

EFFECT OF WORK FORCE DIVERSITY ON EMPLOYEE PERFORMANCE AMONG ACADEMIC STAFF OF AFE BABALOLA UNIVERSITY

Author's Name: Olumide Gbenga Dada

Affiliation: Student, Department of Business and Entrepreneurship, School of Business and Governance, Kwara State University, Malete

E-Mail: olumidegbengadada@gmail.com

DOI No. – 08.2020-25662434

Abstract

The study determined the effect of labor force diversity on employee performance among academic staff of Afe Babalola University, Ado Ekiti-Ekiti, Ekiti State. The precise objectives are to look at the connection between gender diversity and employee performance; investigate the connection between age diversity and employee performance; evaluate the connection between ethnic diversity and employee performance and to assess the connection between educational background and employee performance. The info was collected from 100 respondents out of the population of 388 using purposive sampling technique with the help of five-point Likert scale close-ended questionnaire distributed to academic staff of Afe Babalola University, Ado Ekiti-Ekiti, Ekiti State. Data collected were analyzed through the adoption of easy percentage and regression (Statistical Package for Social Sciences) at 5% level of significance. The findings from the results of the analysis revealed that job force diversity has effect on employee performance, this is often shown by the parametric statistic ($R=0.331a$, $R^2 = 0.109$ and $Adj. R^2 = 0.100$) at 5% level of significance. However, the study concludes that Firstly, Age diversity use has no significant effect on academic staff performance at Afe Babalola University. Secondly; Gender diversity has significant effect on non-academic staff performance at Afe Babalola University. Thirdly, Ethnicity diversity has significant effect on academic staff performance at Afe Babalola University and lastly, Educational diversity has significant effect on academic staff performance at Afe Babalola University. The study concludes that researchers should achieve consensus on how workforce diversity is viewed and to develop a generally accepted definition of workforce diversity, thus allowing more researches to require place to explore more benefits and implications of workforce diversity towards organizational performance.

Keywords: Workforce, Diversity, EmployeePerformance, Academic, Age, Ethnic, Gender.

INTRODUCTION

Globalization requires plenty of interaction among people from various backgrounds because, individuals now not live and add narrow surroundings; as they're currently an element of a worldwide economy competing in nearly all a part of the globe (Patel, 2016). On these grounds, organizations are going to become more diversified so as to achieve competitive advantage by becoming more creative, innovative and receptive useful change. Workforce Diversity is growing everywhere the globe. The representation of minorities, women, people of various age groups etc. are increasing in organizations, thus changing the workforce makeup of the organizations. Diversity has been defined in various ways with different authors defining diversity by linking it to different dimensions. It's been defined in terms of gender, disability, age, race, ethnicity, religion and national origin (Wheeler, 2004). Some extended definitions also

include legal status, lifestyle, personality, sexual orientation, language, values, education, beliefs, tenure, economic status and geographical origin (Caudron, 2002). Thus diversity is stated as all the characteristics during which individuals differ in one or the opposite way (Hayles, 2006). Organizations nowadays not only have a various employee base but even have to face a various consumer base. The increasing trend of workforce diversity along racial, ethnic and gender lines, furthermore as an increasing percentage of the workforce that's below the age of 30 and over the age 55 have several implications for Human resource professionals, employees and company normally. This arises out of the prejudices that will persist, cultural insensitivity and language differences, increasing numbers of girls within the workforce and therefore the aging of the workforce. Although this research discussed the impacts of workforce diversity on employee performance, it's good to notice that diversity and equality are two concomitant principles a bit like time and space. Skaggs and DiTomaso (2004) argue that to grasp the impact of workforce diversity, scholars must consider the consequences of the distribution of valued and scarce resources, the relationships among people and groups, and therefore the compositional effects of the unit like job, occupation, firm, or society. These have significance on allocation decisions and evaluative processes that then result in labor pool outcomes like attitudes, behaviors, and material and psychic rewards. Diversity is therefore seen as how people's way of life differs in terms of individual characteristics they possess. This study therefore unravels the effect of labor force diversity on employee performance publicly organizations. The broad objective of the study is to look at the effect of labor force diversity on employee performance. the particular objectives are to look at the relationship between gender diversity and employee performance to analyze the link between age diversity and employee performance; to judge the link between ethnic diversity and employee performance and to assess the link between educational background and employee performance in a company.

LITERATURE REVIEW

Diversity means the mixture of workforce from different socio-cultural backgrounds working together in an organization (Evans & Henry 2007). It could be seen as the characteristics of a social grouping that reveals the degree of objectives or subjective differences existing among groups (Knippenberg & Schippers, 2007). Scott & Sims (2016) defined workforce diversity "as a strategy that promotes and supports the integration of human diversity at all levels and uses focused diversity and inclusion policies and practices to guide this approach in work environment. All these definitions simply show that diversity is all about these characteristics that make us different or similar to one another. In an organizational setting, a diverse workforce consists of a mixture of employees from various genders, ages, races, ethnic backgrounds, religious beliefs.

Many scholars have described different dimension of diversity. Some have divided these dimensions into two categories primary and secondary dimensions and some have divided into three categories primary, secondary and tertiary dimensions. Primary dimensions being the inborn dimensions which are not in control of the person and cannot be altered (Griggs, 2005). Secondary are those which can be changed like religion, marital status, level of education etc (Coats, Goodwin & Bangs 2000). Loden & Rosener (2001) has divided dimensions into two categories which include primary dimension (gender, ethnicity etc.) and secondary dimensions.

There are three categories of dimensions, Primary, secondary and tertiary dimensions (Rijamampianina and Carmichael, 2005). The primary dimensions include age, disability,

ethnicity, race and gender. The secondary dimensions consist of culture, sexual orientation, thinking style, religion, lifestyle, economic status, education, nationality, geographic origin, political orientation, language, family status and work experience. The tertiary dimensions include assumptions, beliefs, feelings, values, group norms, attitudes, and perceptions which are the nucleus of an individual's identity.

Work force diversity

According to Saxena (2014), workforce diversity is simply similarities and differences among the workforce in terms of cultural background, age, disabilities and physical abilities, gender, race, religion, and sexual orientation. Individuals are distinctive in not just race, sexual orientation, social culture, and mental attributes yet additionally in their preferences and points of view. Society had segregated on these viewpoints for a long time. Diversity influences the work to drive heterogeneous. Utilizing enhanced workforce is a need for each association however to oversee such broadened workforce is additionally a major issue for the administration.

Diversity involves how individuals see themselves and also others. These observations influence their engagements. For bigger groups of workers to work viably as an organization, human resource experts need to bargain successfully with issues as versatility, correspondence and change. Fruitful substances perceive the requirement for quick activity and will use human to oversee diversity in the work environment now (Michael, 2009). An association's intensity and achievement depend upon its capacity to know diversity and understand the outcomes. Successful firm effectively evaluate their treatment of labor environment diversity issues, create and actualize diversity strategies. An association utilizing a various workforce can supply more diverse answers for issues in, sourcing, administration and allocation of resources. Representatives from different associations bring singular encounters and talents and in proposing thoughts that are adaptable in adjusting to fluctuating customer demands markets (Chuang, 2014). According to Kinicki (2008), variation in pools of skills and experiences for instance language helps a corporation to supply quality services to customers globally. an outsized pool of qualified staff with required skills and experiences helps a corporation to fulfill the expectations, needs and desires of consumers. business organisation embracing diversity at their work places enhances employee performance and work productivity since staffs are motivated to figure. It facilitates the method of strategy implementation and thus increased revenues for the corporate. Successful organizations recognize the requirement for immediate action and are willing to spend resources on managing diversity within the workplace (Saxena, 2014).

Employee Performance

Organizational performance is that the limit of a company to proficiently accomplish their plans (Venkatraman & Ramanujam, 2006). One among the components that's measurable is employee performance by efficiency. Some studies are acquainting different strategies to assess firm performance (Prajogo, 2007). This incorporates the standard, amount, learning or inventiveness of individual towards the proficient works that are as per the duty amid a predefined period intrinsically, the appraisal frameworks must have some standard parameters which will be depended upon. Fernandez (2013) an enhanced employee's diversity contributes positively in organization and employee performance. a good diversity management involves considering cultural differences, ideas, skills and talents with a standard goal of enhancing performance at

individual and organization level. Hayles and Mendez (2014) noted that there's a correlation between best employee diversity and results. Compelling performance management is a key determinant within the accomplishment of association goals while augmenting the representative commitment (Cornelius, 2010). A performance evaluation system must be applicable, target to the activity and therefore the organization, and reasonable for all representatives and offer favors (Schuler, 2010). Work environment diversity researchers point to the danger of unreasonable impediment that's an obstruction to advancement into service whereby multicultural representatives are regularly seen as not having the proper skills to be in managerial level. This makes manufactured obstructions in light of organizational or attitudinal or predisposition that keep qualified people from upward mobility in their organizations (Makori, 2011).

THEORETICAL LITERATURE

Similarity/Attraction Theory

The similarity or attraction theory was advanced by Byrne Donn (1979). It alludes to the far-reaching inclination of people to be pulled in to people who have comparative objectives. Fascination implies needing for or jumping at the prospect to be round the individual. Distinctive measurements of likeness are examined, in both sentimental and kinship and settings. Comparability impacts have an inclination to be most grounded and most predictable for values, states of mind, allure, and action inclinations. Identity comparability has indicated weaker, yet at the identical time vital, impacts on attraction.

Social Categorization Theory

This theory was proposed by Haslam in 1997 also, it expresses that the conditions under which a person will see a group of people as a bunch and additionally the outcomes of seeing individuals in amass terms. In spite of the very fact that the hypothesis is frequently presented as a clarification of psychological group formation, it's all the more precisely thought of as general investigation of the functioning of classification forms in social recognition and association that addresses problems with individual way of life the maximum amount as groups problems. The theory was part created to handle queries that emerged in light of social character hypothesis about the unthinking underpinnings of social distinguishing proof. The unmistakable intergroup structure of group activities implies that such settings are regularly wont to outline self-categorization theory forms (Mcgarty, 2002).

Agency Theory

Agency theory was developed by Jensen Meckling in 1976. In workplace relationship, one party, called the agent, makes decisions and acts on behalf of another, called the principal. The agency theory attempts to summarize and solve problems arising from the link between a principal and an agent. Agency relationships are common in financial management, thanks to the character of the industry. When one person manages another person's financial affairs, workplace relationship exists by default. Understanding the agency theory's application in financial management can offer you greater insight as an investor, stockholder or aspiring financial professional. These problems emerge where the 2 groups have diverse interests and asymmetric information specified the employer cannot directly make sure that the worker is acting in his interest especially where the services useful to the employer are costly to the worker and where the constituents of the agent are exorbitant for the employer observe.

Empirical Literature According to Makokolo (2010), an ethnicity may be a tribalistic grouping. it's a way of common historic origins, common cultural practices and customary destiny. Makori (2010) opined that, studying how people relate is necessitated when the organization becomes more diverse along ethnic lines. Opstale (2009) stated that ethnic diversity have advantages yet as disadvantages. Jackson (2004) cited samples of ethnic diversity disadvantages as conflict and communication problems. When ignored the results may escalate from organization clashes to private and emotional conflict and adversely affect employee morale and thus poor employee and organization performance. Orestein and Isabella (1990) also argued that ladies don't adhere to the normal model of career development because women's careers are interrupted more frequently than that of men. This is often mainly thanks to childbearing and child rearing. per the researchers, the final idea is that, thanks to the relatively disjointed character of women's career development, which is principally caused by more interruptions, the influence of professional tenure on their performance are less strong than it's for men. Cohen (2000) contended that a rise during a type of information structures as reflected in several instructive leads to an absorptive capacity of the firm. Jehn and Bezrukov (2004), noted that information diversity variety, as an example, education and functional areas were emphatically identified with genuine work amass exhibitions, despite the fact that the relationship was interceded by errand struggle. Cohen (2000) however noted that instructive foundation can likewise adversely influence group performance and social mix in groups. Horwitz (2005) found that heterogeneity in training level was related with turnover goal. Jehn and Bezrukov (2004) noted that wide contrasts in educative foundation prompted increment in tasks related verbal confrontations among work groups. There were additionally positive generalizations about old laborers that they were viewed as being more reliable (Cohen, 2000), experienced (Jehn and Bezrukov, 2004). Along these lines, the value old heterogeneity may be repaid with its potential advantages. By having workers of varied ages, a firm can shape and carry on better associations with clients from various age groups. A heterogeneous age gathering of employees would during this manner be more profitable than a homogeneous people (Makori, 2010).

METHODOLOGY

The study adopts a descriptive survey research design on the effect of labor force diversity on employee performance among academic staff of Afe Babalola University, Ekiti State. the entire population for this study is 388 academic staff of Afe Babalola University, Ekiti State. The sample size was 100 which were selected using the purposive sampling technique. The primary data used were collected through the utilization of structured questionnaire administered on the respondents with a view to gather relevant first-hand information needed for the study. The statistical tools adopted during this study include descriptive statistics and include percentages, tables and statistical distribution and it described the demographic variables of the respondents and response to every item on the research instrument and for the aim of information analysis, correlation and multiple regressions is used.

Model Specification

To express the model of multiple regressions in equation modified to suit the first hypothesis adapted from the work of Angahar and Alematu (2014):

$$Y = B_0 + B_1 + B_2 + B_3 + B_4 + e$$

To be estimated as:

$$Y = B_0 + B_1 (GD) + B_2 (AG) + B_3 (ET) + B_4 (ED) + e \dots\dots\dots(i)$$

Where,

Y = Work Quality

B₁ = Gender (GD)

B₂ = Age (AG)

B₃ = Ethnic (ET)

B₄ = Educational (ED)

B₀ = Intercept of the Regression Line,

e = Error Term

DATA ANALYSIS AND INTERPRETATION

Interpretation of results

Table 1: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	0.331 ^a	0.109	0.100	0.819

a. Predictors: (Constant), Gender (GD), Age (AG), Ethnic (ET), Educational(ED)

b. Dependent Variable: Employee Performance (Work Quality)

According to the model summary in Table 1, the R (correlation Coefficient) gives a comparatively weak positive value of 0.331^a; this means that there's a moderate correlation between the proxies of labor force diversity and employee performance among academic staff of Afe Babalola University, Ado-Ekiti. The R square (R²) could be a portion of the whole variation within the variable that's explained by the variation within the independent variables. From the results obtained, R square is adequate 0.109, this means that there's a major and positive but weak linear relationship between the proxies of labor force diversity proxies and employee performance among academic staff of Afe Babalola University, Ado-Ekiti, the variables employed; Gender, Age, Ethnic, Educational can only account for 10.9% employee performance, this can be further proven by the adjusted R square (Adj. R²) that shows the goodness of fit of the model which supplies a price of 0.100, implying that when all errors are corrected and adjustments are made the model can only account for 10.0% of employee performance.

ANALYSIS OF VARIANCE ANOVA

Table 2: ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	4.980	4	1.245	11.834	.000 ^b
	Residual	40.605	386	.105		
	Total	45.584	390			

a. Dependent Variable: employee performance (work quality)

b. Predictors: (Constant), Gender (GD), Age (AG), Ethnic (ET), Educational

An analysis of variance (ANOVA) is employed to check whether there's a big linear relationship between workforce diversity and employee performance among academic staff of Afe Babalola University, Ado-Ekiti, and also the analysis of variance table showed moderate level of significance. The F test is employed to check the significance of a model by comparing the F calculated with the F tabulated, the comparison is finished on the table 3.

Table 3 F-test

F calculated	F tabulated	Ho	Hi	Remark
11.834	8.751	Reject	Accept	significance

Source: SPSS output

It might be noted from the table 3, that the calculated value of F distribution gives a worth

greater than the F tabulated. Hence, we accept H_1 and reject H_0 . in line with table 3, the P. value is 0.000b, which is a smaller amount than the alpha value (0.05) this means that the link is important. Since p value (0.000b) < α (0.05), null hypothesis H_0 is rejected while accepted otherwise meaning that the link between workforce diversity variables and employee performance is statistically significant at 5% level of significance.

Régression Coefficients Analyses

Table: 4: Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.
	B	Std. Error	Beta		
(Constant)	3.555	0.300		11.843	.000
1 Gender (GD)	-0.053	0.038	-0.067	-1.394	.164
Age (AG)	-0.091	0.028	-0.156	-3.223	.001
Ethnic (ET)	0.076	0.026	0.139	2.880	.004
Educational (ED)	0.258	0.049	0.255	5.270	.000

a. Dependent Variable: Employee Performance (work output)

The coefficient table is a crucial table to elucidate the connection between workforce diversity and employee performance from the table 4, the constant coefficient gives a positive value of three.555 implying that if all independent variables are held constant, the speed at which workforce diversity in Ado-Ekiti will increase by 3.555 units. The beta coefficient for gender diversity variable within the model gives a negative value of 0.053 implying that there's significant but inverse relationship between workforce diversity and employee performance. 100% increase of gender equality among staff will necessitate meager 5.3% performance of employees. The beta coefficient old diversity within the model also gives a negative value of 0.091 implying that Age is inversely related employee performance, stating that a 100% increase within the variable won't necessarily result to 9.1% decrease in employee performance. The beta coefficient of ethnicity in Afe Babalola University gives a positive value of 0.076. This signifies that if all other variables held constant and there's efficient performance among academic staff of Afe Babalola University, Ado-Ekiti which is significantly associated with work output, ethnicity will result to 7.6% increase in employee performance. The beta coefficient of educational diversity among academic staff of Afe Babalola University, Ado-Ekiti incorporates a positive value of 0.258 which indicates that 100% employee performance. Base on the sig. column in table 4, the p. value for the customer support is 0.000 which is less than 0.05, indicating that the variable has significant relationship with employee performance.

The unstandardized beta coefficient is employed for the values of the numbers within the rectilinear regression equation. Theory explains that the next beta value indicate a greater impact of the variable (workforce diversity) on the variable (employee performance). The variable is ranked per the magnitude of the beta coefficient to work out which variable has the foremost significant impact on academic staff output. The equation takes the shape of $y = c + \beta_1x_1 + \beta_2x_2 + \beta_3x_3 + \beta_4x_4$. The β represents the regression coefficients, representing the quantity that variable y changes when the corresponding variable changes. The C is that the constant, the ratio of the beta coefficients is that the ratio of the relative predictive power of the independent variables. Therefore, the multiple correlation equation of this study is Employee performance = 4.802 + 0.258GD + 0.076AG - 0.091ET - 0.051ED Based on the result obtained, the availability of Educational Diversity attribute has the foremost significant impact on

employee performance, because it has the best beta value.

TESTS FOR THE SIGNIFICANCE OF PARAMETERS (T TEST)

The T test is a two tailed test used to test the significance of parameters and can be summarized in the table 5.

Table 5. Tests for the Significance of Parameters (T-TEST)

Variables	T-calculated	T-tabulated	Remark
(Constant)	11.843	1.761	Significance
Gender (GD)	2.394	1.761	Insignificance
Age (AG)	-3.223	1.761	Significance
Ethnicity (ET)	2.880	1.761	Significance
Education (ED)	5.270	1.761	Significance

Source: SPSS Output

Table 5. Revealed that except Age (AG) variable that's insignificance because its T-calculated is a smaller amount than T-tabulated, other independent variables; Gender (GD), Ethnicity (ET) and Education (ED) are all significant because its respective T-calculated is larger than T-tabulated. Hence, we reject the Ho (null hypothesis) and accept otherwise Hi (alternative hypothesis) for; Gender (GD), Ethnicity (ET) and Education (ED)), and accept Ho (null hypothesis) and reject otherwise for Age (AG).

DISCUSSION OF FINDINGS

The findings from the results of the analysis revealed that job force diversity has effect on employee performance, this can be shown by the parametric statistic ($R=0.331a$, $R^2 = 0.109$ and $Adj. R^2 = 0.100$) at 5% level of significance. However, the study concludes that Firstly, Age diversity has no significant effect on academic staff performance at Afe Babalola University. Secondly; Gender diversity has significant effect on academic staff performance at Afe Babalola University. Thirdly, Ethnicity diversity has significant effect on academic staff performance at Afe Babalola University and lastly, Educational diversity has significant effect on academic staff performance at Afe Babalola University.

CONCLUSION

Based on the results of the analysis, the effects of workforce diversity (gender, age, ethnicity and education background) towards employee performance in an Afe Babalola University is critical in most of the ways. All other objectives of the research are fulfilled apart from age which poses a non-significant effect on employee performance within the long term. This has made workforce diversity to become one among most well liked ways to judge employee performance in a corporation.

REFERENCES

1. Angahar, G.L., & Alematu, S. (2014). An Examination of the Nature and Correlates of Ethnic Harassment Experiences in Multiple Contexts. *Journal of Applied Psychology*, 85(1), 3-12.
2. Caudron, J. H. (2002). Demographic antecedents and performance consequences of structural holes in work teams. *Journal of Organizational Behaviour*, 28(2), 241-260.
3. Coats, C.K., Goodwin, M.N., & Bangs, B.A. (2000). Diversity and the creative capacity of organizations and teams. *Position Article Research Task 3.2 on Sustainable Development in a Diverse World*, University of Amsterdam, the Netherlands, 1-26.
4. Cohen, H. (2000). Context matters: a multilevel framework for work team diversity

- research. In J.Martocchio (Ed.), *Research in Personnel and HumanResource Management* (26,1–48). Greenwich, CT: JAI Press.
5. Cornelius, J. (2010). Towards a longer work life! Ageing and the quality of work life in the European Union. Finnish Institute of Occupational Health, Ministry of Social Affairs and Health, Helsinki.
 6. Davey, J., & Cornwall, J. (2003). Maximising the potential of older workers. *NZIRA Future Proofing New Zealand Series*, New Zealand Institute for Research on Ageing, Victoria University, Wellington.
 7. Evans, D., & Henry, J. (2007). Comparison of male and female leadership styles. *Academy of Management Journal*, 18(3), 645-650. <http://dx.doi.org/10.2307/255695>.
 8. Fernandez, P. (2013). The role of team identification in the dissimilarity-conflict relationship. *Group Processes and Intergroup Relations*, 9(4), 483–507.
 9. Gaertner, S., Mann, J., Dovidio, J., & Murrell, A. (1990). How does cooperation reduce intergroup bias? *Journal of Personality and Social Psychology*, 59, 692–704.
 10. Griggs, J. (2005). The labour market. In Boston and Davey (Eds.), *Implications of Population Ageing – Opportunities and Risks*. Institute of Policy Studies, Victoria University, Wellington.
 11. Hayles, A., & Mendez, R. (2014). Group problem solving. In Berkowitz L. (Ed.), *Advances in Experimental Social Psychology*, (Vol.49, pp.99-132). Academic Press, New York.
 12. Hayles, H. (2006). Diversity and productivity in production teams. *Working Paper*, Washington University, St. Louis.
 13. Jackson, K.A. (2004). A multi method examination of the benefits and the detriments of intragroup conflict. *Administrative science Quarterly*, 40, 256-282. <http://dx.doi.org/10.2307/2393638>.
 14. Jehn, G., & Bezrukov, B.F. (2004). Age and great invention. *NBER Working Papers* 11359.
 15. Jehn and Bezrukov. (2004). Risk taking during decision-making in normal volunteers changes with age. *Journal of the International Neuropsychological Society*, 10(4), 590-598.
 16. Knippenberg, C., & Schippers, W. (2007). Reverse mentoring, old dogs, new tricks. Retrieved 16 March 2014, from <http://www.hr.com/SITEFORUM>.
 17. Kinicki H. S. (2008). Gender demography and organizational performance: A two-study investigation with convergence. *Group and Organization Management*, 28, 127-147.
 18. Loden, D., & Rosener, P. (2001). Fit, equifinality and organizational effectiveness: a test of two
 19. Configurational theories. *Academy of Management Journal*, 36, 1196–1250.
 20. Makori, K. (2011). Some differences make difference: Individual dissimilarity and group heterogeneity correlates of recruitment, promotions and turnover. ; *Journal of Applied psychology*, 76, 675-689. <http://dx.doi.org/10.1037/0021-9010.76.5.675>
 21. Michael, T.C. (2009). Employee satisfaction in work groups with different gender composition. *Journal of Organizational Behaviour*, 18, 181-196.
 22. McGarty, N.L. (2002). Recent research on team and organizational diversity: SWOT analysis and implications. *Journal of Management*, 29, 801-30. [http://dx.doi.org/10.1016/S0149-2063\(03\)00080-1](http://dx.doi.org/10.1016/S0149-2063(03)00080-1)
 23. Makokolo, K. (2010). A field study of group diversity, group context, and performance. *Journal of Organizational Behaviour*, 25(6), 703-729. <http://dx.doi.org/10.1002/job.257>
 24. Opstale, O. (2009). Why differences make a difference: A field study and diversity, conflict, and performance. *Administrative Science Quarterly*, 44(4), 741-763.

<http://dx.doi.org/10.2307/2667054>

25. Orestein,R&Isabella,C. (2009). *Business Research* (3rd ed.). Palgrave MacMillan UK,188.
26. Patel, E. (2016). Ethnic diversity and economic performance. *Journal Economic Literature*, 43, 762-800. <http://dx.doi.org/10.1257/002205105774431243>.
27. Prajogo, R. (2007). Workforce diversity and organizational performance. *International Journal of Business and Management Invention*, 2(6), 36-41.
28. Wheeler, D. I. (2004). Cultural diversity: Implications for workplace management. *Journal of Diversity Management*, 2(4), 1-6.
29. Rijamampianina, D., & Carmichael, R. J. (2005). A field study of group diversity, participation in diversity education programs, and performance. *Journal of Organizational Behavior*, 25, 755-780.
30. Schuler, E. B. (2010). Working through diversity as a strategic imperative. *Diversity in the work place*. New York, NY: Guilford Press.
31. Skaggs, R., &DiTomaso, S. (2004). Does female representation on boards of directors associate with fortune's 100 Best companies to work for list?. *Business and Society*, 45(2), 235-248.<http://dx.doi.org/10.1177/0007650305283332>.
32. Scott, D.I., & Sims, J. (2016). Cooperation in ongoing organizations. *The Quarterly Journal of Economics*, 101(1), 33-50. <http://dx.doi.org/10.2307/1884640>
33. Saxena, S. E. (2014). Effects of race, gender, perceived similarity, and contact on mentor Relationships. *Journal of Vocational Behavior*, 50(3), 460-481.
34. Venkatraman, D.,& Ramanujam, P. M. (2006). Sex and sex dissimilarity effects in ongoing teams: some surprising findings. *Human Relations*, 58(2), 191-221.