

Impact of Workforce Diversity on Employee Performance, Mediating Role of Organizational Culture

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Abstract

This study aims to examine the impact of workforce diversity on employee performance, mediating role of organizational culture in Banks of Karachi Pakistan. The research is quantitative in nature. The sample size comprised of 375 respondents of banking sector. Data was collected by the help of self-administrated structured questionnaire. The collected data was analyzed through Partial Least Square method using Smart PLS software. The statistical software is used to find a significant relationship between workforce diversity, employee performance and organizational culture. Furthermore, the studied found a significant relationship between workforce diversity and employee performance and organizational culture mediates between both variables. The purpose of this research is to provide the managers and top management about the benefits of managing a diverse workforce. So that they could get benefit from them. And also gives them knowledge about the organizational culture's role for increasing employee performance.

Keywords: Workforce Diversity, Age Diversity, Gender Diversity, Ethnic Diversity, Employee Performance, Organizational Culture.

INTRODUCTION

Background

Diversity means practice of including and involving people from range of different ethnic and social backgrounds. Businesses that want their workforce to be productive and want great opinions must bring workforce diversity in their business activities. Workforce diversity creates great challenges for the business and as well as brings many opportunities to it. (Child Jr, 2005). As compared to past decades now workforce has become more diverse than it was before.

Esty et al. (1995) defined diversity as accepting, understanding, admitting and variations in terms of age, race, civilization, handicap and genus etc. According to Thabit et al. (2016) diversity is not only the perception of one person but the perception of all people and their point of views ultimately affect their interactions with each other.

Workforce diversity refers to the similarities and differences among employees in term of age, gender, religion, educational background and culture. The increasing change in foreign policies, technology, globalization and increase in population also caused change at workplace as well as in organizational culture.

Managing a diverse workforce is a challenge for organizations. According to Jackson et al. (1992)

only those organizations will succeed in diversity who values and manages the diverse workforce with help of their higher management. according to Srivastava & Agarwal (2012) a diverse workforce will have more talents because of their diverse cultural background, education, religion, abilities and gender as a result organization can avail opportunities more quickly.

Diverse workforce is the heterogeneous mixture of employees in terms of gender, age, education and race (Robbins, 2009).

Globalization has resulted in diversity being a significant element of organizational life (Strachan, French & Durgess, 2009). People cannot work in isolation and globalization also requires people interacting from different backgrounds. Workforce is becoming extremely diverse due to globalization which resulted in increase in skills, knowledge, attitudes and experiences these all are helpful for organization's performance and make it competitive in the business market (Ferreira & Coetzee, 2010)

Workforce Diversity does not mean only difference in language, attitudes and perception it is the difference in knowledge, skills and abilities and sharing knowledge among employees increase their productivity and performance which is only possible by social interactions (Saxena 2014).

Each and every person is different from other in terms of perception, thinking and generation when different people come from different backgrounds at a workforce it is a fact that they will not agree with each other at some point. Disagreement will always exist among them. Those days are gone when people having same age, same qualification have worked together. Now the workplace has become extremely diverse female are in equal ratio in the organization.

Globalization has various compositions in terms of innovations, demographic, advancements, political and economic stability which makes the workforce more adaptable in banking sector. (Tylor & Francis, 1997). Now it is a necessity for every organization to be diverse. according to Saxena (2014) for the growth and development of organization workforce diversity is necessary. Many organizations have been successful to start diversity programs but some of them also has failure stories.

Workforce diversity management offer a mechanism for solving the job issues faced by employees in an organization related to equality which are based on gender, age and ethnicity. A diverse workforce impacts the performance of employees. It can affect them positively and negatively.

Employee performance refers to the completion of task within the given time using the available resources. It is the overall result to be achieved during a specific time completion of tasks and accomplishing the targets that were previously set (Sagala & Rivai, 2013). Assessing employee performance is necessary because it will help the top management to provide opportunity to employees for their career plan providing them with promotion and remuneration by seeing their behavior. Performance evaluation is the complete process for assessing employee work behavior and personality traits that helps them to make decisions in the area of employment and take actions (Suherman, 2021) To get competitive advantage it is a prime need of an organization to enhance the performance of its employees.

Human resource is the backbone of an organization. It helps the organization to face any kind of challenge in the market (Fitri et al. 2021). Human resource is the assets which helps the organization in growing. The employee's commitment with the organization leads to success. Employee performance is directly linked with organizational growth. (Kalangi et al, 2021). To improve the performance of employee it is the primary duty of managers to consider all the factors responsible for improving employee performance such as job satisfaction, leadership styles and organizational culture. now it has become a challenge for HR managers to retain employees because employee's turnover is increasing in every organization. If they get better opportunity, they easily leave their

job. The main cause of employees to leave the organization can be that they are not satisfied with the work environment. They are not being treated well.

Organizational culture affects employee performance. To enhance the performance of employees and achieve the organizational goals Organizational culture also plays a vital role. It shapes the behavior and attitude of employees toward organization. Organizational culture can be defined as a shared assumptions and beliefs which characterize a setting for teaching the newcomers in an appropriate way to feel, think and communicate the stories about the organization that how it came to be and how it has been acting so that it can help to solve internal integration and external adaptations. Basically, organizational culture refers to how people behave within the organization. It is observed that organizational culture has a great influence on the attitude, behavior and performance of employee working in a diverse workplace. A healthy and strong culture produce greater job satisfaction, increase the productivity of employees. According to (Schein, 2010) current organizational culture must be transferred to new entrants, so that they will be able to follow organizational philosophy. According to Christian et al. (2006) if the organizational culture does not encourage and promote diversity at workplace then there may be more chances of employee's turnover, interpersonal conflicts and problem in communication. If management fails to properly manage diversity then diversity related issues can never be resolved.

Denison (1990) states that organizational culture has a great influence on the behavior so it means that organizations success depends on the its culture to become competitive an effective organizational culture should be developed. According to Hayes (1999) the diversity strategies should be made according to the will of the culture of the organization and human resource. Here in this study organizational culture is taken as a mediating variable between workforce diversity and employee performance.

Tsui et al. (1992) stated that people like interacting with those individuals who have similarities with them specially if they belong to their social background. According to (Kyalo & Ganchunga, 2015) diversity is constantly recognized and utilized as a valuable corporate resource to have excellent client support or maintain a competitive advantage. The banking industry in Pakistan is playing a huge role in economy's growth. The performance of the organization depends on how they attract, motivate and retain their employees. In Pakistan workforce diversity in organizations is admirable. Pakistan is one of the diverse countries with different cultural and linguistic population. This research is limited to banking industry to identify the impact of workforce diversity on employee performance and the mediating role of organizational culture. This paper will help to understand the relationship of workforce diversity and employee performance. It will be helpful for the banking sector to make such policies and strategies to make a better environment and promote diversity.

Research problem

When the organization have environment of practicing workforce diversity and in discriminatory attitudes of an organization towards its employees it will enhance their performance. Due to globalization the workforce has become extremely diverse. In Pakistan we can see people from diverse background working together whether it's an educational institute, corporate sector or banking sector. Workforce diversity has positive impact but it also has negative impact. In many organizations the conflicts may arise due to diversity. In organizations these issues are not resolved because management is unable to practice effective workforce diversity management. It is the duty and responsibility of management to effectively manage the diverse workforce and make such

strategies that should minimize the negative consequences of workplace diversity. Organizational culture plays a vital role that how diversity is being perceived by the employees. All the organizations have diverse workforce including banking sector. A lot of research has been done to find the effect of workforce diversity on employee performance but there is no study present which could study the organizational culture's role for managing diversity. In this research we will find the impact of diversity in context with organizational culture. Organizational culture will be used as a mediator between employee performance and diversity.

Objectives of the study

To analyze the relationship between workforce diversity and employee performance
To analyze the relationship between workforce diversity and organizational culture
To analyze the relationship between organizational culture and employee performance
To analyze the mediating role of organizational culture on workforce diversity and employee performance

Justification

This research will help the organization to manage and understand the effect of diverse workforce and organizational culture on employee performance. It will create opportunity for banking sector to know the issues and effects relating to employee behavior and their productivity level.

Scope

This research will be applicable for banking sector of Pakistan specially for banks in Karachi. The results will be helpful for banking sector to encounter and resolve diversity related issues in their banks.

LITERATURE REVIEW

Workplace diversity

Diversity can be defined as co-existence of employees belonging to different socio-cultural background working in an organization (Wentling and Palma-Rivas, 2000). Ely and Thomas (2001) defined diversity as the characteristics of group of people that refers to their demographic's differences among the members of group. Organization's success depends upon how it manages its diverse workforce. Those organizations which manage diverse workforce effectively make the best personnel (Carrel et al., 2000).

Brouwer & Boros (2010) defined workplace diversity as it is an intergroup connection among people that is interlinked with their interaction and communication. It also creates complexities related to diversity. Businesses that want their workforce to be productive and want great opinions must bring workforce diversity in their business activities. Workforce diversity creates great challenges for the business and as well as brings many opportunities to it. (Child Jr, 2005). As compared to past decades now workforce has become more diverse than it was before.

According to Farrer (2004) the organization does not achieve success only by embracing diversity but also managing it effectively. A study conducted by HA Patrick & VR Kumar (2012) on managing workplace diversity issues and challenges it examined the barriers in workforce diversity on IT sector the results showed that employees are positive toward diversity and the strategy used by the organization is giving training to employees about accepting cultural differences. But some employees were unable to accept it because of the barriers and the most common barrier was discrimination.

Saxena A. (2014) researched on workforce diversity a key to improve productivity by examining the literature of previous research papers the study concluded that diverse workforce is a strength for the organization if managed properly. Dike P. (2013) researched on impact of workforce diversity on organizations the main purpose of the research was to find that how companies manage diverse workforce and face challenges that comes with a culturally diverse workgroup the results revealed that diversity plays a vital role in the effectiveness of companies but if company fails to manage the diverse workforce their productivity will decrease.

A study was conducted by Zhuwao (2017) to find the impact of workforce diversity on employee performance the results revealed that hiring a diverse workforce is highly appreciated by the current employees and he further explained that valuing the workforce increase their performance. It became clear that workforce and performance being significantly related to each other but still valuing employees remains the essential element for enhancing performance. Many studies have found positive and significant relationship between employee performance and diversity. Diversity has primary and secondary dimensions' primary dimensions include gender and age while secondary dimension includes religion, geographic location and education.

Many policies are being adopted by the organization to increase and manage diverse workforce. In this study we will consider three diversity factors that are age, gender and ethnicity.

Age diversity

Winnie (2008) stated that young people have more learning capability and older people are better in decision making and problem solving because of their life experiences. So, the study suggests that older and younger employees working together add value to the organization that will be beneficial for enhancing the performance. Kunze et al. (2013) stated that age diversity is the distribution of age variances of employees that are used to describe the organizational structure and employee groups at workplace. According to Joseph & Selvaraj (2015) some organizations are not potentially utilizing the talent of their older worker because of false assumption that they cannot adopt changes, may be facing health issues and unable to work using new technology.

Age is the most common variable to be observed in a diverse workforce. Age diversity has positive impact as well as negative impact. Many studies have been conducted to find out the relation between these two variables. Research by Joseph R.D (2014) concluded that age diversity has insignificant relationship with employee performance because human resource practices, nature of work and organizational culture varies from organization to organization.

Gender diversity

Women have been discriminated due to the stereotypes and patriarchal society. Some organizations prefer to hire male employees rather than female because of their perception that male employees can perform better than female employees (Arokiasamy, 2013). Gender diversity adds

value to the economy of an organization (Mc Millan-Capehart, 2003). According to Hayes (1999) those organizations will succeed in diversity who create, value and manage gender diversity.

Many researches have been conducted to find the relation between gender diversity and employee performance. Every research had their own perspective regarding gender diversity that is it beneficial for the organizations to hire women or not. Such as Campbell & Minguéz-Vera (2008) suggested that acknowledging and hiring female employees will bring a positive impact on organization and will increase the performance. There are many studies present which have shown a significant relation of gender diversity and employee performance. Kyalo (2015) conducted research on effect of diversity on employee performance and the results showed positive relationship between gender diversity and employee performance. Selvaraj (2015) also found a significant relation between gender diversity and employee performance.

Sharma (2016) stated that those organizations who have made gender diversity their topmost priority had chance to retain and increase the performance of their talented and diverse workforce. According to Fernandez & Lee (2016) women will get opportunities of equal employment but still there will always be a wall existing in the perceptions of people regarding gender diversity.

Some researchers believe that hiring female staff does not impact the employee performance. Dobbin & Jung (2012) conducted research on financial institutes resulted that there is no significant relationship between the gender diversity and performance.

Ethnic diversity

The tribal grouping of people is known as ethnicity. According to Maingi (2015) ethnicity is the classification of diversity in terms of race, language, religion and culture. Ethnic diversity has always been the most prominent issues at workplaces. People were discriminated on the bases of their race, culture and ethnicity.

Due to globalization the organizations implemented and adopted diversity. Ethnic diversity became an economic driver for businesses all over the world due to its benefits. It is necessary for organizations to manage the ethnically diverse workforce to get maximum output from it because if it isn't managed properly, it will have negative effects (Marx et al. 2021). Sometimes ethnic diversity has adverse impact on employees where they start giving priority to only those people who belong to their ethnicity which may lead to favoritism, in-group bonding, in-group attraction it will have negative impact on organizations outcome. Diversity does not only have advantages but have some disadvantages also due to diversity intercultural conflicts arise and communication problem can be faced by the employees (Trompenaars et al. 2004)

There have been many researches to find out the relation between ethnicity and employee performance. Weiliang et al. (2011) conducted research on Malaysian organization they found a positive relation between ethnicity and employee performance. Another study by Earley and Mosakowski (2000) revealed that ethnic diversity has a significant relationship with employee performance. Zhuwao (2017) also found significant relation between ethnic diversity and employee performance. But some studies also showed insignificant relations such as a study by Selvaraj (2015) resulted that there is an insignificant relationship between ethnicity and employee performance. Another study by Mugge (2015) also found a negative relationship between ethnicity and employee performance.

Employee Performance

Performance means to do a job in a right manner which could be judged by its effectiveness

(Cascio 2000). Performance is the measurement of a job done successfully by a person (Manzoor et al. 2011). Employee performance is directly linked with organizational growth. (Kalangi et al, 2021).

Cornelius (2001) stated that the effective performance of employees is the essential factor for achieving the objectives of organization. According to Swaratsingh (2015) for organization who want to become competitive in global markets they need to increase their employee performance. Every organization make efforts for making its environment productive for employees as well as organization itself. According to Abdullah (2014) employee performance is the outcome that has a relation with achieving objectives like organizational strategies, economic contributions and customer satisfaction.

Yang (2008) stated in his study that it is difficult to verify the employee performance especially individual performance. He suggested that organization should give rewards and bonuses to employees for increasing individual performance. According to Ahmad (2012) It is necessary that organizations should pay attention to their employee satisfaction they only focus on customer satisfaction. If employees are satisfied, they will give maximum output ultimately the customer will also be satisfied. The performance of employees will decide that whether the organization will achieve its goals or not.

Tinofirei (2011) defined performance as the completing of task by person which is measured according to the standards set by the supervisor by effectively using the available resources. According to Asghar and Saeed (2012) employee performance is the input which can be measured by the organization's output. Osabiya (2015) stated that those employees who perform well does not quit their job easily and employee's performance is beneficial for the employee as well as for the organization.

Organizational culture

Organizational culture is defined by various researchers such as Tsai (2011) defined organizational culture as the existence of values and beliefs in an organization and which influence the behavior and attitude of their employees. Colquitt et al. (2019) stated that Culture means the rules imposed on how people behave and how things should be done A strong organizational culture is a competitive advantage for the organization.

De Mooij (2019) defined culture as it results from a group of people living together in a place and having same attitude and behavior. Culture also refers to the people sharing same beliefs, customs and rituals. Similarly, every organization has its own culture. That is to be followed by its employees.

Organizational culture depends on the characteristics and opinions of the employees working within the organization. Organizational culture is the norms and values which are shared by individuals within the organization and Organizational culture is responsible to control employees the way they interact with each other in the organization and outside the organization with stakeholders (Charles and Gareth ,2009).

According to Isa et al. (2016) the culture and atmosphere of organization connect the employee with organization this perception gave the idea to organization for maximizing employee output by making such policies and executing those practices which fulfill employees need. According to P. Burke (2017) culture can be defined as the artifact collection which gives meaning and influences behavior. Organizational culture binds the organization together it does not only support employees to perform well but also make them to be committed with the organization. The culture

comes into existence when a group of people remain stable for a long period of time.

There are many organizational culture models developed by scholars. According to conceptual value framework by Quinn the organizational culture is classified into four dimensions' clan, market, hierarchy and adhocracy. Another organizational culture developed by Yiing and Ahmed (2009) consists of 3 dimensions bureaucratic, supportive and innovative. And organizational culture model developed by Anderson consists of two-dimension individualism and collectivism. There is another organizational culture which is based on Stephen Robbin theory according to his theory there are 9 dimensions of OC. These dimensions are innovation & risk-taking, leadership, integrity, management support, control, identity, reward system, compromise with conflict and communication pattern.

Workforce diversity and Employee Performance

Due to globalization the workforce has become diverse all over the world. Managing diversity has become a challenge for organizations. Diversity has positive as well as negative effect on employee's performance. Banking sector is also facing these challenges. Research conducted by Munjuri and Mania (2013) on workforce diversity and employee performance on banking sector of Kenya. It investigated on the strategies used by the banks to manage diversity. Banks have many management strategies like balance in recruiting, supporting minorities, equal opportunity of employment and providing diversity trainings.

Many policies are being adopted to increase and manage diverse workforce. Equal employment opportunities are being promoted. But according to Fernandez & Lee (2016) women will get opportunities of equal employment but still there will always be a wall existing in the perceptions of people regarding gender diversity. Gender, age and ethnicity are the most diversified and common variables to study workforce diversity in any organization. A study conducted by S Zhuwao (2019) on gender and ethnic diversity on employees performance in South African higher education sector the findings revealed that gender and ethnic diversity has a positive relationship on employee performance and it recommends organizations to embrace diversity at workplace by initiating diversity training and mentoring programs to deal with diversity issues. A recent study was conducted by Ahmed, S. (2020) on effect of workplace diversity on employee performance in Allama Iqbal open University Pakistan. The study was carried out on all employees including daily head of departments, wagers, laborers and contractual employees. The results showed that gender diversity, age diversity and ethnic diversity has negative relationship on employee performance while educational diversity has positive impact on employee performance.

A study by U Makhdoomi & F Nika (2017) was carried out on telecom organization of Delhi. The independent variables were age, gender, marital status, religion, ethnicity, language, education and disability while dependent variable was employee performance. The results showed there is no significant relation between employee performance and workforce diversity. Not a single diversity dimension had a significant relation with employee performance.

Alghazo AM et al. (2016) studied the effect of workforce diversity on employee performance at oil and gas company of Saudi Arabia. The diversity included gender, age and educational qualification. The research was conducted using both approaches quantitative and qualitative. The findings of the research were that age and gender has direct and positive relationship with employee performance whereas educational background does not have any impact on employee performance.

Organizational culture and Employee Performance

Culture refers to the people sharing same beliefs, customs and rituals. Similarly, every organization has its own culture. That has to be followed by its employees. Culture is the thoughts of people mind that differentiates one from another (Mahmoodi et al. 2015) Charles and Gareth (2009) defined organizational culture as it is a shared collection of beliefs, values and norms among people of an organization. Many theories have been proposed to understand the organizational culture. According to Oparanma (2010) organizational culture is set of rules which are used as a signal to differentiate among organizations. According to Fakhar, Zahid & Muhammad (2012) employees are introduced to the culture of organization at the time of hiring which will help them to understand the system. It is the culture that makes employees to understand the goal of the organization. Organizational culture is one of the factors which affects employee performance. Alvesson (2002) also defined organizational culture as it is the regularities of behaviors that how the customers and staff should be treated. The effectiveness and success of an organization depends on its culture. Organizational culture binds the organization together it does not only support employees to perform well but also makes them to be committed with the organization.

SA Mousavi & SY Hosseini (2015) used Denison model of organizational culture to investigate the effects of organizational culture on organizational performance in Iranian state bank branches. The findings showed involvement and adaptability has negative impact on performance while consistency and mission have significant impact on performance. Thus, this research fails to support Denison model of culture. Organization culture does not have only positive impact on performance but sometimes it has insignificant relationship with employee performance. Harwili W. (2016) has seen a negative impact of OC on employee performance while studying the impact of leadership on organizational culture, organizational commitment, OCB and employee performance in women cooperatives.

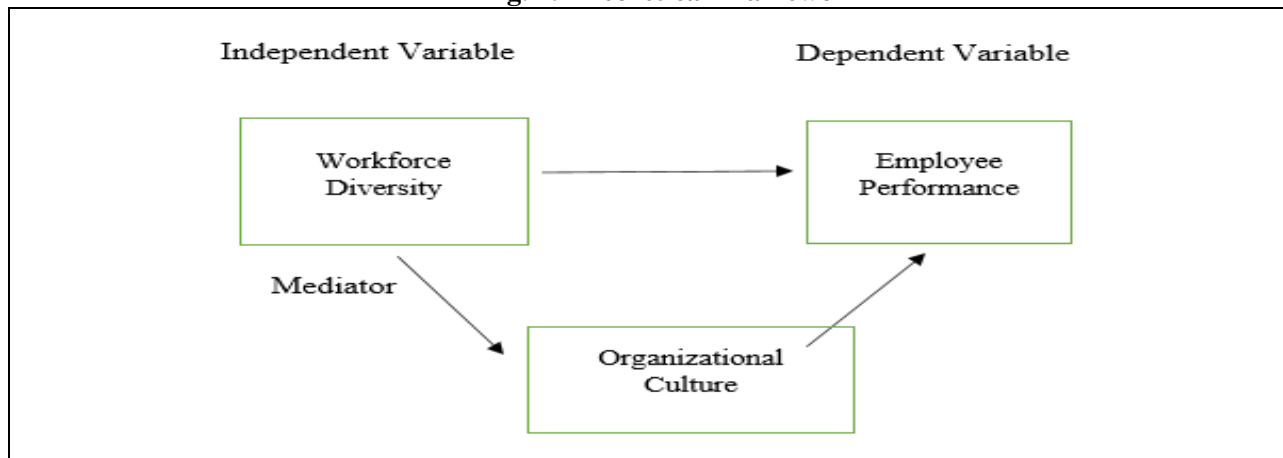
The strong culture helps to manage the workforce effectively and efficiently. Another study was conducted by NP Nwakoby (2019) to investigate the effect of organizational culture on employee performance in deposit banks of Nigeria. Similarly, a study conducted by Ogbonna et al. (2000) also resulted that innovative and competitive cultures have significant relationship with employee performance and bureaucratic and community culture have insignificant relationship with employee performance.

Organizational culture As a Mediator

Organizational culture is the most important and a common issue existing globally due to diversity in the organization as well as in the nation and it has the capability to affect the outcomes of the organization (Schein, 1992). According to Lok & Crawford (1999) the constructive organizational culture affects the performance and it also leads to the success of organization. As in the given above literature it is clear that organizational culture can influence employee performance. It means that it is also possible that it can process as a mediator between workforce diversity and employee performance.

Theoretical Framework

Fig. 1. Theoretical Framework



RESEARCH METHODOLOGY

Research Design

According to Onen (2009) the research design is the complete plan of conducting research. The research type will be quantitative research. The scope of my research will be applicable in banking sector and other organizations of Pakistan. The data collected is primary data in the banks of Karachi by the help of a questionnaire.

Procedure

This research will be cross sectional. According to Kumar (2011) cross sectional is a one-shot study. It is cross sectional because of time constraints. Time is limited. We have used quantitative approach through descriptive statistic for measuring the dimension of diversity, organizational culture and employee performance. The data will be analyzed by using smart PLS 3.0 for validating the partial least square modeling. PLS(SEM) is used to evaluate the data into two models. First one is measurement model and second one is structural model. Measurement model is used to evaluate the reliability and validity of the constructs. It includes Cronbach alpha, composite reliability, discriminant validity and AVE. while the structural model evaluates the path coefficients and coefficient of determination.

Population

According to Kothari (2004) population is the group of people from which the researcher's collect information for the research.

In this research we will target the population of banking sector specifically the banks in Karachi. More than 400 questionnaires are sent to the individuals working in banking sector.

Sample and Sampling Methods

The data will be collected through convenient sampling method. Convenient sampling means to collect data and information from people who are conveniently and easily available at that time (Zikmund, 1997). The source for collecting data is primary as used a structured questionnaire. It consists of close ended questions. We have distributed the questionnaire among banking sector employees in Karachi through WhatsApp, Facebook, Instagram and in person visits. The sample size for this research is 375.

Instrument Selection

The questions for the research were close ended. We have adopted the questionnaire from previous researches such as age, gender, ethnic diversity and Employee performance from Chew et al. (2011) and organizational culture's questionnaire was adopted from Jaghargh FZ et al. (2012). Questionnaire consists of 20 questions among which Workforce diversity consists of 5 questions, employee performance consists of 6 questions and organizational culture consists of 9 questions. The respondents are required to answer the questions on a Likert scale (Strongly Disagree, Disagree, Neutral, Agree and Strongly Agree).

Hypothesis

H1: Workplace diversity has a significant relationship with employee performance.

H2: Workplace diversity has a significant relationship with organizational culture.

H3: Organizational culture has a significant relationship with employee performance.

H4: Workforce diversity and employee performance are mediated by organizational culture.

DATA ANALYSIS AND FINDINGS

To analyze the data Smart PLS version 3.0 is used. The results of this software are considered reliable. The data was collected from 375 respondents of bank employees in Karachi. This first section of data analysis includes the demographic information of the respondents such as age, gender, education and work experience.

Table 1: Demographics of Respondents

| Factors | Category | Frequency | Percentage |
|-----------------|------------------------|-----------|------------|
| Gender | Male | 238 | 63.5% |
| | Female | 137 | 36.5% |
| Age | 18-25 Years | 73 | 19.5% |
| | 26-33 Years | 148 | 39.5% |
| | 34-41 Years | 112 | 29.9% |
| | Above 41 | 42 | 11.2% |
| Qualification | Intermediate / A level | 0 | 0 |
| | Bachelors | 210 | 56.0% |
| | Masters | 165 | 44.0% |
| | Other | 0 | 0 |
| Work Experience | Less than 1 Year | 80 | 21.3% |
| | 1-5 Year | 110 | 29.3% |
| | 5-10 Years | 77 | 20.5% |
| | 10-15 Years | 65 | 17.3% |
| | More than 15 Years | 43 | 11.5% |

According to the demographic table given above it can be seen that there are 375 respondents among which there are 238 males and 137 females. It is shown that 73 respondents belong to the age group of 18-25 years, 148 respondents belong to the age group of 26-33 years, 112 respondents are in age group of 34-41 years and 42 respondents are above 41. Among these respondents 210 respondents have qualification of bachelors and 165 hold Master's degree. The work experience of 80 respondents is less than 1 year, 110 respondents have experience of 1-5 years, 77 respondents have experience between 5-10 years, 65 respondents have experience between 10-15 years and 43 respondents have experience of more than 15 years.

Descriptive Statistics:

Descriptive statistics are used to summarize the whole data set which is representing the overall population or a sample from it. Descriptive statistics is used to find the mean and standard deviation of the data

Table 2: Descriptive Analysis

| No | Questions | Mean | Std. deviation |
|----------------------------|-----------|------|----------------|
| Workplace diversity | | | |
| 1 | Wd1 | 4.2 | 0.93 |
| 2 | Wd2 | 4.2 | 0.98 |
| 3 | Wd3 | 4.2 | 0.93 |

| | | | |
|-------------------------------|-----|------|------|
| 4 | Wd4 | 4.1 | 0.87 |
| 5 | Wd5 | 4.2 | 0.99 |
| Employee performance | | | |
| 6 | EP1 | 4.2 | 0.93 |
| 7 | EP2 | 4.3 | 0.75 |
| 8 | EP3 | 4.4 | 0.78 |
| 9 | EP4 | 4.4 | 0.77 |
| 10 | EP5 | 4.2 | 0.90 |
| 11 | EP6 | 4.0 | 1.2 |
| Organizational culture | | | |
| 12 | OC1 | 4.28 | 1.04 |
| 13 | OC2 | 4.22 | 0.90 |
| 14 | OC3 | 4.17 | 1.07 |
| 15 | OC4 | 4.12 | 1.20 |
| 16 | OC5 | 4.31 | 1.20 |
| 17 | OC6 | 3.96 | 1.44 |
| 18 | OC7 | 4.22 | 1.26 |
| 19 | OC8 | 4.39 | 1.00 |
| 20 | OC9 | 3.87 | 1.57 |

In table 2 we have found the mean and standard deviation of all the variables independent variable (workforce diversity), dependent variable (employee performance) and the mediator (organizational culture).

Measurement Model

In Smart PLS first of all the measurement model is analyzed. In this model we analyze the reliability and validity of the model. To test the reliability of the constructs Cronbach alpha, composite reliability, average variance criteria is used. Discriminant validity is used to analyze the validity of data. Hair Jr et al. (2016) stated that the values of Cronbach alpha and composite reliability should be greater than 0.70 and the value for AVE above 0.50 is acceptable for reliability of construct.

Reliability and Validity

Reliability is that how consistent a method is if we measure something. If the same results are achieved by using the same method and in same circumstances the measurement will be said to be reliable. The reliability shows the consistency of the questionnaire. We check the reliability by

Cronbach alpha in PLS The questionnaire is considered to be reliable if the value of Cronbach alpha is 0.7 or greater than 0.7. if the questionnaire is reused on a similar group of people, it will give consistent results.

Cronbach Alpha:

It shows the consistency of the variable present in the study. Inner model's reliability is checked by Cronbach alpha. According to Chew et al. (2011) Cronbach alpha is used to measure the reliability of the questionnaire.

Table 3: Cronbach Alpha

| Variables | Cronbach's alpha | rho-A |
|-----------|------------------|-------|
| EP | 0.921 | 0.928 |
| OC | 0.933 | 0.936 |
| WD | 0.945 | 0.945 |

As stated above that Cronbach alpha shows the reliability of the questionnaire. The value above 0.7 is considered preferable. The results in table 3 show that all the three variables have values above 0.7 it means that the inner model is reliable. The Cronbach alpha of employee performance, workforce diversity and organizational culture is 0.9.

Composite Reliability

Composite reliability is also used to check the internal reliability of the model. It is used to test the construct reliability. Similar to Cronbach alpha the value of composite reliability should be more than 0.6. if the value is 0.7 it shows average reliability. The value greater than 0.7 is considered more reliable.

Table 4: Composite Reliability

| Variables | Composite reliability |
|-----------|-----------------------|
| EP | 0.938 |
| OC | 0.944 |
| WD | 0.958 |

As

suggested by Wiyono (2011) if the value of composite reliability is less than 0.7 than it means the latent variable is invalid. The loading value greater than 0.7 means the latent variable is valid. The results of composite reliability in table 4 show 0.9 value it means that the model is reliable and acceptable.

Average Variance Extracted (AVE)

To check the convergent reliability the average variance extract is used. Convergent reliability shows that how the constructs of variable co relate with other constructs. The value of AVE is considered preferable if it is 0.5 or above than.

Table 5: Average Variance Extract (AVE)

| Variables | AVE |
|-----------|-------|
| EP | 0.717 |
| OC | 0.653 |
| WD | 0.820 |

The value of AVE should be 0.5 to be acceptable. The results of table 5 have the value above 0.5 for the variables it means the convergent reliability is also accepted of this model.

Discriminant Validity

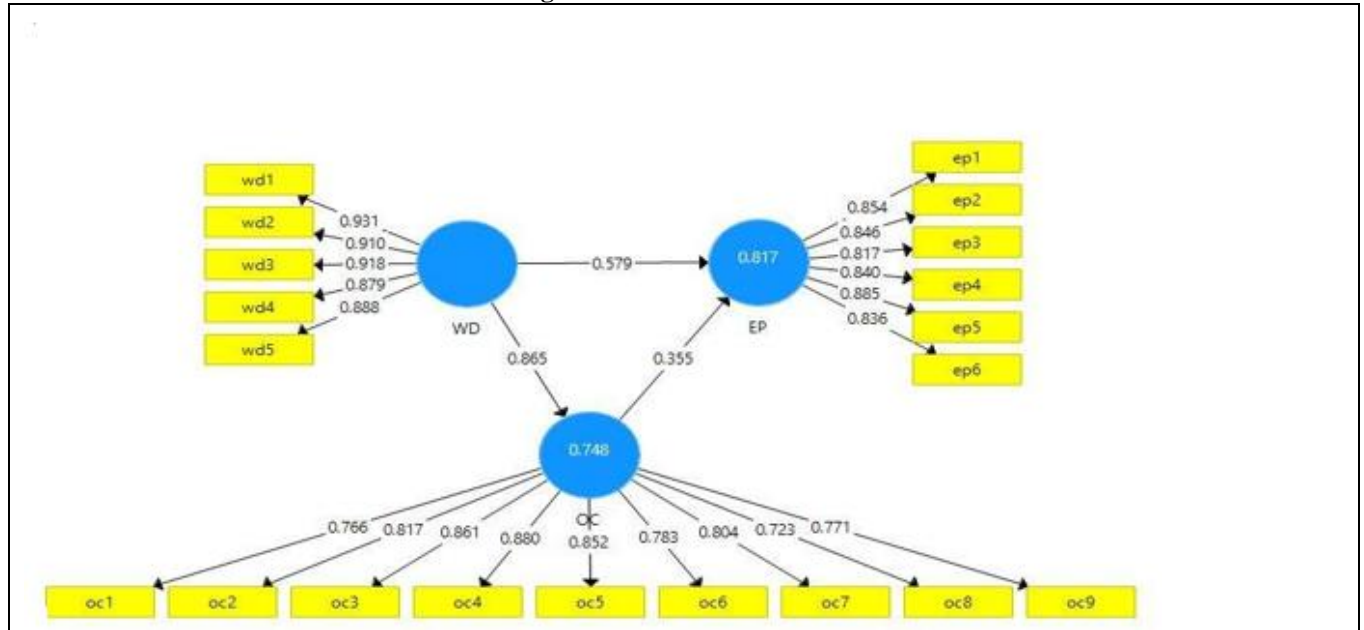
Fiske (1959) introduced the concept discriminant validity. Discriminant validity is evaluated by the measure of the constructs that should not be co related to each other. Validity shows the accuracy of the measures. In Smart PLS the assessment of discriminant validity ensures that the construct have strong relation with its own indicator rather than any other construct. The discriminant validity is determined by Fornell- Larker Criterion.

Table 6: Discriminant Validity

| | EP | OC | WD |
|----|--------------|--------------|--------------|
| EP | 0.846 | | |
| OC | 0.830 | 0.808 | |
| WD | 0.769 | 0.780 | 0.905 |

The square root of AVE should be higher than the correlation with other constructs than discriminant validity is created (Fornell larker, 1981). However, the results of this study in table 6 shows that the square root of AVE is greater than the correlated values. It means the questions of the construct are valid and discriminant validity could not be claimed.

Fig.2 Structural Model



Structural Model:

After analyzing the measurement model of the study, the next step is to evaluate the structural model of the study. Structural model is validated by the path coefficients and coefficient of determination.

Path Coefficients:

Table: 7 Hypotheses test Results

| | Originalsample | Samplemean | Std. deviation | T-Statistics (O/STDEV) | P values |
|---------|----------------|------------|----------------|---------------------------|----------|
| OC → EP | 0.355 | 0.356 | 0.054 | 6.561 | 0.000 |
| WD → EP | 0.579 | 0.579 | 0.052 | 11.096 | 0.000 |
| WD → OC | 0.865 | 0.865 | 0.013 | 64.556 | 0.000 |

The results of the above table show that the variable organizational culture is significant showing the t-statistics $6.561 > 1.96$ and the value of P is $0.000 < 0.05$. Hence it is proved that organizational culture has a significant relationship with employee performance. The variable workforce diversity is considered significant because the results of t-statistics show $11.096 > 1.96$ and value of P is $0.000 < 0.05$. Similarly, the results prove that workforce diversity has a significant relationship with employee performance. the variation between the variable workforce diversity is significant

showing t-statistics $64.5 > 1.96$ and P value is $0.000 < 0.05$. so, the results conclude that there is a significant relationship between workforce diversity and organizational culture.

Total Effects

Table 8. Total Effect

| | Original sample | Sample mean | Std. deviation | T statistics | P values |
|---------|-----------------|-------------|----------------|--------------|----------|
| OC → EP | 0.355 | 0.355 | 0.052 | 6.785 | 0.000 |
| WD → EP | 0.886 | 0.886 | 0.011 | 77.186 | 0.000 |
| WD → OC | 0.865 | 0.865 | 0.013 | 68.085 | 0.000 |

The total effects in the given above table are significant. OC and EP have significant relationship (t-statistics $6.785 > 1.96$ & p value $0.000 < 0.05$). WD & EP have significant relationship (t-statistics $77.18 > 1.96$ & p value $0.000 < 0.05$). WD and OC has significant relationship with each other (t value $68.08 > 1.96$ & p value $0.000 < 0.05$).

Indirect Effects:

To test the mediation effect of organizational culture on workforce diversity and employee performance bootstrapping is the reliable technique in smart PLS.

Table: 9 Test for Mediation Effect

| | Original sample | Sample mean | Std. deviation | T. Statistics (O/STDEV) | P values |
|--------------|-----------------|-------------|----------------|----------------------------|----------|
| WD → OC → EP | 0.307 | 0.308 | 0.046 | 6.650 | 0.000 |

The results in the above table shows that t-statistics is $6.650 > 1.96$ and p $0.000 < 0.05$ it means that our 4th hypothesis is also accepted organizational culture mediates relationship with workforce diversity and employee performance.

H4: workforce diversity and employee performance are mediated by organizational culture. According to the mediation analysis in this study we have found partial mediation of organizational culture between workforce diversity and employee performance. It is partially mediated because the direct effect is significant between workforce diversity and employee performance.

Model Fit:

R square is used to determine the model fit it is termed as coefficient of determination (R^2). Coefficient of determination shows the variance in dependent variable and is explained by

independent variable. According to rule of thumb the value of R square above 0.6 is considered best fit. A value of R square less than 0.3 is considered weak and a value between 0.3 to 0.5 is considered moderate. It is also known as goodness of fit.

Table: 10 Test for Model Fit

| | R square | R square adjusted | As in the |
|----|-----------------|--------------------------|-----------------|
| EP | 0.817 | 0.816 | |
| OC | 0.748 | 0.747 | |

above table it can be seen that the value of R square is 0.8 it means that the model is fit.

Discussion:

This study was conducted to find the impact of workforce diversity on employee performance, mediating role of organizational culture. We build hypotheses according to our theoretical framework and to test these hypotheses smart PLS software was used.

In this study we have found a significant relationship between workforce diversity and employee performance (t-value 11.096 > 1.96 and p-value 0.000 < 0.05) it means H1 is accepted. Further the study showed that there is a significant relationship between workforce diversity and organizational culture (t-value 64.5 > 1.96 and p-value 0.000 < 0.05) hence H2 is accepted. The results of t-statistics also revealed a significant relationship between organizational culture and employee performance (t-value 6.56 > 1.96 and p-value 0.000 < 0.05) thus H3 is also accepted. The last hypothesis was to test the mediating role of organizational culture on workforce diversity and employee performance. the study found a significant relationship (t-value 6.65 > 1.96 and p-value 0.000 < 0.05). there is mediation effect of organizational culture on workforce diversity and employee performance.

Thus, it is proved that workforce diversity has a significant relationship with employee performance and organizational culture mediates between them. Karachi is the most diverse cities in Pakistan. If the organization can manage workforce diversity this will result in enhancing employee performance and organizational culture also play an important role that how employees perceive diversity. if the management treats employees fairly, give them equal opportunities then employees will be more satisfied, work harder and remain committed with the organization.

CONCLUSION

This study intended to find the impact of workforce diversity on employee performance mediating role of organizational culture in banking sector of Karachi. Diversity is considered to be a strength for the organization but still people stick to their opinion and views regarding their caste, religion and ethnicity. This makes diversity a problem for the organization to deal with it. If the diverse workforce is managed properly the productivity of employees will increase. According to Farrer (2004) the organization does not achieve success only by embracing diversity but also managing it effectively. A diverse workforce add value to the organization by making it market competitive and increasing productivity. To conduct the research, the data was collected from different banks located in Karachi. Various researches have been conducted to find the impact of workforce

diversity on employee performance but there isn't any research to find the organizational culture's role. This is the first research that has been conducted to find the mediating role of organizational culture on workforce diversity and employee performance. This is the research gap. We studied the impact of workforce diversity on employee performance in context of organizational culture. Organizational culture plays a vital role in improving employee performance. Employees dissatisfaction towards an organizational culture is the cause of poor performance and increase in turnover rate in the organization. The study concluded that there is significant relationship between workforce diversity and employee performance the organizational culture work as a mediator among them. An effective and well managed organizational culture makes the employees committed to the organization. They work according to the goals set by the organization.

Recommendations:

Banking sector in Pakistan is the most emerging industry and it faces many challenges and problems. Employees are assets for an organization they play a huge role in organization's success if managed properly. It is the need of organizations to adopt diversity at workplace because a diverse workforce will have different skills, capabilities and abilities to improve the performance of organization. The study finds that there is a significant relationship between workforce diversity and employees. If the organization is successful for creating and managing a diverse workforce the employee performance will be enhanced. Organizational culture also plays a vital role that how employees perceive diversity at their workplace. Further recommendations for researcher are that this study was conducted only on banking sector it can be conducted on any other sector.

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