

CHAPTER TWO

LITERATURE REVIEW

2.0 introduction

According to billions of dollars which is the entire amount that companies spend on diversity initiatives each year, according to some estimates. (Hansen, 2003). It is becoming more obvious that companies need to hire employees who reflect the diversity of modern society. It is one of the more crucial factors in assessing a company's capability to compete in today's market that the company is able to recruit and retain the best human resource talent available while taking into account the demographic shifts that are occurring in the workforce. It is becoming increasingly significant for businesses to achieve results in recruiting personnel from non-White and non-White female workers in the labor marketplaces of United States, European, and also numerous additional countries around the universe as the proportion of non-White and non-White female workers in these labor markets continues to grow. Additionally, it is becoming increasingly essential for companies to be able to keep the worker from such organizations on their payrolls. (Cox, 1993). Even if there isn't any hard evidence to suggest that there is a connection between the two, managers frequently inquire about the ways in which diversity and its management of it have an effect on the financial performance of businesses. This is the case even though there isn't any direct correlation between the two (Jackson & Joshi, 2004). Business owners and scholars are having a difficult time gaining a better understanding, over the course of the past two decades, of how the diversity of the workforce impacts firms, work teams, and individual employees. This is due to the fact that diversity in the workforce is a relatively new concept. This has been a particular challenge in the United States (Jackson & Joshi, 2004). It seems from the results of a number of empirical research that what businesses already know is particularly, that the anticipated benefits of diversity in the workplace do not instantly materialize, which is something that we know to be true (Jackson & Joshi, 2004). Several study findings (Jackson, Joshi, & Erhardt, 2003; Webber & Donahue, 2001) also found that different types of diversification are linked to higher expansion, increased policy decisions, and increased organizational effectiveness. This connection holds true for all types of diversity, not just ethnic or racial diversity. These benefits can be attributed to the fact that diversity can bring together people with different backgrounds and perspectives. Other studies have shown that different forms of diversity within teams and organizations. may occasionally There are indications that the presence of diversity can affect various. organizational processes, including connection, innovation, and issue approaches, according to Cox (1993), all of which are directly tied to performance. One example of such a process is the ability to solve problems. Additionally, Cox said that there is data suggesting that the presence of diversity may have an effect on performance. On the

other hand, Watson et al. (1993) discovered that, based on the research that was previously available at the time, it is fairly difficult to foresee the entire effect of The effects of cultural and racial diversity on group interaction and output. Richard (2000) conducted study with the intention of achieving a more in-depth grasp of the link that exists among multiculturalism and the efficiency of enterprises.. According to the findings of the research, the environment of functioning within a company is directly linked to the beneficial effect that inclusivity has on the accomplishments of the organization as a whole. There is a possibility that discouragements may emerge from both a company's different cultures and the results of its operations if the surrounding environment is not taken into account. This is because there is a correlation between the two. The findings not only shed light on the significance of They give insight into the organizational situations in which human capital variation could negatively impact business performance, as well as the background to a beneficial ethnic diversity influence. The findings, in other words, shed light on the positive as well as the negative implications that context might have on a beneficial ethnic diversity impact. To put it another way, the findings provide insight into the significance of context in relation to a positive impact brought on by racial diversity. Diversity may result in an increase in expenses, as well as the managers of firms that are not expanding or that are developing at a negative rate must be especially conscious of the operational ramifications that a conflict with variety and reduction may have. To get to the heart of the matter, the very same resources that provide certain businesses an advantage in the market may be detrimental to the success of other businesses. It is more difficult to develop the business justification for diverse culture than it is for other commercial matters due the facts regarding the affect variability have had on the bottom line are not methodically evaluated and recorded for quick accessibility and then use. This makes it more difficult to make the argument for differences. This is due to the fact that the details of how diversity affects a company's bottom line are more complicated. Because of this, putting together an argument in favor of diversity in the workplace is a lot more challenging (Robinson & Dechant, 1997). In light of the fact that it is not yet known whether or not efforts to improve diversity improve performance, there is an urgent need for an exhaustive assessment that will connect the many subfields of diversity research and give specific guidance for the future. This need has arisen in response to the fact that it is not yet known whether diversity efforts improve performance. According to Kochan et al. (2003), there is a need for additional research to be conducted to develop and evaluate specific treatments or experiments that attempt to create a favourable relationship between diversity and performance. In other words, the positive evolution of the correlation involving differences in achievement is more favourable.

2.2 Workforce Diversity

A workforce that is diverse is made up of a variety of people, each of whom brings something unique to the table in terms of their experiences, personalities, points of view, beliefs, and benefits that they bring to the organisation that they work for (Makokolo, 2015). According to Kreitner and Kinicki's (2001) definition of workforce diversity, it refers to the many ways in which employees of a firm compare and contrast the experiences they have had in the course

of their employment. It is possible to get an understanding of the workers' distinctive contributions to the company by comparing and contrasting the ways in which they are similar to and different from one another. According to Phelps (2013), diversity is defined as the mutual and amicable co-existence of employees originating from a range of sociocultural backgrounds inside an already established organization. This definition emphasizes the importance of diversity in the workplace. The more inclusive definition of diversity may take into account a wider range of aspects, such as but not limited to age, gender, color, religion, education, job experience, language, lifestyle, beliefs, outward appearance, and socioeconomic standing. This definition of diversity may also take into account a wider range of factors than the one presented here. Workplace diversity refers to a strategy that encourages and paves the way for the integration of a wide range of human characteristics at all levels. Workplace diversity employs policies and procedures that are founded on multiculturalism and inclusion in order to promote the aforementioned methodology within the working environment. According to Saxena (2014), one definition of workforce diversity is the similarities and differences that exist among members of the workforce with regard to their cultural backgrounds, ages, functional limitations and physical abilities, genders, races, religions, and sexual orientations. This definition can also refer to the similarities and differences that exist among members of the workforce in terms of their genders. Not only do individuals vary from one another in terms of gender, sexual orientation, social culture, and intellectual capabilities, but they also differ in terms of the interests and points of view that they hold. For a considerable length of time, these points of view were the source of a substantial schism in contemporary society. When there is variety present, there is an effect on the diversified driving function. It is essential for every company to make use of more competent employees; nevertheless, the administration of such a more capable workforce presents a substantial problem from an organizational standpoint. It is becoming more common practice to recognize diversity's value as an essential organizational resource and make use of it in order to provide superior service to customers or to keep a competitive edge (Kyalo & Gachunga, 2015). According to Omankhanlen and Ogaga-oghene (2011), the differences between individuals that exist within an organization and have the potential to have an effect on a position or relationship are examples of the kind of differences that constitute diversity in the workforce. These differences include age, gender, ethnicity, and education, to name a few. It is the practice of being aware of these differences while also being in an environment that is safe, welcoming, and compassionate. The issue of diversity in the workplace is one that is difficult to comprehend

because of its complexity and the politicization that surrounds it. According to the findings of the study that Emiko and Eunmi (2009) conducted, a rise in the diversity of workforce activities in the field of human resources leads to an increase in the overall productivity of staff members and the businesses that they work for. Steps that are important to take toward embracing and appreciating the numerous facets of variation that exist within the organization and are contained inside each person include respecting one another and moving beyond simply tolerance of those differences (Carrel, Mann, & Sigler, 2006). A varied workforce is the result of several distinct elements, the most notable of that include gender, age, race, and educational status. There are many other aspects that contribute to the diverse workforce. It is common knowledge that having a workforce that is comprised of a variety of people has a good influence on the overall productivity of the companies which employ them. Diversity promotes more innovative thinking, which in turn leads to more effective decision-making, which in turn increases the overall performance of the firm. Diversity is a positive feedback cycle. The form of link which occurs of both the two has been the subject of a great deal of investigation that has been carried out all over the globe in a variety of different study projects. Companies that do business on a worldwide scale often participate not just in multiculturalism but also in multinationalism, which further diversifies the personnel that they recruit. The level of productivity achieved by some types of multinational organizations is hindered by the huge amount of variation present in their operations. Geringer et al. (1989) came up with the theory that there is a positive association between the amount of international diversity of a corporation and that company's level of financial success. Diversity inspires the conception of a plethora of novel ideas, each one of which may be put to use in resolving any one of a number of issues or finding answers to a number of problems. When you engage in conversation with a wide range of people, you are exposed to a diversity of perspectives. These, in turn, provide you with a wide range of options on how to tackle difficult problems. It is essential to have a diverse workforce and to appropriately manage that workforce since the quality of the outcomes obtained from having a diverse workforce is directly correlated to the quality of its management. Having a diverse workforce and managing that workforce appropriately are both essential. It is possible that employees will feel more like a part of the firm if they put in more effort, regardless of where they came from. This, in turn, will enhance both the workers' productivity and the bottom line of the company. One of the numerous advantages that may be obtained via diversity management is this particular one. In addition to developing a culture that contributes to excelling beyond the capabilities of the competitors, it boosts levels of

innovation and output. In order to promote employee engagement and morale, which in turn leads to gains in performance and staff retention, an HR strategy that has been devised and planned puts significance on the diversity of the workforce. In spite of the fact that diversity in the workplace is frequently regarded as a quality that is desirable, it has been observed that the degree to which an organization is diverse may have varying consequences. This is the case despite the fact that the degree to which an organization is diverse is often seen as a desirable quality. If an organization's diversity rises over what is generally thought to be the ideal level, this may have a negative effect on the outcomes of the activities that the organization is responsible for. It has been shown that there is a correlation, if not a linear one, between the existence of people from different cultures working together inside a company and the performance results it achieves. This argues that allowing the diversity of an organization to increase beyond a certain point may result in undesirable repercussions if it is permitted on the way to continue to do so. Luis R. Gomez-Mejia and Leslie E. Palich embarked on a study in 1997 for the purpose of establishing whether or not there is a connection between the presence of cultural diversity and organizational performance and the level of success the organization enjoys. The reason for doing this research was to find out whether or not the performance of a company is negatively impacted by its culturally unrelated international diversity, as well as the degree to which the performance of a company is positively associated with its culturally related international diversity. The research, which was carried out on the firms that make up the Top 500 more than a 10-year span (1985–1994) and focused on predicting performance for culturally diverse organizations while controlling for specific organizational and industry factors, was carried out with the purpose of According to the findings, there is little evidence that cultural diversity has a significant impact on the performance of the company. Desere Kock (2003) carried out an additional study with the objective of determining the effect that having members from different cultural backgrounds has on the overall effectiveness of teams. The operational level work teams that are used in the South African security business were the focus of the study that was carried out. A well-structured questionnaire was used for the goal of gathering the information that was required. One hundred and ten people took part in the research study in its entirety. The data did not provide any evidence to support the hypothesis that cultural issues were a substantial barrier. This did not bring to light the existence of issues related to diversity that existed. The bulk of the conclusions centred on the critical role played by team leaders, who should obtain training in both leadership and diversity. It is essential for leaders of different teams to have this ability in order to properly manage their teams. In a

different piece of study that was carried out by Robin J. Ely (2004), the author investigated the ways in which demographic characteristics such as age, length of service, gender, and race influenced the overall actual quality of the workforce. The research was carried out on a total of 486 retail bank branches that may be found throughout the northeastern part of the United States of America. The study investigated the demographic distribution of the branches by employing a survey to gauge the attitudes and levels of satisfaction of the employees as well as archived data. In addition, in order to quantify the effectiveness of the branch, the research examined the bonus incentive scheme that was in place at the branch. According to the results, the presence of individuals belonging to a variety of ethnic and gender groupings did not significantly affect the overall performance. In addition, the duration of service as well as the age diversity of the workforce had a marginal effect on performance. The study that was carried out by Karen A. Jehn and Katerina Bezrukova (2004) demonstrated that inclusivity had a negative impact not just on personal skills but also on the success of teams; yet, the researchers found that it had a beneficial impact on the total bonus measure. As a consequence of the inclusion of a broad tenure pool, all three outcomes, namely individual performance, group performance, and reward outcomes, were enhanced. Diversity in terms of educational attainment has a negative correlation with individual and group performance, but diversity in terms of functional background has a positive correlation with individual and group performance and a negative correlation with bonus outcomes. In 1996, Julie I. Siciliano has undertaken a study on the link between each of the variety of board members and the functioning of 240 different YMCA organizations for her research. The purpose of the study was to determine the extent to which there was a connection between different types of people in an entire organization and their level of achievement. The efficiency of the organization was determined by looking at a number of different factors, such as its level of social and financial success, as well as the total amount of money brought in through donations and fundraising efforts. According to the results, a high degree of vocational variety makes a substantial contribution to a high level of social performance and fundraising success. There was a negative link between gender diversity with raising, even though there was a favorable correlation between gender diversity and social performance. It was shown that there was a strong correlation between the presence of age diversity and increased donation levels. In 2009, researchers Maran Marimuthu and Indraah Kolandaisamy carried out another study in which they attempted to investigate how the presence of racial and gender heterogeneity in executive teams influences the financial outcomes of certain Dahabshiil bank businesses. Specifically,

the researchers were interested in determining how the presence of diverse top management teams affected the financial performance of certain Dahabshiil bank businesses. The findings of the research, which included an assessment of secondary sources, revealed that there is no influence of gender and ethnic diversity among senior management on the financial success of organizations. In spite of the fact that the findings demonstrated the existence of such an impact, it was discovered that this is in reality the case. In 2014, Emma Garcia-Meca, Isabel-Maria GarciaSanchez, and Jennifer MartinezFerrero focused their attention on determining how the gender and nationality diversity of banks' boards of directors affects the performance of financial institutions. Specifically, they were interested in how these factors interact with one another. This research was conducted using data collected from a total of 159 banks located in 9 different countries between the years 2004 and 2010. The data indicate that diversity in terms of gender results in improved performance, however, diversity in terms of a nation results in decreased performance. When looking at the effects of investor protection and bank regulation, it was found that even though there is weaker regulation and lower investor protection, the diversity of board members has no effect on the performance of banks. This was discovered when looking at the effects of investor protection and bank regulations. During the course of researching the effects of investor protection and bank rules, we came across this information. A study that was carried out in 2015 on four Asian nations by Daniel C.M. Low, Helen Roberts, and Rosalind H. Whiting reveals that an increase in the number of women participating in boards of firms has a positive effect on performance; even so, the firms that have a higher number of women participating show a decrease in that positive effect. The study was carried out by Daniel C.M. Low, Helen Roberts, and Rosalind H. Whiting.

2.3 Employee performance

According to research carried out by Hawthorne and a large number of other studies that focused on the productivity of workers, it was discovered that workers who were happy in their jobs had higher job performance and, as a result, were more successful at keeping their jobs compared to those who were dissatisfied in their jobs. This was the conclusion drawn from the findings of these studies and a large number of other studies that focused on the productivity of workers (Landy, 1985). In moreover, it has been hypothesized that employees have a larger inclination to quit their employment if they are not happy with the work that they are doing, and as a consequence, they are less pushed to exhibit high levels of performance. When employees are content and pleased with their jobs, they tend to have higher levels of

productivity, and it is much easier for management to motivate top performers to meet challenging goals when those workers are content and pleased with their work. (Kinicki and Kreitner, 2007). It is impossible for an individual to be content in their job unless they have confidence in their ability to do the tasks assigned to them. This is something that may be addressed by developing more effective training programs. It is the responsibility of the senior executives, who have been given the authority to improve working conditions by understanding the part that various training approaches play in the process. As a consequence of this, there is a subsequent rise in both the degree of motivation and the level of performance in the workforce. According to Leonard-Barton (1992), an org that places a high value on knowledge as a means of gaining a competitive advantage over other businesses should construct a system that ensures continuous learning. Training is one of the most effective ways to accomplish this goal, and it is recommended that an organization that places a high value on knowledge do so. According to Pfeffer (1994), a staff that has received enough training is more likely to be successful in fulfilling performance objectives and developing a competitive advantage in the market. This is the situation when effective training increases the likelihood of success. Training is described as the process of enabling a person to carry out the duties of their work with increased effectiveness. As an outcome of this, training is seen as a crucial component of maintaining strategic command over the performance of one's people resources (Lawler, 1993; Delaney and Huselid, 1996). There have been a number of studies that have shown how crucial it is for training to have an influence on employee performance by enhancing the rate at which they learn (e.g. McGill and Slocum, 1993; Ulrich et al., 1993; Nonaka and Takeuchi, 1995; DiBella et al., 1996). The word "employee performance," which may be acquired via training, refers to advancements in an employee's direct knowledge, abilities, and capacities to carry out duties related to their profession, and as a result, creates higher employee engagement towards the aims of the organization (Huselid, 1995; Ichniowski et al., 1997). According to Kamoche and Mueller (1998), training ought to result in the establishment of a culture of increased learning, which, in turn, leads in an improvement in employee performance and, ultimately, results in a higher return on investment (in training) for the organization. Employee performance is a term that is used in the field of human resources and comprises all that is associated with the performance of employees who are employed by a company, corporation, or any other sort of business. It takes into account all of the factors that have an influence on employees' jobs and are connected to those jobs, regardless of whether these impacts are direct or indirect (employee performance, website). The performance of workers is essential to the

success of the company, and as such, the business will make every effort to help employees whose performance falls below expectations. There are five components that go into performance: planning and monitoring, developing, and assessing, evaluating, and rewarding, and finally rewarding. You will be responsible for creating strategies, detailing actions, and setting timeframes throughout the planning process in order to ensure that the goals you have defined are reached. During the monitoring stage, one looks at their goals to see how well they are doing in

accomplishing their objectives. This is done to find how successful the monitoring stage was. Monitoring entails regularly monitoring performance and providing employees and work groups with continuous feedback on how they are doing in terms of getting closer to reaching their goals. Monitoring also involves offering workers and work groups continuous input on how they are doing. Continuous monitoring gives managers the opportunity to evaluate the degree to which employees are meeting the criteria that have been set and, if required, to adjust any standards that are thought to be too burdensome or inappropriate. There is an expectation placed on an employee who is in the developmental stage of their employment that they will enhance any aspects of their performance that have been singled out as areas that need enhancement during the course of their time spent working at the organization. During the process of planning and monitoring the work, deficiencies in performance become evident, which paves the way for such deficiencies to be addressed and corrected. The purpose of the rating is to offer a clear and short overview of the performance of the employee. This might be helpful for analyzing performance over a period of time or contrasting the performance of various members of staff. At the end of the cycle, when businesses are at the stage where they are reaping the benefits of their labor, they have a need to know who among their employees has been the most productive. You will be lauded and rewarded at this juncture for your remarkable behaviour, such as performing above and above what was expected.

2.4 DIVERSITY IN ORGANIZATIONS

When one examines the demographics of the labour force in the United States and in a great number of other countries all over the world, it becomes abundantly clear that diversity management will be on the to-do lists of organizational executives. This is the case both in the United States and in these other countries. A diverse workforce that is skillfully managed may

give companies considerable chances for competitive advantage, according to notable academics as well as business leaders (Cox & Blake, 1991). It is difficult to obtain answers to this topic that can be relied upon due to the fact that individuals have many different methods of defining diversity, some of which are even in direct opposition to one another. It is not easy to find answers that are reliable to this question unless people define diversity in a variety of ways, and managers frequently wonder if diversity in terms of race, gender, ethnicity, or anything else can improve organizational performance. Meanwhile, it is difficult to find answers to this question because people define diversity in a variety of ways (Dass & Parker, 1999). Furthermore, as a result of the diversity, there is the opportunity to improve one's problem solving and decision-making skills, which may result in a new competitive advantage. This is something that would be really helpful to have. This observation is based on a line of thought that is somewhat similar to the concept that more diversity may lead to increased creativity. The logic behind this observation follows this line of thinking. When trying to discover a solution to a problem, it is postulated that varied groups have access to a bigger and more diverse body of experience from which to draw and that the availability of a diverse membership makes it simpler for organizations to engage in critical analysis (Cox, 1993).

2.5 GENDER

Diversity on boards ensures that there is a broad base of knowledge (Carver 2002), and boards that are comprised of individuals of varied genders, age ranges, and ethnic groups may be able to make use of the disparities to assist their company in achieving success (Rutledge 1998 in Andringa & Engstrom 1998). When compared to the other types of diversity that may be found on boards, the concept of gender diversity has received a disproportionate amount of attention, both in the public and the academic sectors (Erhardt et al. 2003). It has been said that women have "a deep and personal awareness of client bases and consumer markets (Stephenson 2004). According to Stephenson (2004), women in North America control 80 percent of household spending and buy more than 75 percent of all products and services. In regards, women make the majority of purchasing decisions. In fact, women account for the vast majority of workers in the world today. According to Carter et al. (2003), having a diversity of options would result in an increase in creative thinking and inventiveness, which, in turn, would contribute to effective decision-making. According to Carter et al. (2003), having a diversity of options would result in an increase in creative thinking and inventiveness, which, in turn, would contribute to effective decisionmaking. By relying on the findings of earlier studies,

Stephenson (2004) investigates the factors that contribute to why it is especially important for women to hold board positions (such as Adler 2001 and Catalyst 2004). To begin, studies have shown that boards that have a larger proportion of female directors pay more attention to audits, as well as risk monitoring and control. This is because female directors bring a different perspective to the table. Second, having women in positions of authority inside companies would aid firms in recruiting and keeping valuable female workers, as well as in cultivating positive attitudes among those workers. This would be a win-win situation for everyone involved. Third, women directors place an emphasis not just on financial performance measures but also on non-financial performance metrics like innovation and social responsibility. This contrasts with male directors, who primarily focus on financial performance measurements. This stands in stark contrast to male directors, who, as a rule, focus largely on quantitative indicators of financial success. Additionally, Daily and Dalton (2003) note that "Women's communication styles tend to be more participatory and process-oriented. They also contend, similarly to Stephenson (2004), that women in the United States account for a significant percentage of consumer purchases since only slightly more than half of the population in the United States is female. This is caused by the fact that women are more prefer to do their own shopping than males. They then pose the following question in light of this information: "Who better than a female board member to provide insights on the female customer?" As both Daily and Dalton have stated: (2003).

2.6 AGE

Age diversity, commonly referred to as AD, has recently emerged as one of the most significant difficulties that businesses in the vast majority of industrialized countries are now experiencing. As a consequence of a decline in the birthrate, a rise in prosperity, and an improvement in healthcare systems, the percentage of persons over the age of 60 who make up the population as a whole has increased (Sluiter, 2006). As a consequence of these trends, the pool of potential employees in their 20s and 30s will shrink, while the pool of potential employees in their 60s and older will grow (Tempest et al., 2002). Because of this, companies are forced to recruit employees at both the younger and older ends of the age distribution spectrum (Jackson et al., 1995), and they must also continue to employ a higher percentage of individuals in their later years (Kunze et al., 2011). A result of this, workers in organizations now come from a wide range of generational backgrounds, and the age gap between the youngest and oldest employees in most

companies is more than 25 years (Wegge et al., 2008). At the same time, age discrimination and ageism have become more prevalent in western countries (Nelson, 2005). This suggests that stereotypical ideas about the capabilities of certain age cohorts have provided a fertile ground for falsehoods about the effects of Alzheimer's disease. Therefore, in order for managers to make an informed assessment of the risks and advantages connected with AD, it is essential for them to obtain knowledge regarding the implications that AD has for the outcomes that teams achieve. Previous research that studied the relationship between AD and the outcomes of teams' seasons produced conclusions that were conflicting with one another (e.g. Bunderson and Sutcliffe, 2002; Kilduff et al., 2000; Pelled et al., 1999). As a consequence of this, it is not feasible to determine if AD has a positive or negative impact on the outcomes that the team has produced, or even whether it is significant. Even more recent meta-analyses, such as the ones carried out by Horwitz and Horwitz (2007) and Joshi and Roh (2009), were unable to discover a way to explain the unique person results. This is due to the fact that those studies grouped various diversity attributes, such as age, gender, and ethnicity, into diversity indices, such as demographic diversity, and then analyzed the relationship between these indices and aggregated team outcomes. Age, gender, and ethnicity were some of the diversity attributes that were used in those studies (Bell et al., 2011). The latest study is a quantitative analysis of the earlier studies on the connection between AD and the results of teams. We extend the work of previous researchers by focusing just on AD and addressing the need to think about the numerous varied traits separately. In doing so, we narrow the focus of our attention to AD (Van Knippenberg and Schippers, 2007). We investigate the role that AD plays in a wide variety of team outcomes, including as quality of performance, financial performance, innovation and creativity, effectiveness, satisfaction, and turnover, given that these are some of the most essential goals of working in a team setting. In similarly, these findings are representative of the extensive variety of activities that are often provided to teams. These tasks range from the mundane to the imaginative and ingenious, and they include the complete spectrum of obstacles that teams must continually overcome. In this, we conducted an analysis of satisfaction as well as turnover rates since both of these factors are important indicators of the quality of the work that is produced by a group of people working together. In addition, in order to widen the scope of previous research, we evaluate if the link between AD and team outcomes may be altered by a range of contextual variables. This was done so that we could answer the following question: (i.e. task complexity, type of performance evaluation, study setting, team size, age cohort).

2.7 EDUCATION BACKGROUND

According to research conducted by Tracy and Sappington (1993), employers often make the decision not to hire individuals whose level of education, experience, or training is seen to be inadequate for the position. This suggests that the educational backgrounds of employees are a key component of the degree to which they are employable. Workers will not be able to get employment or perform their tasks to the best of their abilities if they do not have a suitable educational background. In relation to this, Daniel (2009) found that the amount of education an employee has is closely associated with the individual's level of productivity. This is an important finding that complements the findings described above. If the individual has completed further levels of schooling, they will bring a better degree of productivity to the job. Moretti (2004) indicated that towns with a higher proportion of workers with tertiary degrees will be able to give better compensation to persons with all different levels of education. According to the findings of research that Glaeser and his colleagues carried out in 1995, a higher proportion of educated workers in a city is associated with higher rates of economic growth.

2.8 ORGANIZATIONAL PERFORMANCE

It is used as a representation for a range of transactional efficiency, input efficiency, and output efficiency parameters. Performance may be defined as the degree to which a person is able to fulfill the duties and responsibilities of their job within the context of the workplace. Efficiency in terms of production is another way of referring to performance. The concept of performance may be used in all facets of a company's operations, both within and outside of the company itself. Because the effects of present actions lay in the prediction of future outcomes, it is very important for businesses to do performance analysis on all aspects of their operations, whether it be financial, production, marketing, management, or general activities. This pertains to every facet of performance, including financial, production, marketing, and management responsibilities (Oparanma, 2010). On a regular basis, performance is something that each and every company, irrespective of how big or little it is, strives to achieve. The goal of growing one's business and achieving greater levels of success is shared by organizations of all sizes, from the very big to the very tiny. In point of fact, in order for companies to fulfill the everincreasing expectations of their client, they have little alternative but to grow on an annual basis, at the very least on a somewhat more modest scale. Performance may be described as the execution of work, the fulfillment of tasks, or the attainment of goals to a certain degree of

desired satisfaction, as stated by Ely and Thomas (2001). There are many different ways to understand how an organization is performing, but for the purposes of this thesis, we will look at it as the ability of an organization to satisfy the desired expectations of its two main stakeholders, which are its shareholders and its customers. There are many different ways to understand how an organization is performing, but for the purposes of this thesis, we will look at it as the ability of an organization to satisfy the desired expectations of its. There are a lot of different approaches to understanding how well an organization is doing, but for the sake of this thesis, we are going to look at it as. This is measured in terms of the following parameters: the level of satisfaction expressed by customers regarding the quality of products and services provided by the organization, as well as the level of satisfaction expressed by shareholders regarding the financial returns or profits generated by the operations of the organization. This level of satisfaction is expressed in terms of the organization's overall performance. The degree to which an organization is effective in fulfilling the objectives it sets out to achieve is referred to as the organization's perceived level of performance in terms of achieving those goals (Mitchell, 2013). In part due, Watson, Kumar, and Michaelson (2014) state that organizational performance accounts for organizational effectiveness in addition to the internal performance outcomes that are typically associated with more efficient or effective operations and other external measures that relate to considerations that are broader than those simply associated with economic valuation. Furthermore, these authors state that organizational performance accounts for organizational effectiveness in as well as the internal performance outcomes that are typically associated with more efficient or effective operations. They claim that each of these aspects is included in the overall success of the company (either by shareholders, managers, or customers). It is essential for businesses to guarantee that they generate a profit from each and every one of the commercial activities in which they participate. For this reason, organizations are implementing quality decision-making in order to boost the organizations in terms of motivating morale of the employees and making them put more effort into discharging their duties, which will ultimately result in an increase in the amount of profit that the organization makes. In other words, organizations are implementing quality decision-making to boost the organizations.

2.9 WORKPLACE DIVERSITY CHALLENGES

In the same way that there are positive aspects of diversity in the workplace environment, there are also negative aspects of diversity in the workplace environment, both of which have the potential to generate problems for a department and, more importantly, for an organization as a whole. It is possible to detect a large number of difficulties, each of which has the ability to impact the functioning of a firm in an unfavorable manner. The first obstacle consists of difficulties with communication in the workplace and the ways in which the performance of workers might be negatively impacted when these communication issues are not adequately addressed. Because of the significant impact that it will have when employees are unable to interact with one another due to differences in language, employers should take immediate action to remove any barriers to communication that may exist in their place of business. The reason for this is the significant impact that it will have when employees are unable to interact with one another due to differences in language. This will not only have a huge influence on the environment of the workplace, but it will also have an effect on the organization as a whole. Dealing with personnel who are unwilling to adapt to new ways of doing things is one kind of challenge that a firm could face. This is a potentially challenging circumstance. In their occasional stubbornness, some of the staff members are refusing to comply with the new restrictions that are being developed by the company. These are the kind of workers that despise their managers and want revenge against them by directly causing harm to the company as a means of demonstrating that they are dissatisfied in their jobs. Discrimination in the workplace based on a person's culture or race is the last barrier that has to be overcome. Even while it is disheartening to think that certain firms sometimes show favoritism among their employees, the reality is that this does occur at some corporations. There are certain supervisors and managers that favor one particular employee or group of workers more than others in the workforce. This is harmful to the well-being of a business for the simple reason that the foundation of a powerful team is equitable and equal treatment of all members. Without a powerful team and individuals that work together effectively, there is little chance that a business will be profitable for a sufficient length of time. Workers who know the work will be pushed down by bosses who climb the ladder by favoritism because those bosses will feel threatened. Workers who know the job will be put down by bosses who climb the ladder via favoritism. Over this, the great majority of those workers will be required to leave the firm and find employment with other businesses whose owners are interested in higher levels of

productivity. In conclusion, supervisors who dislike or envy one of their workers have the propensity to rally the rest of their workforce against that worker, which results in the creation of a hostile environment in which that work is required to perform their job duties. When it comes to some companies, diversity is nothing more than a sham since the motivation behind it is almost always the company's wish to avoid legal action rather than a real need to develop a workforce that is more representative of society as a whole. They are just using a technique in order to put on a public relations show, but they have very little or no actual attention to the underlying principles that are essential for diversity training or implementation.

2.9.1 WORKPLACE DIVERSITY SOLUTIONS

When trying to discover a solution to a problem, the first step that must be taken is to zero in on the most pressing concern at hand. It is anticipated that diversity in the workplace would eventually become a characteristic that is taken for granted among the labor force. Because of this, companies will be compelled to establish diversity management action plans that are more successful in order to better react to the changing nature of the corporate environment. In order for companies to successfully compete in the future, they will not only need to learn how to effectively manage a varied workforce, but they will also need to develop diverse workplaces and/or learn how to efficiently do it themselves. In the subsequent sentences, the author will address both of these concerns, as well as provide practical advice that companies can put to use in order to effectively manage diversity in the workplace and offer answers to typical problems that might crop up in such an environment. In addition, the author will provide advice that businesses can put to use in order to effectively manage diversity in the workplace. In today's culture, diversity in the workplace is receiving more attention than it ever has before. This trend is expected to continue. In order for businesses to properly adjust to the altering nature of the business environment, they need to take swift action in reaction to the growing change. Only then will they be able to successfully adapt. Because it has become a more significant force in the modern business world, companies will need to rethink and eliminate any preconceived beliefs about the previously considered understanding of diversity management. These companies will need to do this but since diversity management has developed into a more significant force. In general, management will need to make strategic investments and devote a significant amount of resources to diversity management in order to better equip their organizations to deal with the challenges that are associated with having a diverse workforce. This is necessary in order to better equip their organizations to deal with the

challenges that are associated with having a diverse workforce. "In order to foster a culture of diversity that is prevalent throughout the firm in all of its departments and activities, a strategy must be devised and put into effect" (Greenberg, 2012). According to the advice that were provided by Greenberg, in order for a business to properly manage diversity in the workplace, there are two vital things that the company must take care of Evaluation and implementation of a wide range of workplace regulations and circumstances. An investigation on the current status of diversity in the working world. Your company's management system has to include the process of analysing and reviewing the diversity process as a crucial component in order for your business to succeed. The management team at your company could find this information helpful in deciding even if there aren't any obstacles or impediments to diversity in the workplace, as well as whether or not any rules need to be introduced or eliminated. On a quarterly basis, provide employees flash cards on which they may write the names of the employees who are the most significant to them. It is essential to maintain attention with regard to the employee whose name does not appear on the majority of the playing cards. It is essential to engage in conversation with this staff member in order to get clarity on what is taking place. You will be able to tell, if you do so, whether or not there is bias and if or not there is a conflict going place. A strategy for fostering inclusiveness in the workplace and a plan for putting it into action a. It is very vital for the executive team and the management team to show their personal passion to the organization. It is of the highest significance for individuals in positions of power and management within organizations to make certain that diversity policies are included in each and every aspect of the operations and objectives of the company. The strategy for a varied workplace has to be implemented at every level of the company if diversity management and workplace strategy as a whole is going to be successful. The following is a list of some of the tools that Mclaren (2012) suggested be used: Ensure that employees at all levels get training on problems pertaining to diversity. During the processes of hiring, evaluating, and firing employees, it is important to set diverse practices as well as long-term objectives. Permit workers to network with one another based on their shared affinity for their backgrounds. Learn together in small groups by holding learning sessions. During these meetings, workers communicate with one another the ways in which the distinctive ideas, cultures, and traditions that each brings to their jobs as well as their personal lives influence those lives. It is important to: encourage employees to confide in their superiors about problems of discrimination; carefully analyze the diversity at each employment rank and level; reward the attainment of diversity goals on occasion; develop training for diversity leadership; actively

promote the successes of diversity and promote diversity in general; reward the attainment of diversity goals; and promote diversity in general. In addition, it is essential for companies to give training on cultural diversity in the workplace, not only for senior management but for every single person in the workplace. This includes training on how to effectively communicate with coworkers who come from different backgrounds. If employees get education and training in cultural diversity, it's possible that they'll be more equipped to understand and tolerate the cultural differences that exist among themselves and among each other. Workers are better able to comprehend how to communicate with one another and how to collaborate to achieve the goals of the company when they have received training and education in cultural diversity. In education and awareness training relevant to cultural diversity, employment standards that ban discrimination in the workplace should also be included. This particular facet of cultural variety has to be given a high level of importance. Your company already has the necessary tools to effectively cultivate an inclusive and varied working environment for its staff members. When a business puts in the effort to address the problems and issues that are unique to their own organization, diversity is certain to have a positive impact on the bottom line of that business. In similar, when an organization fully comprehends the significance of making an investment in diversity management and the ways in which doing so would profit the firm as a whole, that organization will, without a doubt, taste the delicious fruits of the investment they have made. This happens because the organization will have fully comprehended the significance of making an investment in diversity management and the ways in which doing so would benefit the firm as a whole. People need not be forced into attending diversity training out of fear of being taken to court; rather, it should be a vigorous and choice activity that they engage in. It is not a caution that should be taken to safeguard companies from getting into trouble and should not be seen as such.

2.9.2 DIVERSITY MANAGEMENT

One definition of diversity management is the process of developing and implementing organizational structures and human resource practices with the intention of capitalizing on the benefits of variation while mitigating the risks that may be associated with such diversity (Cox, 1993). Some individuals are under the impression that diversity management necessitates a concentration on the whole organization rather than on particular strategies directed at underrepresented groups. On the other hand, this is not the situation. This strategy has the advantage of avoiding some of the negative effects that could be the result of affirmative action

because it strives to create an environment in which all workers, including white males, are able to perform to the best of their abilities. This is one of the advantages that this strategy offers. One of the reasons why it is appealing is because of its feature (Wrench, 2005). One other concept that lends support to diversity discourses is the assumption that economic rather than ethical reasons are what are essential in order to facilitate change over the long term (R. R. Thomas, 1990; Wrench, 2005). Evaluation of an organization is often prepared for and carried out by diversity specialists and consultants who are experts in the topic as part of the framework of the diversity management approach. Because the supporting evidence for these for-profit projects is seldom made available in the public domain, some people have theorized that the evidence base supporting these programs is very weak (Fine, 1996; Ivancevich & Gilbert, 2000). In the body of work that was dedicated to diversity management, there was very little discussion of diversity organizational assessment or auditing. This may be at least partially attributed to the fact that this scenario was present. Companies can use positioned studies as a helpful starting point when planning diversity-related activities and determining where there are gaps in the present practice because positioned studies detail the procedure of conducting an assessment, which serves as a helpful starting point for companies to employ (Cox, 1993; Mathews, 1998; R. R. Thomas, 1999); Kossek & Zonia, 1993; Dreachslin, 1999; Fine, Johnson, & Ryan, 1990; Mathews, 1998; R. R. Thomas, 1999). On the other hand, despite the fact that it is a recommended practice in human resource and organizational development theory (Cox, 1993), it appears that organizational assessment has been pushed to the side in favour of other strategies in terms of diversity and research agenda. This is despite the fact that it is a recommended practice in human resource and organizational development theory (Cox, 1993). This shortcoming may also be the result of an undue focus that was put, rather than the settlement of structural issues, on the transformation of human attitudes and behaviors (Kalev, et al., 2006). It is probable that this is the reason why diversity training, which is arguably easier to give and analyze, is the strategy that is now being used the majority of the time.

2.9.3 RELATIONSHIP BETWEEN GENDER AND EMPLOYEE PERFORMANCE

When seen from the perspective of society as a whole, the topic of gender diversity in organizations today is one that elicits a significant amount of discussion. This is owing to the fact that gender diversity in organizations has both positive and negative effects on how effectively corporations function, as well as an influence on the number of advantages and

drawbacks that are experienced. To begin, having women represented on corporate boards and in senior management roles might lead to a more in-depth knowledge of the industry. This can be accomplished by matching the diversity of a company's directors to the diversity of its potential customers and employees, which in turn increases the company's ability to break into new markets (Carter et al. 2003; Campbell and M'nguez-Vera 2008). In this way, the company's ability to enter new markets is increased. A board that is more diverse provides a greater diversity of viewpoints, and as a consequence, a bigger number of possibilities to examine, which, in turn, leads to more effective problemsolving. This is due to the fact that diversity fosters an environment inside the organization that is conducive to creativity and innovation, as well as one that will result in more efficient problem-solving (Rose 2007; Welbourne et al. 2007). Likewise, the presence of gender diversity on boards may be able to send positive signals to markets, such as labor, product, and capital markets, by providing a higher degree of legitimacy to corporations and improving their reputations. This is because the presence of women on boards improves the likelihood that decisions will be made by a more diverse group of people. This is due to the fact that enterprises get a higher level of legitimacy when they have diverse boards of directors (Carter et al. 2007; Rose 2007). According to Adler (2001), Carter et al. (2003), Carter et al. (2007), and Adams and Ferreira (2004), researchers discovered a positive influence of the proportion of women on boards of directors on corporate value, which was measured by Tobin's Q. These authors concluded that diversity is associated with greater financial performance. These academics largely focused on implementing panel data approaches for US-based organizations. Carter et al. (2007) emphasize this positive association, pointing out that gender diversity has a favorable influence on financial performance primarily via the audit role of the board, and they emphasize that this relationship is a cause for optimism. They point out that gender diversity has a positive influence on financial performance via the audit role of the board, and they focus that this relationship is a cause for optimism. When compared with findings from other countries, such as Denmark, the outcomes are the same or quite comparable (Smith et al. 2006). Other studies (Erhardt et al. 2003; Jurkus et al. 2008; Krishnan and Park 2005; Garc'a Sa'nchez 2010a) have studied this impact on accounting measures of corporate performance, such as margins and returns, showing a positive effect of diversity due to higher effectiveness in the monitoring function of boards. This effect is attributed to the fact that diverse boards have a greater number of perspectives to draw from. This impact may be linked to the fact that diverse boards have access to a broader variety of viewpoints from which to choose. In spite of this, a number of studies that were carried out in

the United States came to the conclusion that gender diversity did not have an effect on performance when using either indicator of market value (Richard 2000; Kochan et al. 2003; Ellis and Keys 2003; Farrell and Hersch 2005) or accounting performance measures (Richard 2000; Kochan et al. 2003; Ellis and Keys 2003; Farrell and Hersch 2005). (Farrell and Hersch 2005). (e.g. Shrader et al. 1997). According to the results of such research, there are no substantial differences in the direct affects that are experienced by either gender. This holds true regardless of which gender is being considered. Researchers in Denmark (Rando y et al. 2006; Rose 2007), Sweden (Du Rietz and Henrekson 2000), Norway and Sweden (Rando y et al. 2006), and Spain (Jimeno de la Maza and Redondo Cristo'bal 2007; Campbell and M'nguez-Vera 2008) all came to the same conclusion: there was no significant effect. These findings were published outside of the United States. Studies that were carried out in Norway (Bohren and Strom 2005) and Denmark (Rose 2004) reached the conclusion that increased diversity may result in a decline in the efficacy of boards, which can lead to a fall in the value of a corporation. According to the findings of these research, even in these nations, there have been instances when diversity has had a negative impact on performance. These results may be explained by the fact that boards with more varied memberships have a tendency to take longer to make decisions, and as a result, boards with more diverse memberships may not be as successful as boards with more imilarity. This is particularly the case if the firm in question works in a very competitive environment, one in which the capability to react quickly to developments in the market is an issue that is seen as being strategically vital (Erhardt et al. 2003; Smith et al. 2006). On the other hand, there have been some thoughts lately about the potential existence of elements that may have an influence on this connection. These things may have an effect on the relationship. In this respect, it would seem that there are two significant factors that need to be taken into consideration: the business environment (Jurkus et al. 2008), and the appropriate composition of team groups (Litz and Folker 2002).

2.9.4 RELATIONSHIP BETWEEN AGE AND EMPLOYEE PERFORMANCE

According to Winnie (2008), children and adolescents who are still in their early years have a stronger tendency to be receptive to new experiences and ideas since they are still in the process of developing their identities. People who are older and have had more experiences in life have a greater degree of maturity and are better at finding solutions to issues than younger people who have had fewer life experiences. In contrast, the researcher pointed out that the data

collected from western nations revealed that older workers and younger employees of western companies needed to work together in order to develop a coherent and effective corporate culture. These values, which are held by persons of diverse ages, have the ability to complement one another inside enterprises, which often results in greater corporate performance. The results of her study showed that people of varying ages bring unique qualities to the workplace, and these qualities have the potential to enhance one another, leading to an improvement in performance on the whole. Her research also demonstrated that individuals of varying ages bring unique qualities to the workplace. In similar to this, there is a negative influence on individual productivity even when it is analyzed independently due to the wide range of ages present in the workforce. When it comes to regular occupations, the presence of greater age diversity is associated with higher expenses, but there are no big benefits that can be derived from this variation in ages that might counteract these increases. This is due to the fact that age diversity has a bad effect on the productivity of a workforce. As a result, an increase in the age diversity of the workforce often results in a fall in productivity for companies that engage in kinds of labor that include repeated motions (Gellner and Veen, 2009). In a similar vein, Joshi and Jackson (2008) discovered that there was no major effect of age diversity on employee reports of team processes or objectives as a measure of team performance. This was the conclusion reached by Joshi and Jackson.

2.9.5 RELATIONSHIP BETWEEN EDUCATION BACKGROUND AND EMPLOYEE PERFORMANCE

The investigation and analysis of the link that exists between the diverse educational backgrounds of employees and the degrees of success that they experience in their individual occupations is the primary purpose of this study. According to the findings of this investigation, there is a beneficial and, at the very least, somewhat significant correlation between the various educational backgrounds of workers and the level of performance achieved by the workforce as a whole. This correlation is beneficial because it suggests that more educated workers will produce better results. The result that was achieved demonstrates a good relationship between educational background diversity and employee performance, as shown by the findings of past research. The results of this study's conclusion are comparable to those of previous studies (Elsaid, 2012; Mwatumwa, 2016; Zhuwao, 2017). The influence that the independent factors (age, gender, and educational variety) have on the variable that is being examined, which is the dependent variable, is the primary focus of the fourth goal (Employee performance). The fifth

and most important objective of this study is to evaluate the influence that independent qualities (such as age, gender, and educational background) have on a dependent variable. This will be accomplished by studying the relationship between these variables. The following are some examples of these separate components: (Employee performance). The findings suggest that there is a positive relationship between the independent factors (age, gender, and educational background) and the variable that is being investigated (the dependent variable in this case). In this particular study, the education level serves as the dependent variable (Employee performance). The data that was collected show evidence of a favourable impact, which is consistent with the results of research that were conducted in the past (MAINGI, 2015; Ogbo et al., 2014).

2.9.6 THEORETICAL FRAMEWORK

The goal of the literature review on diversity and performance was to develop a framework that might provide support for the interactional model of the impact that diversity has on

GENDER

AGE EMPLOYEE

PERFORMANCE

EDUCATIONAL

BACKGROUND

individual career outcomes as well as the effectiveness of organizations. Using this approach, we would be able to better tie diversity to the success of our organization. The conceptual framework that we present lends credibility to the concept of conducting a requirements analysis that evaluates the diversity environment prior to any efforts being made to implement a diversity initiative and training program. This is because our presentation supports the credibility of the concept of evaluating the requirements for diversity in the environment. The framework that was provided was derived from the literature review that was conducted, and the objective of the model is to provide academics and practitioners with a framework that would allow them to construct diversity initiatives on the basis of a needs assessment and empirical research. Experts have shown, and the conclusions of their research have been published in academic publications, that there are four components of workforce diversity that

have a major influence on employee performance. Because of this, we came up with a framework, which is going to be presented in the subsequent sentences.

FIGURE 2.9.2 CONCEPTUAL FRAMEWORK OF THE RESEARCH

Independent variable dependent variable

AGE Employee

GENDER Performance

Educational background.

2.9.7 MULTICULTURAL THEORY

In order to have a debate about multicultural philosophy that is relevant, one must first grasp that the idea of multiculturalism itself has its roots in psychological and sociological points of view. This is a prerequisite for having such a conversation. There is a direct link between multiculturalism and the ideas that people have, the experiences that they bring into their environment, and the way that individuals respond to the groups that are present in these situations. This link has been established. One definition of culture is "the system of common attitudes, ideas, customs, and behaviors that members of a society use to manage their interactions with one another and with the outside world." Culture may be described as the system of shared attitudes, ideas, traditions, and behaviors. Self-exploration in different cultures teaches us that our perspectives are unavoidably limited and skewed and that they are dependent on the experiences that we have had in our own lives. The development of personal growth in the form of increased contact with members of other groups and the cultivation of an understanding of the viewpoints of those members is necessary for the establishment of guidelines for multiculturalism. To acquire a multicultural mindset, one must, in essence, stop referring to people of other cultures as "them," and instead consider them as "us" (Fowers & Davidov, 2006). When it comes to defining multiculturalism within the context of the social work profession, there are at least three primary schools of thought that may be distinguished. Cultural pluralism, the cultures of people of color, and the cultures of groups at risk are all included in these schools of thought. To put it another way, cultural pluralism means that the society in question is culturally pluralistic, which simply means that it is home to a number of distinct cultures. A society should not be described as having a single overarching culture but rather as having a culture that is comprised of a great number of cultural subgroups that can be

easily identified in addition to having a national culture. This is the primary premise that underpins the definition of multiculturalism, which is predicated on the notion that a society ought not to be categorized as having a single overarching culture. The second kind of multiculturalism is known as "people of color" multiculturalism because it is only open to people of color and other ethnic minority groups. The outcomes of the research that was carried out by Fellin indicate that the culture of Native Americans, African Americans, Asian Americans, and Hispanic/Latino Americans are all incorporated in the formulation of the term "people of color." On the other hand, certain groups have discovered that their "colour" presents a challenge, in contrast to other groups that appear to be of the White or Caucasian race and are therefore able to blend in without being recognized. This is in contrast to the fact that certain groups have found that their "colour" presents a challenge. According to Fellin, groups that are in danger are not distinguished by their race but rather by factors such as age, sexual preference, disability, or religion. These are the many types of people that are regarded to be susceptible to harm.

2.9.8. HYPOTHESIS

The discussion that has taken place up to this point has resulted in the formulation of the hypothesis that is going to be presented in the next sentence.

H1: There is a link between the variety of ages present in a workforce and the level of productivity the workforce produces.

H2: According to the second hypothesis, there is a relationship between the number of employees who identify with different genders and their level of performance. H3:

Based on the third hypothesis, there is a connection between the educational backgrounds of workers and the degree of performance that they achieve in their jobs.

2.9. CONCLUSION

Every single business out there needs to make promoting diversity in the workplace a top priority. It is vital for the management of any firm to focus on and prioritize diverse hiring because of the numerous benefits that come with having people from a variety of backgrounds and perspectives. Even if there are a few minor problems linked with it, the effect of diversity

is more beneficial in every organization. This is the case notwithstanding the fact that there are some little negatives associated with it. Companies all around the globe are coming under growing pressure to adopt processes and regulations that will allow them to recruit and keep personnel from a wide variety of backgrounds as the globalization of business draws closer. This is because the globalization of business is getting closer. As a consequence of this, diversity will very quickly become an essential component of the workplace of the future. Any effort to oppose it and adhere to more traditional types of management would be pointless since there is no such thing as a management plan that is universally applicable to all sorts of firms. It will be up to each and every one of the many organizations to devise its very own diversity management plan, one that is specific to the demands of its particular industry. Having a staff that is comprised of individuals from a wide range of backgrounds brings with it a number of benefits that are very beneficial to any organization. Given the fact that doing so will first provide a higher challenge for businesses, they will soon realize that they have made the right option in choosing a diverse staff. This will occur despite the fact that doing so will initially present a bigger challenge for them. The very first thing that any firm should do in regard to having a diverse workforce or workplace is to build a robust diversity plan. This should come before doing anything else that has to do with having a diverse workforce or workplace. This should take precedence over any and all other projects that are similar. There are many studies that show what often works for firms and also include common problems that commonly come from a variety of workplaces. This research provides this information. As a result of all this, developing and implementing a diversity management strategy does not have to seem to be a difficult process. It is not acceptable to give management or training on diversity with the sole goal of meeting regulatory requirements. Diversity in the workplace is not a transitory trend; rather, companies need to understand the value of diversity in the workplace and immediately begin taking action. This is due to the fact that in the not-too-distant future, they will undeniably reap the benefits of having a diverse workplace, and you will start to recognize that it is a good idea if it is carried out appropriately and with an open mind toward it. The reason for this is because, in the not-too-distant future, they will undoubtedly reap the benefits of having a diverse workplace.