



## **IMPACT OF WORKFORCE DIVERSITY ON EMPLOYEE PERFORMANCE IN INFORMATION TECHNOLOGY**

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**Article History: Received:** 12.12.2022

**Revised:** 29.01.2023

**Accepted:** 15.03.2023

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### **Abstract**

One of the most pressing concerns of modern business is the lack of diversity in the workplace. As a result of globalization, most companies now employ a diverse workforce composed of people of many various ages, races, genders, sexual orientations, faiths, skill sets, and histories. Thus, it is essential to manage diversity in the workplace to encourage workers of different generations to embrace a common company culture and work together for the sake of the business. Employers, in light of the increasing diversity of the modern workplace, must take deliberate steps to ensure that the organization's strategies and policies adequately reflect the many identities and perspectives of its workers. Organizations need to pay attention to several elements, such as recruiting, communication, and training procedures, in order to manage and resolve conflicts among their personnel. In this study, the author aimed to learn how employees of different ages see the IT/ITeS industry's work environment. Using a predetermined questionnaire, we randomly selected 575 participants from whom we obtained the necessary data.

**Keywords:** workforce diversity, work culture, work environment

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**DOI: 10.31838/ecb/2023.12.s3.052**

## 1. Introduction

It is possible to categorise people into subgroups based on their age or level of expertise. This is helpful because it allows us to see how people of the same age cohort have commonalities in terms of their work-related preferences and behavioural features. Because of this generational divide in the workforce, workers are now often thought of in terms of discrete cohorts, each of which has its own characteristics and ways of approaching problems. Both men and women of diverse ages are working in India today, and this is especially true of the knowledge workers. Similarly, the information technology industry depends significantly on its knowledge workers, each of which belongs to a distinct age. As a result, it is crucial to foster understanding and cooperation throughout the generations to maximise everyone's potential. About generational diversity, not much has been done in the Indian environment, notably in the information technology industry. The field of information technology has not been the subject of any significant research. The purpose of this research is to identify the unique difficulties associated with employing a workforce comprised of people of different ages in the field of information technology.

The challenges faced by the IT industry are not the same as those faced by other industries. Yet, the corporate sector places a high value on aspects like mentorship opportunities and preferred working techniques, neither of which have a significant impact on the nonprofit sector. So, owing to a paucity of research in this sector, this study has relied largely on prior studies across multiple sectors, while being mindful of the minor and noticeable variances, and the study's conclusions may not corroborate earlier findings in other sectors. As a corollary, the objective is to zero in on these distinctions and develop strategies for getting over them. The potential negative consequences of a diverse generational workforce can be mitigated if effective methods are identified and implemented. The goal of this research is to learn how to effectively incorporate diverse generations into the workforce in India, where the term "diversity" has hitherto been used largely to relate to studies of gender, geography, and impairment.

## 2. Literature review

Competencies for managing Generation X in the workplace were the topic of a NASSCOM study titled "Managing in a Multi-Generational Workplace," which was commissioned to identify key skills for the technology and enabled services sector. Reason being, the conventional management methods and work atmosphere are

being shaken up by financial, economic, and technological advancements. The study collected quantitative and qualitative data from chosen organisations to build a sector-wide perspective. The research above assumed that it was required to investigate both the home and the company to identify the abilities needed to work with Gen-Y.

Mazikana, Anthony Tapiwa (2021), presents a framework for incorporating different cultural perspectives into strategy development and deployment. There is a dearth of research into how different generations of business leaders affect the productivity of Zimbabwe's private telecommunications firms. Competition, low sales, and low profits have all plagued Zimbabwe's telecommunications industry. A few have settled on various strategies to address these problems. These businesses have been overlooking the significance of generational diversity and leadership in strategy implementation, which has led to new difficulties in terms of performance. In light of this, the purpose of this study is to examine how different generations of corporate executives in Zimbabwe's telecommunications sector affect the company's bottom line and employee satisfaction.

Ruiz, M. V., González, M. B. A., Cano, J. M. N., Soto, A. T., Pruaño, A. P., & Hernández, M. L. G. (2021)., aims to provide a conceptual framework for understanding the impact of teachers' varying generations on their professional interactions in the classroom. First, this conceptual paper examines and justifies generational variety in teachers' workplaces, emphasising their ageing. Next, we discuss generation and how we classify individuals by generation (particularly, age). The influence on teacher relationships, particularly collaborative connections between instructors of various generations and their consequences on teacher learning and identity, is also explored. Discussing intergenerational learning. Generational diversity and intergenerational cooperation among teachers and school administrators is a problem for educational organisations, but research is scarce.

McMurray, A. J., & Simmers, C. A. (2020)., using cognitive spiritual development theory and multigenerational theory as theoretical lenses, this study aims to empirically explore generational differences in SRW. According to the findings, there is a generational divide when it comes to religious and spiritual beliefs on the job. In general, religion is less important to people of all ages, but Gen X and the baby boomer generation are both more spiritual and religious than Millennials. The findings of this study have significant implications for both organisations interested in better understanding employees' core values in order to improve organisational outcomes

and individuals striving to achieve meaningful professional and personal outcomes.

Sanyang, L., & Othman, K. (2019)., This research looks at how different types of diversity in the workplace affect productivity. We look at generational diversity, gender diversity, racial/ethnic diversity, and educational diversity. The research relies on secondary sources of data, such as online journals and archival library materials, to conduct conceptual assessments and analyses. The research analyses each diversity element with organisational effectiveness based on literature to corroborate academics' assertions. Despite contradicting results, the research indicated that most academics think workforce diversity considerations improve organisational success. Notwithstanding these findings, researchers generally agreed that multicultural management provides distinct problems. So, diversity management affects performance.

Amir Zees a & Ahmed Irma (2012), According to their paper "Generational Diversity: Ways to Bridge the Diversity Gap," differences in how people of different races, ethnicities, sexes, and generations interact with one another at work have become a key source of both friction and cooperation in the workplace. Managers and employers should foster an atmosphere where employees feel safe enough to ask questions and share their perspectives across the generations. Yet the more people there are, the more likely it is that you'll see incentives for innovation and better efficiency in the workplace. It's vital to remember that every generation brings something unique to the table in terms of abilities and experience to the workplace.

Namitha Rajani (2012), he author of an essay titled "Engaging Generations in the Workplace" comes to the conclusion that businesses who successfully include employees from different generations into their workforce will have a leg up on the competition. Although the author claims that workers from different generations bring unique perspectives and goals to the table, they all work together to advance the company. Human resources professionals and business leaders alike would do well to make an effort to grasp the wide range of employee values and goals. Furthermore, businesses should design structures to encourage cross-generational cooperation and accommodate workers from all walks of life in order to foster a productive and enthusiastic workforce.

Omkar Sapre(2010), articles like "India Inc. competes for the multi-generational workforce to achieve optimal efficiency" show how companies are using strategies to encourage cross-generational teamwork and combat discrimination and sexism. Because of the ongoing programmes

that routinely educate workers on the company's aims, high-ranking personnel are given the option to fill open jobs through the use of social media networking sites and the conducting of casual sessions to promote teamwork. Management must ensure that employees feel valued, provided for, and inspired by the business in order to foster strong bonds amongst staff members.

SHRM India and Prof. VasanthiSrinivasan (2014) presented at a roundtable conference on "Multigenerational Workforce Diversity" that while generations in the West can be identified by birth-year cohorts, in the Indian context the generation would be defined by financial, cultural, and demographic factors. Both factors are critical for making inferences about persons' attitudes and actions, which in turn helps classify them. Organizations are more likely to foster intergenerational collaboration if they foster values connected to nuclear families. The research's stated goals were generational categorization and the establishment of organisational structures that would be put into action to promote multi-generational collaboration and its implications for HRM in the Indian setting.

Rodney (2012), explored in her article "Impact of multigenerational diversity in the workplace: a big obstacle to address," where potential organisations need to harness the resources of several generations of their workforce in order to contribute to teamwork, deeper information exchange that contributes to innovative approaches, and networks that facilitate knowledge sharing and alignment. Negative results of increased creativity, innovation, openness to change, stimulus for creative thinking, cross-pollination of ideas in a constructive way include delay in decision-making, ego conflicts, uncertainty, and disharmony. That's why everyone should strive towards minimising age differences in the workplace.

From the above summary of research on the topic of workforce diversity, we may infer that the vast majority of attention has been paid to the positive effects of a multigenerational workforce, with less attention paid to the IT/ITeS sector. This study is an attempt to close that knowledge gap by investigating the effects of age disparities in the IT/ITeS workforce.

### **3. Methodology**

Primary and secondary resources were used to compile this information.

#### **3.1 Sources of Primary and Secondary**

Research was conducted using both primary and secondary sources. The main goal of this study is to compare and contrast the values of different generations in the workplace with respect

to various human resource operations. Primary sources were IT and ITES professionals in Visakhapatnam. In 2022, a total of 575 questionnaires were sent to workers of I.T / ITES in Visakhapatnam as part of the main data collection process. Secondary sources include articles, journals, websites, and annual reports published by IT and ICT service providers.

### **3.2 Sampling and Statistical Techniques**

Primary data for this research were gathered using a convenience sampling strategy. Convenience sampling is a method of statistical data collection in which units or persons are chosen without consideration to their availability or capability. This kind of sampling is advantageous since it allows for quick and easy data collection. The sample may not be representative of the population as a whole, and the volunteers may have introduced bias. In this report, the researcher goes out of their way to meet with clients at their convenience in order to get information. As a result, we know how many people are in this sample and how they feel.

There are 13,450 people employed in IT / ITES firms in Visakhapatnam, as reported by the Andhra Pradesh Industrial Infrastructure Corporation (APIIC). The minimum number of respondents needed to draw reliable conclusions is 575 based on the 4% margin of error and 95% confidence level assumptions, respectively. This study's sample size is 575 workers chosen at random by the researcher.

#### **a. Data Analysis**

For this study, we used SPSS (Statistical Program for the Social Sciences) 20.0 to analyze the data. Descriptive statistics and multiple regression analysis have been used to evaluate the data and reveal the elements that have the most influence in a workplace with a wide range of ages represented.

## **4. Discussion and findings**

The term "generation gap" has come to be used in modern contexts to describe what many young people feel is a chasm between them and their elders. To better understand how generational differences in the workplace manifest, the researcher aimed to identify the key drivers of these differences. The components that shape workplace climate may be better understood with the use of multiple regression. Three generations, the "older," "middle," and "younger," are compared in terms of their perspectives on key aspects of the workplace.

The older generation's perception is that employees of diverse generations collaborate well. Also, members of the younger age believe that employees of various generations teach and learn from one another. To a large extent, people from different generations agree that having a wide range of experiences and viewpoints in the workplace is beneficial.

Mentoring activities have been met with enthusiasm from both older and younger generations. Another way that today's youth explain the origins of original thought is by pointing to the influence of previous generations. Workers say that colleagues from other generations have a completely different attitude regarding power and supervision, according to respondents in the middle generation. The younger generations believe that the older generations are eager to switch roles in mentorship programmes.

There is a statistically significant distinction between the three generations, as evidenced by the fact that the p values for the parameters representing "workers from different generations learn from each other," "inputs from workers of different generations balance one another," and "environment conducive to innovation & creativity is created due to the presence of different generations" are all less than 0.05. The three generations have different perspectives on the many advantages that come with having different perspectives.

Two factors, "Different generations have issues regarding appropriate work hours," and "Employees complain about the wrong manner of communication," both had p-values lower than 0.05. You can't ignore the numbers here. As a result, the three generations see "conflicts" and "inappropriate method of communication" differently.

### **Using regression analysis to identify the factors that determine workplace conditions:**

A summary of the multiple regression model describing the connection between employee diversity and independent variables is provided in the table below. The researcher has used multiple regressions to quantify the factors influencing organisational performance.  $R = 0.617$  indicates a positive relationship exists between employees and their surrounding work environment variables. How much an outcome can be explained by the predictors (in this case, 16 variables) is shown by the coefficient of determination ( $R^2$ ).

Table-1: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error
1	0.617	.3819	0.372	0.695

a. Predictors: (Constant), Successful effort, share what you've learned, Production standards, mentorship programmes, contributions from staff, Ideation and originality, discoveries of a new kind, governance and control, an inverted kind of mentorship, workable schedules, care less about the

feelings of others, Disruption in the flow of information, dependency on technology; either too much or too little, Resentment, the wrong method of contact and relax your standards for your co-workers.

Dependent Variable: Workforce diversity

Table-2: The significance of the model:

Model	Sum of Squares	Df	Mean Square	F	Sig.
Regression	13.984	16	.874	1.80	.000 **
Residual	270.31	558	.484		
Total	284.294	574			

\*\* Significance at 0.05

The model has an  $R^2$  of 0.3819, which indicates that the predictors account for 38.19% of the total impression. How effectively the model generalises the difference (0.389-0.372), or 1.7%, is represented by the adjusted  $R^2$  score. Due to this reduction, we may estimate that 1.7% of the variance in the outcomes would be accounted for if the model were developed from the whole population rather than just a sample. By using the conventional cut-off of 5%, the table's F-value of 1.80 with  $p=0.00$  is significant. It follows that the multiple regression model provides a more accurate

estimate of the factors that influence how individuals perceive their working conditions.

Parameters of the model (beta values) and their interpretations are shown in the table below. Based on the data, we know that  $b_0 = 1.444$ , which means that the model anticipates that the perception will be 1.444 in the absence of predictors (when  $X = 0$ ). If  $b_1=0.033$ , then a rise of 1 in workers' opinions on the product would lead to a rise of 0.033 in those opinions as a whole in the workplace. To the same extent, the following variables have b-values.

Table-3: Showing un-standardized and standardized coefficient values for an understanding of perception towards work environment

Parameters	Un-standardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	1.392	0.179		7.639	0.000
Successful effort	0.029	0.051	0.034	0.666	0.001 **
share what you've learned	0.019	0.049	0.023	0.430	0.000 *
Production standards	0.079	0.048	0.080	1.639	0.000*
mentorship programmes	0.014	0.046	0.017	0.321	0.000 *
contributions from staff	0.059	0.046	0.065	1.310	0.198
Ideation and originality	0.039	0.050	0.045	0.866	0.01**
discoveries of a new kind	0.002	0.044	0.000	0.030	0.988
governance and control	0.041	0.049	0.050	0.883	0.00 *
an inverted kind of mentorship	0.043	0.054	0.045	0.769	0.00 *
workable schedules	0.023	0.051	0.030	0.530	0.6011
care less about the feelings of others	-0.030	0.0498	-0.030	-0.620	0.613
Disruption in the flow of information	0.023	0.047	0.030	0.555	0.020**



dependency on technology; either too much or too little	-0.004	0.041	-0.004	-0.130	0.000 *
Resentment	-0.003	0.047	-0.005	-0.110	0.14
the wrong method of contact	0.015	0.053	0.014	0.318	0.733
relax your standards for your coworkers	-0.011	0.050	-0.010	-0.250	0.874

Dependent Variable: Generation; \*Significance at 0.01; \*\* Significance at 0.05.

The p-values of the parameters are considered as being less than .05. Hence, the factors affect the working environment are "Successful effort, share what you've learned, Production standards, mentorship programmes, Ideation and originality, governance and control, an inverted kind of mentorship, Disruption in the flow of information and dependency on technology; either too much or too little".

## 5. Conclusion

Workplace dynamics are increasingly influenced by employees' generations in today's highly technological world. When faced with ambiguity, members of various generations may make distinct choices. So, the study sought to understand how workers from various generations see their workplace. A total of 575 people were used for the research. Those in authority think that the diverse generations on the job get along well. Workplaces with employees of varying ages are seen as places where everyone can learn from one another, according to respondents aged 18 to 29. Virtually all generations agree that having workers from different decades increases the quality of the job produced. Younger generations are eager to learn from more experienced individuals, according to interviews with members of both older and younger generations. It is the presence of multiple generations, according to today's youth, that fosters an atmosphere that encourages innovation and new ideas. Workers say that colleagues from other generations have a significantly different attitude regarding power & supervision, according to respondents in the middle generation. According to today's youth, today's older generations are eager to see mentorship programmes turned on their heads.

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