IMPACT OF WORKFORCE DIVERSITY ON ORGANIZATIONAL PERFORMANCE IN THE EDUCATION SECTOR OF KARACHI PAKISTAN

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ABSTRACT: Diversity is gradually used and accepted as a significant organizational resource in esteems to whether the objective is to be an employer of choice, to offer outstanding customer service, or to sustain a competitive advantage. It also has verified to have controlled to an opinion of being essential for organizational performance. This ultimate faith forces managers to hold and understand the theory of workplace diversity, its benefits and barriers. The purpose of this research is to discover the impact of diversify workforce towards organizational performance which focus into the education sector. The research also emphases on workforce diversity which contains the gender, ethnic and education background of the employees which is the utmost critical variables amongst all the others. The research was done by distributing 100 questionnaires to the faculty members of 5 different universities of Karachi. The questionnaire outcomes show that there is an impact on performance when diverse workforce is working in the education sector.

Key words: Workforce Diversity, Organization, Performance, Gender, Ethnic, Qualification, Karachi, Universities.

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1. INTRODUCTION

One of the greatest critical interesting issues of this era, in the study of organizational behaviour is the impact of employee diversity on organizational performance. In current competitive and global situation, the common agreement is organizations those practicing diverse workforce, have to perform well than those do not adopting and practicing the diverse workforce.

Workforce diversity mentions the employee's specific similarities and differences. It views for individualism that comprises age, working environment, gender, perceptions, ethnicity, marital status, region, work experience, sexual alignment, income, nationality with each other, which support organizational essential values (Kitololo, 2005). Though it is usually known that here is limited research work on exactly how workforce diversity impacts organizational performance mostly in Karachi's banking sector, but there is strong proof that workforce diversity have emotional impact on the working of organizations in terms of performance, negatively or positively (Chuang et al, 2004).

Though, the problem rises whether strong opinions of diverse workforce can improve organizational performance. For the solution of this problem the researchers' attempts that views of diverse workforce is very essential to increase organizational performance (Schwepker, 2001). It is specified that firms which attach investigates, more significance to succeed diversity are more effective and. highly developed (Rana Nadir Idrees, Abdus Sattar Abbasi and Muhammad Waqas 2013).

Frontrunners and managers inside the organizations are mainly answerable for the attainment of diversity programmes as they are committed to guarantee that the strategies are effective. The utmost essential issues of workforce diversity are to report the complications of judgment in relations of working environment, age, language, efficiency and effectiveness, relevance to job and ethnicity. There will be a possible for personal clashes, higher revenue and hard to communicate when diversity is not properly managed. Generally, it will be argumentative to effectiveness, profitability, organization's performance and status.

There is sufficient work on employees' diversity, more or less all areas, but not in educational sector specifically in Pakistan. In Pakistan the educational region is nearly unnoticed. Education is very essential for everybody to get achievement in life and to persist in this world so I pick the educational division for this research. Like the other segments the staff diversity is similarly significant in educational region because it impacts its performance. In different faculty diverse kinds of skills are presented at one place so the pupils can learn new and diverse sorts of skills. Hence if management accurately manages the diverse staff in the educational zone formerly it raises the students' performance and definitely impacts the students.

1.1 Problem Statement:

Researchers conducted the research on education sector on workforce diversity and in relative to workforce diversity strategies and employee performance, yet nobody focused on the impact of workforce diversity on organizational performance. Numerous researches have been conducted on workforce diversity. This research is provoked by the gap left vacant through an extensive number of study works that has been led on staff diversity and its implication on educational sector. That is why I specially focused some of universities of Karachi to conduct my research to know about the relationship between the workforce diversity and organizational performance of Karachi's educational sectors. At the end of this research these particular questions would be answerable:

- Is there any significance impact of workforce diversity on organizational performance? If yes, is the relation positive or negative?

1.2 Research Questions:

The research questions of this study are:

- ➢ How the workforce diversity impact on organizational performance in universities of Karachi?
- ➢ Does the workforce diversity have a positive impact on organizational performance?
- ➢ What is the relationship between qualification and organizational performance?

- ➢ What is the relationship between cultural diversification and organizational performance?
- ➢ What is the relationship between workforce diversity and efficiency and effectiveness?

1.3 Significance of Study:

Workforce diversity is very much interrelated with HR Management in any sector to fascinate and recruit the best people from a group of diverse workforce. The main importance of this study is that we will know how the diverse workforce helps the performance of organization in education sector of Karachi.

1.4 Objective of Study:

The main objective of this study was to define the impact of different factors of workforce diversity on organizational performance. Secondly, this research has done to find either the sub variables include culture, working environment, language, education and experience effect the organizational performance or not.

1.5 Limitations of Study:

The area of this research is the education sector of Karachi. This study is just for the purpose to know how the different factors of workforce diversity impact the performance of universities.

2. LITERATURE REVIEW

Earlier study on workplace diversity intends that diversity can be either unfavourable or favourable for worker performance. Like, diversity in organizations is surely associated with problem-solving talents and creativity and negatively associated with collaboration and cohesiveness (Erasmus, 2007). All the managers at middle level, employed at head office of all 43 commercial banks in Kenya, population of this study. The research concludes that expertise, education level, ethnic diversity, training, gender diversity and competency effect worker performance positively. But there is weak and irrelevant relation between age and performance. The research endorses that management of workforce diversity carry work experience and new

capabilities like technologies, hand to hand to increase performance of employees.

The relationship between workforce diversity and performance was studied by Carrell (2006), describes staff diversity as the performances that people vary which can affect a duty or affiliation inside an organization like age, religion, language, ethos, gender, and learning in the banking sector of Kenya. Using pooled data of 4000 employees included of the bank. From 25 branches in Nairobi district, 3 branches, choose for sampling. The results shows that every single organization that managing the workforce diversity experience the extra innovative decision making, adequate working atmosphere, and improved finish goods as very personnel are interacted and feel encouraged to work in an expressive manner. Trade unions and ministry industry should farther research in the same area to check employee's dignity and organizational performance.

Another study led to discover how firms manage workforce diversity and its significances to the firm's presence as well as inspect how corporations' deal with challenges that originates problematic for a business however it can be a solution. It comes with some difficulties but also doles and risky but productive too(Devoe, Deborah 1999).Daily data of 5 companies where two are the big companies and three are small companies operated in Ghana and Finland for the period 2013 as sample. The result relates and deliberates the extent to which the organizations opinion diversity on workplace, and reasons for the diversity in controlling diversity in big as well as in small organizations. Managers must be set to alteration few part of their firm practices, once the diversity administration practices adopted are not working efficiently however before do this, the vision for the modification must be conversed efficiently.

One more study is conducted by Hasan, Muhammad and Imran (2009) to observe the emphasizing theory of workforce diversity and in what manner it relates to organizational performance. Sample size of this study is 20 companies of different sectors. After this study some

famous points showed related to the connection of workforce diversity, their needs, motivation, and issues regarding organizational performance. Findings of this study show that workforce diversity and organizational aims are a significant element that binds the employees' participation consequently increasing commitment. Tools of management in a diverse workforce should be used to teach everybody about diversity and its problems, with laws and rules. Utmost offices are made up of diverse values, so organizations need to learn how to acclimate to be efficacious.

Another study showed that researchers and experts have also supposed that leadership diversity is critical financial success of firm (McCuiston, Wooldridge & Pierce, 2004). The significance of organizational leadership and realization strategy of diversity as a basis of competitive gain (Richard, 2000). Business reputes may be used to evaluate and estimate organizations' competences, strategic adoptions, and places in organizational fields (Rindova et al). The relationship among firm performance and diversity may arise over an organization's diversity reputation; things may also be established through change at numerous managerial levels (Dwyer, Richard & Chadwick, 2003). Using longitudinal figures for 100 organisations of USA for the period from 1998 to 2003 as sample. The outcomes indicated an optimistic relationship among book-to-market equity and diversity reputation, and a curved U-shaped relationship between revenues and leader diversity. Analyses advise that financial benefits caused by diversity reputation might mainly develop from capital relatively product markets.

Another study conducted by Milliken and Martins (1996), work place change is originated to have a different twin effect on organizational efficiency. In addition, business societies are gradually implementation the practice of workgroups as a strategy-structure blend in the chase of organizational goals. (Mumford & Licuanan, 2004; West & Anderson, 1996).The sample size is 120 worker teams from 248 teams from the Lagos area, Nigeria, time period from 2007 to 2009. Findings of the study indicated that organizations can perform effectively by change in workforce. Study confirms that

there is a positive relationship between workforce diversity and organizational performance. Results of study suggest firm managers not likely to perceive a direct encouraging relation between workforce change and organizational efficiency. As an alternative, things are likely to be resolved by tactics a firm follows and by how managers and employees respond and manage change.

Years of exploration on the diversity effects contained by small groups and teams show that it can be influenced positively as well as negatively in some cases. (Jackson et al., 1995; Millikin & Martins, 1996; Williams & O'Reilly, 1998). The research between workforce diversity and organizational performance, carried out in 4 large firms via research group known as "Diversity Research Network" for the period from 1999 to 2003. The indication proposes that diversity can be concurrently created more creativity and development along with more clash and employee turnover (Jehn et al., 1999; cf. Williams & O'Reilly, 1998). Mixed result was found by the research. One is, diversity gives the great innovation within the banking sector, and other is diversity gives the higher turnover rate among management of banking sector.

On the other hand, relationship between workforce diversity and two more factors which are commonly linked with organizational performance, job satisfaction and goals of organization. Organizational goal uncertainty has been defined by "grade to which aims let explanatory scope, or scope in how individual relates, understands, and perceives the aims" (Chun and Rainey 2005a; Feldman 1989, 5-7). Job satisfaction has the direct as well as indirect behaviour on organizational outputs and imperative individual; it contains motivation, productivity commitment and turnover of employees (Mobley et al. 1979).Targeted population was 260federal government agencies of Las Angeles, from the time period of 2006 to 2008. Though productive workforce diversity leads to favourable results of organizations, but it is not needed to treat organizational changes as general characteristics. Upcoming study on organizational diversity can be profitable after investigation how several practices of diversity affect the execution and analysis of

organizational objectives or alternatively narrate to personal conflict.

Connection between workers diversity and organizational performance and different dimensions have different link with performance. Such as age has the negative relation with performance, culture has the positive relation with productivity, sales, innovations and market shares, gender either positive or negative relation with performance was studied by (Richa Gupta 2013).Using pooled data of 29 companies of Jammu, from 2010 to 2013.Focussed and effective diversity policy must address organizational ethos variation to form a work atmosphere that encourages cohesiveness, coordination and contribution which definitely influence performance.

Understanding the influences of diversity on organizational outcome, for example, employee pleasure, revenue and organizational performance, has become crucial (Sungjoo and Rainey, 2010). Workforce diversity included age, sexuality, culture, working style, language and educational background of staff which are very important variables from others. The focused group of this study was the AIRLINE industry of Malaysia, Malaysian Airline and Air Asia. On the bases of showed result, an inclusive effect of diversity of employees concerning worker performance in organization (airline industry) is important in utmost of the traditions.

Many corporate groups flop in Nigeria because rousing diverse employees to work as a team has been unsuccessful in terms of training, experience, strategy and methodology to particular and general goals (Wilfred I. Ukpere 2014). This research has been done to discover that either the workforce diversity has affirmative effect on customer associated issue, education impact as a tool. Data were collected by group of 300 under graduated and graduated pupil. Results exposed, diversity has a positive influence on customer associated problems in an organisation.

As the (Chattopadhyay, et al, 2004) said, diversity just not deal with the individual characteristics but it deals with the group characteristics. Diversity perception refers groups' or organizations' characteristics. This reveals the

degree of subjective and objective changes within organization and groups. Sample of 85 workforces of KEMRI including 55 scholars and 30 supervisors selected, from the period 2008 to 2012. Personality is valuable for forecasting job performance and job satisfaction. Study commends that KEMRI must reflect personality tests as selection and recruitment practice.

Hofstede (1980) presented proof, over 40 national ethos, that ethnic and national backgrounds are steadily linked to positive value and attitudes. Along four dimensions: authority distance, patience for ambiguity, masculinity-femininity and individualism-collectivism, there are differences in attitude orientations. 137 graduate and undergraduate students of Mid-western University selected to gather data. Result stated that from two types of groups, the quantity of unique ideas are same, reason behind this is, maybe there is difference in unique ideas given by both the groups.

(Amaram, 2007)highlighted that, when an organization has a favourable environment to practice workforce diversity, workers will like all progressive benefits for example knowledge and skill transfer, motivation, creativity and improved decision making, thus that will be the facilitator for growth of organization. Using pooled data of 316 middle level managers of Singaporean banks. The study discloses that workforce diversity is not significantly affecting the performance of workers. It is concluded that employees in Singapore both they neither criticise it nor admire the workforce diversity as blessing to them as a white elephant and give a neutral image of diversity of workforce.

Latest study of (McKay et al., 2008) has demonstrated a more exact explanation that abstracts diverse workforce with devoted work settings as the level to which an organization implements fair HR strategies. Data gathered from 286 workers of corporate sector of Islamabad Pakistan from 2011 to 2013.The study tells that dedicated work environments and diverse workforce might be seeing as a cooperative mean of inducing firm promise and employee attitudinal results. For further researches may focuses on investigating the integrative

impacts of CSR on other worker attitudinal results like organizational citizenship performance etc.

According to (Bassett-Jones, N. 2005), in organization diversity leads to competition between the employees that everybody in business should learn from other and rise one's working skills. For this research the sample size was 150 and data was collected from 5 metropolitan cities of Pakistan. O find the right person for the right job or any organization, performance and workforce diversity can help a lot. Though in boundaries, many workers do not know what really diversity is, moreover their organization is diverse or not. Diversity is well planned in many of the private sector firms but public sector firms are still covering behind. As a result, now public sector firms are improving practice of workforce diversity.

3. METHODOLOGY

There are no enough researches on the effect of staff diversity on organizational performance in educational sector in Pakistan especially in Karachi. Because of this reason, the core objective of this research is to study the influence of staff diversity on organizational performance in the educational region.

3.1 Statistical Technique Used:

With the combination of Correlation and Regression Statistical Techniques this research has been conducted. In this research the Likert Scale used to get the results. On the Likert Scale the selection of answers were like 1 2 3 4 5 i.e Strongly Agree, Agree, Neutral, Disagree and strongly Disagree.

3.2 Hypothesis:

- ➤ **Hypothesis (HO):** There is no relationship between workforce diversity and organizational performance.
- ➤ **Hypothesis (HA):** There is a relationship between workforce diversity and organizational performance.
- ➤ **Hypothesis (HO):** There is no relationship between culture of employees and experience.

➢ **Hypothesis (HA):** There is a relationship between culture of employees and experience.

➢ **Hypothesis (HO):** There is no relationship between gender of employees and experience.

➢ **Hypothesis (HA):** There is a relationship between gender of employees and experience.

➢ **Hypothesis (HO):** There is no relationship between qualification of employees and experience.

➢ **Hypothesis (HA):** There is a relationship between qualification of employees and experience.

➢ **Hypothesis (HO):** There is no relationship between culture of employees and efficiency and effectiveness.

➢ **Hypothesis (HA):** There is a relationship between culture of employees and efficiency and effectiveness.

➢ **Hypothesis (HO):** There is no relationship between gender of employees and efficiency and effectiveness.

➢ **Hypothesis (HA):** There is a relationship between gender of employees and efficiency and effectiveness.

➢ **Hypothesis (HO):** There is no relationship between qualification of employees and efficiency and effectiveness.

➢ **Hypothesis (HA):** There is a relationship between qualification of employees and efficiency and effectiveness.

3.3 Research Approach:

Qualitative and quantitative both techniques have been used to examine the effect of different staff and management on the measurable based which are conducted in various countries in various areas. Therefore the quantitative method is used to measure the effect of workforce diversity on organizational performance.

3.4 Data:

Primary Data Source is used to answer the research's hypotheses and questions and to analyse the impact of diverse staff on performance of organization.
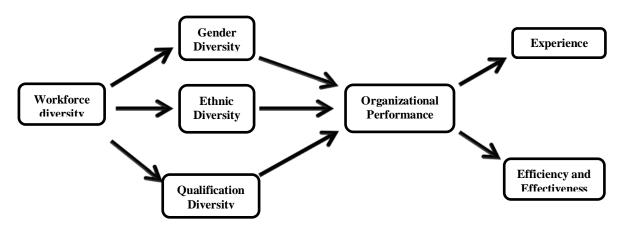
3.5 Data Collection Technique:

This research conducted through Questionnaire data collection method in which each variable having 5 questions. For the study, research instrument used was questionnaire. Questionnaire essential respondent to takes the accountability to read and response the questions. The questionnaires spread directly to the staff of universities and it took about 10-15 minutes for a respondent to fill it.

3.6 Data Source:

The source of data collection for this research is from different faculty of 5 targeted universities of Karachi. The targeted universities are the some of private and government universities. Target population is about 100 faculty members of different departments of the 5 private and government universities in Karachi.

3.7 Theoretical Framework:

4. DATA PRESENTATION AND ANALYSIS

Descriptive statistical method used to analyse information to get the mean, standard deviation, skewness and percentages. After the data had revised in case of incorrect spellings and inappropriate answers, implied, and pass in into the Statistical Package for Social Sciences (SPSS) Programme IBM version 20, the descriptive analysis done. To examine the quantitative facts, SPSS used to process the replies from the questionnaire by descriptive statistics for example percentages and frequencies and data presented by frequency tables. Qualitative data generated by questionnaire having Likert Scale later the researcher assessed and analysed the statistics data. SPSS also used to check the relationship among dependent and independent variables by techniques such as Linear Regression analysis and Pearson Correlation analysis. Hypothesis results of the research assessed using SPSS to conclude whether hypotheses are supported by the research or not.

4.1 HYPOTHESES 1:

Descriptive Statistics

	N	Min	Max	Mean	Std. Deviation	Skewness	
	Stat.	Stat.	Stat.	Stat.	Stat.	Stat.	Std. Error
ethnic diversity and healthy competition	100	1.00	4.00	2.2800	.77954	.245	.241
latest technology and young/old employees	100	1.00	5.00	2.1800	1.03845	.955	.241

Correlations

		ethnic diversity and healthy competition	latest technology and young/old employees
ethnic diversity and healthy competition	Pearson Correlation	1	.237*
	Sig. (2-tailed)		.018
	N	100	100
latest technology and young/old employees	Pearson Correlation	.237*	1
	Sig. (2-tailed)	.018	
	N	100	100

*. Correlation is significant at the 0.05 level (2-tailed).

Valid N (listwise)	100						

DESCRIPTIVES VARIABLES=ETH1 EXP1/STATISTICS=MEAN STDDEV MIN MAX SKEWNESS.

Above table shows that, here is positive relationship between ethnic diversity and healthy competition and latest technology and young/old employees because of the value of correlation coefficient is affirmative. The ethnic diversity variable has a 0.18 correlation with latest technology and young/old employee variable. In other words, ethnic diversity and healthy competition variable has a 0.018 correlation with the latest technology and young/old employee variable. The significant value is 0.018 which is less than 0.05 and due to this null hypothesis is rejected.

Descriptive Statistics							
	N	Min	Max	Mean	Std. Deviation	Skewness	
	Stat.	Stat.	Stat.	Stat.	Stat.	Stat.	Std. Error
women v/s men as listener	100	1.00	4.00	2.1600	.74833	-.123	.241
latest technology and young/old employees	100	1.00	5.00	2.1800	1.03845	.955	.241
Valid N (listwise)	100						

R square value of ethnic diversity and healthy competition (culture) is 0.056. Which means that there is change in one unite of ethnic diversity and healthy competition (culture diversity), which is independent variable may occur 5.6% change in experience of employees, which is dependent variable. According to this value of R square which is 0.056, the model is moderate.

Coefficients[a]					
Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	1.461	.315		4.641	.000
ethnic diversity and healthy competition	.315	.131	.237	2.410	.018
a. Dependent Variable: latest technology and young/old employees					

Equation: experience (DV) = 1.461+0.315 ethnic diversity (IV)

Correlations		women v/s men as listener	latest technology and young/old employees
women v/s men as listener	Pearson Correlation	1	.119
	Sig. (2-tailed)		.240
	N	100	100
latest technology and young/old employees	Pearson Correlation	.119	1
	Sig. (2-tailed)	.240	
	N	100	100

One unit increase in ethnic diversity (independent variable) will change the experience by 0.315 units. If the ethnic diversity is zero than experience of employee will increase by 1.461 units.

4.2 HYPOTHESES 2:

DESCRIPTIVES VARIABLES=GEN1 EXP1/STATISTICS=MEAN STDDEV MIN MAX SKEWNESS.

Above table shows that, here is positive relationship between women v/s men as listener and latest technology and young/old employees because of the value of correlation coefficient is affirmative. The women v/s men as listener variable have a 0.119 correlation with latest technology and young/old employee variable. In other words, women v/s men as listener variable have a 0.119 correlation with the latest technology and young/old employee variable. The significant value is 0.240 which is greater than 0.05 and due to this null hypothesis is fail to reject.

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.119[a]	.014	.004	1.03638
a. Predictors: (Constant), women v/s men as listener				

R square value of women v/s men as listener (gender) is 0.014. Which means that there is change in one unite of women v/s men as listener (gender diversity), which is independent variable may occur 1.4% change in latest

technology and young/old employees, which is dependent variable. According to this value of R square which is 0.014, the model is weak.

Coefficients[a]					
Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	1.825	.318		5.738	.000
women v/s men as listener	.165	.139	.119	1.182	.240
a. Dependent Variable: latest technology and young/old employees					

Equation: experience (DV) = 1.825+0.165 gender diversity (IV)

One unit increase in gender diversity (independent variable) will change the experience by 0.165 units. If the gender diversity is zero than experience of employee will increase by 1.825 units.

4.3 HYPOTHESES 3:

Descriptive Statistics							
	N	Min	Max	Mean	Std. Deviation	Skewness	
	Stat.	Stat.	Stat.	Stat.	Stat.	Stat.	Std. Error
diff education background and conflicts	100	1.00	5.00	3.1200	1.09434	-.526	.241
latest technology and young/old employees	100	1.00	5.00	2.1800	1.03845	.955	.241
Valid N (listwise)	100						

Correlations		diff education background and conflicts	latest technology and young/old employees
diff education background and conflicts	Pearson Correlation	1	.052
	Sig. (2-tailed)		.608
	N	100	100
latest technology and young/old employees	Pearson Correlation	.052	1
	Sig. (2-tailed)	.608	
	N	100	100

DESCRIPTIVES VARIABLES=EDU4
EXP1/STATISTICS=MEAN STDDEV MIN MAX SKEWNESS.

Above table shows that, here is positive relationship between diff education background and conflicts and latest technology and young/old employees because of the value of correlation coefficient is affirmative. The diff education background and conflicts variable have a 0.052 correlation with latest technology and young/old employee variable. In other words, diff education background and conflicts variable have a 0.052 correlation with the latest technology and young/old employee variable. The significant value is 0.608 which is greater than 0.05 and due to this null hypothesis is fail to reject.

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.052[a]	.003	-.007	1.04233
a. Predictors: (Constant), diff education background and conflicts				

R square value of diff education background and conflicts (education) is 0.003. Which means that there is change in one unite of diff education background and conflicts (education diversity), which is independent variable may occur 3% change in latest technology and

young/old employees, which is dependent variable.

Descriptive Statistics							
	N	Min	Max	Mean	Std. Deviation	Skewness	
	Stat.	Stat.	Stat.	Stat.	Stat.	Stat.	Std. Error
ethnic diversity and healthy competition	100	1.00	4.00	2.2800	.77954	.245	.241
infrastructure for every employee	100	1.00	5.00	3.0400	1.11844	.362	.241
Valid N (listwise)	100						

According to this value of R square which is 0.003, the model is weak.

Coefficients[a]						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	2.026	.316		6.406	.000
	diff education background and conflicts	.049	.096	.052	.515	.608
a. Dependent Variable: latest technology and young/old employees						

Equation: experience (DV) = 2.026+0.049 education diversity (IV)

One unit increase in education diversity (independent variable) will change the experience by 0.049 units. If the education diversity is zero than experience of employee will increase by 2.026 units.

Correlations			
		ethnic diversity and healthy competition	infrastructure for every employee
ethnic diversity and healthy competition	Pearson Correlation	1	-.013
	Sig. (2-tailed)		.898
	N	100	100
infrastructure for every employee	Pearson Correlation	-.013	1
	Sig. (2-tailed)	.898	
	N	100	100

4.4 HYPOTHESES 4:

ESCRIPTIVES VARIABLES=ETH1
FFI1/STATISTICS=MEAN STDDEV MIN MAX SKEWNESS.

Above table shows that, here is negative relationship between ethnic diversity and healthy competition and infrastructure for every employee because of the value of correlation coefficient is destructive. The ethnic diversity and healthy competition variable have a -0.013 correlation with infrastructure for every employee variable. In other words, ethnic diversity and healthy competition variable have a -0.013 correlation with the infrastructure for every employee variable. The significant value is 0.898 which is greater than 0.05 and due to this null hypothesis is fail to reject.

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.013[a]	.000	-.010	1.12404
a. Predictors: (Constant), ethnic diversity and healthy competition				

R square value of ethnic diversity and healthy competition (culture) is 0.000. Which means that there is change in one unite of ethnic diversity and healthy competition (culture diversity), which is independent variable may occur 0% change in infrastructure for every

employee, which is dependent variable. According to this value of R square which is 0.000, the model is weak.

| | | | | Valid N (listwise) | 100 | | | | |

Coefficients[a]					
Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	3.082	.349		8.832	.000
ethnic diversity and healthy competition	-.019	.145	-.013	-.128	.898
a. Dependent Variable: infrastructure for every employee					

Equation: Efficiency and effectiveness (DV) = 3.082-0.19 ethnic diversity (IV)

One unit increase in ethnic diversity (independent variable) will change the efficiency and effectiveness of staff by -0.019 units. If the ethnic diversity is zero than efficiency and effectiveness of staff will increase by 3.082 units.

4.5 HYPOTHESES 5:

Descriptive Statistics							
	N	Min	Max	Mean	Std. Deviation	Skewness	
	Stat.	Stat.	Stat.	Stat.	Stat.	Stat.	Std. Error
women v/s men as listener	100	1.00	4.00	2.1600	.74833	-.123	.241
infrastructure for every employee	100	1.00	5.00	3.0400	1.11844	.362	.241

DESCRIPTIVES VARIABLES=GEN1 EFFI1/STATISTICS=MEAN STDDEV MIN MAX SKEWNESS.

Correlations			women v/s men as listener	infrastructure for every employee
women v/s men as listener	Pearson Correlation		1	.065
	Sig. (2-tailed)			.523
	N		100	100
infrastructure for every employee	Pearson Correlation		.065	1
	Sig. (2-tailed)		.523	
	N		100	100

Above table shows that, here is positive relationship between women v/s men as listener and infrastructure for every employee because of the value of correlation coefficient is affirmative. The women v/s men as listener variable have a 0.065 correlation with infrastructure for every employee variable. In other words, women v/s men as listener variable have a 0.065 correlation with the infrastructure for every employee variable. The significant value is 0.523 which is greater than 0.05 and due to this null hypothesis is fail to reject.

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.065[a]	.004	-.006	1.12178
a. Predictors: (Constant), women v/s men as listener				

R square value of women v/s men as listener (gender) is 0.004. Which means that there is change in one unite of women v/s men as listener (gender diversity), which is independent variable may occur 4% change in infrastructure for every employee, which is dependent

Descriptive Statistics							
	N	Min	Max	Mean	Std. Deviation	Skewness	
	Stat.	Stat.	Stat.	Stat.	Stat.	Stat.	Std. Error
diff education background and conflicts	100	1.00	5.00	3.1200	1.09434	-.526	.241
infrastructure for every employee	100	1.00	5.00	3.0400	1.11844	.362	.241
Valid N (listwise)	100						

Correlations			
		diff education background and conflicts	infrastructure for every employee
diff education background and conflicts	Pearson Correlation	1	.343**
	Sig. (2-tailed)		.000
	N	100	100
infrastructure for every employee	Pearson Correlation	.343**	1
	Sig. (2-tailed)	.000	
	N	100	100
**. Correlation is significant at the 0.01 level (2-tailed).			

ESCRIPTIVES VARIABLES=EDU4
FFI1/STATISTICS=MEAN STDDEV MIN MAX
KEWNESS.

variable. According to this value of R square which is 0.004, the model is weak.

Coefficients[a]						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	2.831	.344		8.225	.000
	women v/s men as listener	.097	.151	.065	.642	.523
a. Dependent Variable: infrastructure for every employee						

Equation: Efficiency and effectiveness (DV) = 2.831+0.97 gender diversity (IV)

One unit increase in gender diversity (independent variable) will change the efficiency and effectiveness of staff by 0.097 units. If the gender diversity is zero than efficiency and effectiveness of staff will increase by 2.831 units.

4.6 HYPOTHESES 6:

Above table shows that, here is positive relationship between diff education background and conflicts and infrastructure for every employee because of the value of correlation coefficient is affirmative. The diff education background and conflicts variable have a 0.343 correlation with infrastructure for every employee variable. In other words, diff education background and conflicts variable have a 0.343 correlation with the infrastructure for every employee variable. The significant value is 0.000 which is less than 0.05 and due to this null hypothesis is rejected.

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.343[a]	.117	.108	1.05608
a. Predictors: (Constant), diff education background and conflicts				

R square value of diff education background and conflicts (education) is 0.117. Which means that there is change in one unite of diff education background and conflicts (education diversity), which is independent

variable may occur 11.7% change in infrastructure for every employee, which is dependent variable. According

Coefficients^a					
Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	1.947	.321		6.076	.000
diff education background and conflicts	.350	.097	.343	3.611	.000
a. Dependent Variable: infrastructure for every employee					

Equation: Efficiency and effectiveness (DV) = 1.947+0.350 education diversity (IV)

One unit increase in education diversity (independent variable) will change the efficiency and effectiveness of staff by 0.350 units. If the education diversity is zero than efficiency and effectiveness of staff will increase 1.947 units.

5.   FINDINGS

The main objective of this study was to describe the influence of different factors of diversity on organizational performance. The main factors that focused in this research were gender diversity, ethnic diversity and education diversity with the relationship between experience and efficiency and effectiveness of employees. After this research, the findings say that there is a relationship between gender and experience of employee in education sector. It further says that there is no any relationship between culture diversity and experience of employee and culture diversity and efficiency and effectiveness of employees. This research also revealed that there is a relationship between education diversity and employee efficiency and

to this value of R square which is 0.117, the model is good.

effectiveness but there is no relationship between education diversity and employees' experience of work.

The findings also answered all the research questions, and answers explored that there is positive impact of diversified workforce on organizational performance but there is no relation between culture diversity and experience of teachers. Study also exposed that there is not any relationship between workforce diversity and efficiency and effectiveness.

Null Hypotheses	P- Value	Result
There is no relationship between culture of employees and experience.	0.018	Rejected
There is no relationship between gender of employees and experience.	0.240	Fail to reject
There is no relationship between qualification of employees and experience	0.608	Fail to reject
There is no relationship between culture of employees and efficiency and effectiveness.	0.898	Fail to reject
There is no relationship between gender of employees and efficiency and effectiveness.	0.523	Fail to reject
There is no relationship between qualification of employees and efficiency and effectiveness.	0.000	Rejected

6.   CONCLUSION

The conclusion of the study is there a positive relationship between culture diversity and employee experience in the education sector (universities) in Karachi. The study originate that the minority group members can face problems with identity, lack of commitment, less job satisfaction, supposed perception amongst others. The research also found that languages and tribe, cultures and values impact on performance of the organization. On the other hand, the relationship between education diversity and experience of employees is negative but education diversity has positive relation with efficiency and effectiveness.

After the research some questions had answered clearly. The question was, "how the workforce diversity impact on the performance of organization in different universities of Karachi?" Study answered it; the diversified workforce in universities of Karachi has not a good influence on performance of organization. As the study conducted in government as well as private universities and the environment of both type of organization is entirely different so the impact of workforce diversity on performance is different.

The outcome of this study shows that the impact of workforce on organizational effectiveness when qualified by workgroup backgrounds is negligible. This single case study may not be summarized, all the facts. The study focused on only three diversity magnitudes - gender, education and ethnicity - which may have restricted the strength of the research. Also, the sample size used may have accounted in part for the research result.

7. RECOMMENDATION

Diversity now and then is related with effectiveness and efficiency, other times with negative results, and frequently it has no special effects at all. Still, the outcomes of this research recommend that universities' administrators are not likely to see a straight progressive relationship between workforce diversity and organizational performance. In its place, the belongings are likely to be resolute by the policies a university follows and by how organization leaders and members answer to and manage multiplicity. As this research was limited to the education sector of Karachi and in education sector research covered only few universities of Karachi and more researches ought to be led to focus on different areas like the banking sector, commercial sector, manufacturing industry etc. The research also proposes that more studies should be led on the relationship between diversity and performance in further sectors.

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