, irrespective of their gender.					
3.	I like my organization as my organization has a good policy of attracting and hiring women.					
4.	I like my organization as Women are equally involved in the organization's decision making.					
5.	I like my organization as the performance target set for men is higher than that set for the women.					
6.	I perform better while working with people of different gender.					
7.	I am positive about gender diversity in the workplace.					
<b>B.</b>	<b>Age Diversity Management</b>					
8.	I like my organization as my employer provides me equal opportunity for training and career development despite of age.					
9.	My leader includes all members at different age in problem solving and decision making.					
10.	The mentoring by older employees benefitted young employees in acquiring job skills.					
11.	I perform better while working with people of different age.					
12.	I am positive about age diversity in this workplace.					
<b>C.</b>	<b>Ethnic Diversity Management</b>					
13.	My organization recruit's employees of different ethnic group.					

14.	My organization has a good policy of attracting and hiring minorities.					
15.	My organization is concerned about culture and values of the employees.					
16.	At work I developed high self-esteem due to my ethnicity.					
17.	Ethnicity difference in different work groups does not encourage conflict.					
18.	My organization includes all members of different ethnicity in making decisions.					
19.	I perform better while working with people of different ethnicity.					
20.	I am positive about ethnicity diversity in this work place.					
<b>D.</b>	<b>Education Diversity Management</b>					
21.	My Organization recruit employees on the basis of education background and it help in organizational Performance.					
22.	The difference in education background does not encourage conflict.					
23.	My Leader includes all members at different education level in problem solving and decision making.					
24.	My organization gives equal treatment when it comes to the diversity of education background.					
25.	I have found it very good to work with people from different education background.					
<b>E.</b>	<b>Marital Diversity Management</b>					
26.	My organization has a workforce of diverse marital status.					
27.	Marital status also determines the behavior of my workmates.					
28.	I have found it very good to work with people of different marital status.					
29.	My organization prefers married women less than married man.					
30.	I have no challenges working with people of different marital status.					
<b>F.</b>	<b>Organizational Performance Management</b>					

31	Organization has overall attractive compensation package.					
32	Organization values the career growth and development of its employees.					
33	Organization recognizes and appreciates good team work.					
34	Organization values the individual differences.					
35	Organization emphasizes enhancing its brand image					

Thank you very much for your kind information and cooperation.

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