

Personnel Diverseness Impact on Business Output

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ABSTRACT

As we are stepping in 21st century, there is a shift in a world economy. Human Resource is an important asset for an organisation and now it is apparent that employee's diverseness is indispensable and now it recognises various dimensions of employee's diverseness in the organisation like *age, gender, language, cultural derivation, learning, marital status, etc.* No two people are identical. Individuals are unlike in demographic factors like gender, religion, and race and also differ in their outlooks and perceptions. Diverseness builds the personnel diverse. In existing situation, utilizing the diversifying personnel is an inevitable for each business but to direct such diversifying personnel is also a big challenge for administration. The objectives of the paper are to scrutinize the personnel diversity on the basis of different demographic variables and to analyse the impact of personnel diversity on the output of business. The present research paper is based on secondary data. The researcher after examining the literature and different research studies concluded that personnel diversity is a powerful asset for any business but it is a problem when individual have the stereotype orientation. Hence, Personnel Diverseness can magnify the business output but if not handled properly, it's a serious problem for the organisation.

Keywords: Diverseness, Personnel, Output, Demographic variables.

1. INTRODUCTION

"The value of a diverse team is its capacity to challenge the norm or groupthink, and thus boost organisational performance and improve decision-making." By Yrthya Dinzey-Flores

The 21st century enterprises are sturdily influenced by globalization and demographic modifications of people, which started from the multiplicity of gender, race, age, profession. Globalization has brought surge of supplies, information, and persons. Similar to globalization, multiplicity and common issues have had a remarkable consequence on the learning and use of management and organizational behaviour. Workforce diversification is distinctiveness and resemblances that an individual bring to an organisation. It is a difficult phenomenon which an organisation has to deal with. It is disagreed that organizations that cost multiplicity will positively develop achievement and have a potential in this dynamic universal labour marketplace (Jain and Verma, 1996). Diversity is not restricted to customary thinking like race, gender, and disabilities (ASTD, 1996a;1996b). It is "all the way in which people diverge to each other", (Hayles, 1996). In broader sense, it consist of all the characteristics of an individual and groups such as race, gender, ethnicity, national origin, age, religion, affection orientation, personality, language, education, physical looks, lifestyle, marital status, beliefs, geographical origin, tenure with the job and organization, and economic status (Triandis, 1994; Wheeler, 1994; Carr, 1993; Caudron, 1992; Thomas, 1992). Workforce diversity management has turned into an imperative issue equally for governments and private enterprises. The personnel diversity appeared chiefly to further the accessibility of identical opportunities in the workplace. This identical stance is intended at ensuring that organizations build the most out of the variation from an unlike personnel rather than losing aptitude which might assist the organization to be more proficient and useful. Organizations know the need for immediate accomplishment and are set to spend resources on controlling diversity in the work place. In the past, workforce diverseness was observed as a legal concern and for over 45 years it was unlawful to treat/differentiate anyone on any basis. Now with globalisation, business units are realizing and recognizing workforce diversity as it is a measure of the efficiency of an individual, machine, factory, system, etc., in converting inputs into functional outputs is known as productivity. There are some diverse ways of measuring efficiency. For example, in a factory efficiency might be measured based on the number of hours it takes to produce a good, while in the service sector efficiency might be computed based on the proceeds generated by an employee divided by his/her salary. Therefore, this study identifies the various strategies required to manage the diversified workforce and analyses its impact on the organizations output.

This study has not taken any particular country/ industry/sector for analysis. The present study has analysed and investigated the previous research work done on workforce diverseness, demographic characteristics and highlighted the gaps in the previous researches and suggested new possibilities for research.

This study takes into consideration workforce demographic variables. This study reassess the previous research work done on this area in order to arrive at concrete conclusion.

2. RESEARCH OBJECTIVES

- **Objective 1:** To scrutinize the personnel diversity on the basis of different demographic variables age, gender, language, cultural derivation, learning, marital status.
- **Objective 2:** To analyse the impact of personnel diversity on business output.

3. RESEARCH METHODOLOGY

A systematic review of the literature on employee diverseness was carried out. The systematic review is a process through which we amalgamate and distribute evidence by minimalizing the bias through an analysis and examination of published literature (Tranfield et al., 2003). A systematic literature review is conducted using electronic database searching to find articles that identify and describe the characteristics of workplace diversity and organizational performance.

4. REVIEW OF LITERATURE

Ongori Henry and Agolla J. Evans University of Botswana, Botswana(2007) did research on “Critical review of literature on workforce diversity”. The paper analysed the research work of previous researchers on the concept “Workforce Diversity”. The focus of the paper is to investigate the meaning of the concept workforce diversity and what benefits an organisation can derive from it? Through the analysis researcher wanted to investigate the workforce diversity meaning? What benefits can be derived from the workforce diversity? What benefits an organisation can reap from it? What management can do to augment employee’s diversity? What are the drawbacks of employee’s diversity? Through the literature review it was analysed that the degree to which managers identify diversity and its probable benefits and drawbacks defines an organization’s attitude to manage the diversity. In today’s world of globalisation no organisation would survive without employees’ diverseness. It is management duty to assess the workforce diverseness benefits in the organisation and also create such environment and strategies which would promote the workforce diversity. Hence, with the properly managed diversified workforce an organisation is internally and externally competitive. As per Porras, 1991, the process of diversification of organizations passes through six stages: denial; recognition; acceptance; appreciation; valuing; and utilization. It is firmly believed that a business should implement strategies to augment and improve workforce diversity. According to Adler, 1997, diversity management determines the positive and negative impact, and not the diversity itself which determines the effect. Managing and handling workforce diversity is unconditionally reliant on some primary objectives to which workforce are willing to commit like survival of the organisation (Gentile, 076 Afr. J. Bus. Manage. 1994). In today’s competitive environment a successful business is one where diversity is the rule and not the exception (Lawrence, 2001).

Priscilla Dike (2013) did a research on “The Impact of Workplace Diversity on Organisations”. The researcher attempted to understand the management of workforce diversity along with its consequences on the organisation’s existence. The result showed that the workforce diversity has an important and effective role in some organisations. Therefore, workforce diversity is needed to be handled properly if left ignored than it could cause low productivity. The researcher suggested that there should be regular up gradation of the ways in order to manage the diverse workforce effectively. Author has concluded that workforce diversity contributes to more productivity but one should ensure that there should not be differential treatment otherwise it would hinder the organisation’s success. Big giants have positive attitude towards workforce diversity and ensures its proper handling by continuously working on diversity management improvement. On the other hand small setups find workforce diversity as a choice and avoids it when they feel they cannot manage it effectively.

C. C. Ukachukwu, and E. B. J.Iheriohanma (2013) did research on “The effect of Cultural Diversity on Employee Productivity in Work Organisations”. The difference in cultural background creates conflicts and affect team work when management fails to handle the diversity properly. Thus, it is a challenge in the workplace. This study tried to analyse how difference in cultural outlooks can influence the employee’s productivity as well as organisation. The paper concluded that the cultural diversity influence the employee’s ability and also the team work. Any conflict arising due to cultural differences waste time and energy. As a result, it reduces the employee’s morale. Hence, it affects the productivity. This study recommends that organisations should try to build such an environment which not only supports cultural diversity but also enables employees to build good relations with each other irrespective of the differences in terms of backgrounds and origins.

Ankita Saxena (2014) did a research work on “Workforce Diversity: A Key to Improve Productivity” in which she described workforce diversity as resemblances and variances in the workforce in terms of various

factors like age, cultural background, physical abilities and disabilities, race, religion, gender, and sexual orientation. No two human beings are identical. People are different from each other in one or other way like culture, social and psychological characteristics but also differ in their outlooks and preconceptions. Diversity makes the manpower assorted. In today's competitive world, hiring diversified employees is the necessity of the hour but it's a challenge on the other hand. The researcher after analysing the various literature and research works concluded that employee's diversity is an asset for any organization and can increase the productivity.

Nisha Nair and Neharika Vohra (2015) did an investigation on "Diversity and Inclusion at the Workplace: A Review of Research and Perspectives". The paper analysed that organisation must recognize and value the differences in workforce. The paper concluded that when an organization invest in workforce diversity, they get benefit not only in economic ways but also in other subtle forms of robust allegiance, better well-being and respect that it derives in the whole process.

E.B.J Iheriohanma, Chukwuma Chinedu, Ukachukwu and Naetor Vincent M (2016) did an investigation on "Analysis of Workplace Diversity and Employee Productivity in Rivers State Civil Service". The researcher investigated the relationship between workplace diversity and employee productivity by focusing on the differences in employee's cultural background create alienation among employees in the Rivers State civil service. The researcher investigated how the cultural background variances impact employee's productivity. The research was conducted on 796 people through qualitative survey design. The paper revealed that when HR managers overlook the cultural and language diversity among the employees then the feeling of alienation amongst employees is unintentionally fertilized or when the HR manager is not able to handle the diversified workforce effectively or when the workforce is not groomed regarding the advantages of having diversified workforce then it would lead to ineffective team work and there would be no positive impact of workforce diversification on productivity. The paper recommended that

- (i) Strategies should be employed to minimizing the adverse aspects of cultural and language differences among the workforce. On the other hand efforts should be focused on maximizing those aspects of these differences that would mend the relationships among the workforce.
- (ii) Create and Maintain healthy and positive work environment which supports the workforce diversity in such a way that it leads to nurture creativity and innovation.
- (iii) Comprehensive and inspiring workforce diversity policies and strategies should be formulated. And it should be ensured that workforce is effectively engaged and utilized which in turn will motivate the employees, hence improve the productivity.

According to Subhash C. Kundu and Archana Mor (2017) who did research on "Workforce Diversity and Organizational Performance: A study of IT Industry in India" investigated the relationship between employee's perception regarding workforce diversity and organisational performance. It also examined that whether perception regarding workforce diversity vary among the workforce from difference diversity backgrounds. The paper concluded that employees from different backgrounds positively acknowledges the diverseness and its management. Significant differences in employee's perceptions regarding valuing diverseness observed. Employees' perception regarding promoting the gender diversity found to be positively related to perceived organisational performance.

Swati Chaudhary (2017) did investigation on "Workforce Diversity and its Influence on Employee Performance: A Perception Study of IT". Workforce diverseness is one of the crucial concern of the business in the 21st century. It is something which cannot be isolated or ignored. It is an important concept which needs to be taken care of to have a competitiveness at the global platform. Workforce diverseness with different characteristics have direct or indirect impact on the performance of the workforce. In today's competitive world workforce diverseness is the major factor which affect the performance of a business. The present paper did research in the IT sector. The researcher has picked four factors for analysing the workforce diverseness. These factors are age, gender, education background, and ethnicity. The paper examines the perception of organizational personnel regarding the employees' diverseness and how this influences employee's performance. The paper concluded that there is a significant impact of workforce diversity on the employee's performance i.e. the analysis showed that the diverse factors -age diversity, gender, ethnicity diversity and education diversity are positively correlated with the employee's performance.

Himani Sheth (2017) did a research on "A study on workforce diversity in organisations". Workforce diversity concept is very much in trend. Organisations are recruiting diversified manpower with different demographic characteristics. The paper concluded that if manpower diverseness are managed and handled properly then it has advantages and can give positive impact to the employees and employers too.

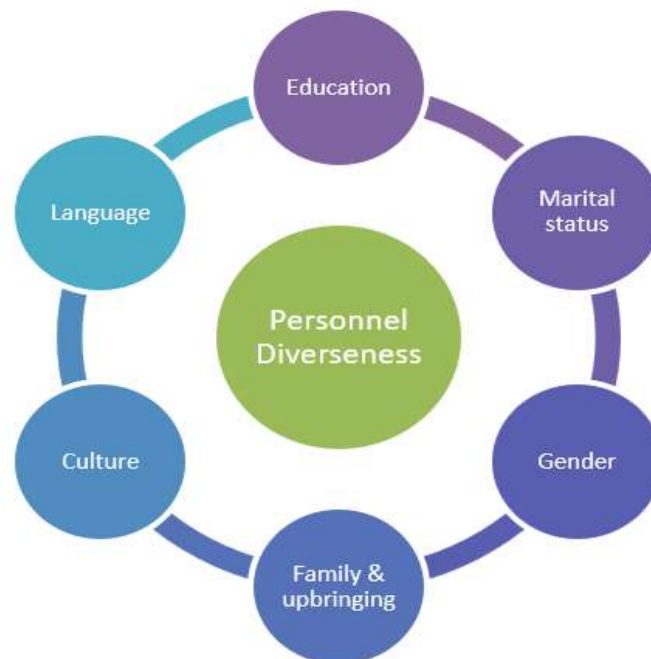
Mohammad Qasim (2017) did an examination on "Effect of workforce diversity on Employee's job performance: The empirical assessment of education sector". The paper concluded workforce diverseness has important effect on employee's performance. Hence, well-handled and effectively managed workforce can be productive to a business. Organisation should devise ways to ensure that workforce is managed properly so that it has productive outcome.

Richa Goel, Gurinder Singh, Seema ,VikasGarg, Anita Venaik (2019) did an investigation on “Diversity At Workplace: Performance of Human Resource Management Practices In IT Sector”. The paper focuses on the effectiveness of HRM practices for the diversified workforce. The paper includes cultural factors, demographic factors, diversity management programs and managerial role of Diversity. Workplace diversity effects the organisation competency, efficiency and overall growth of a business. The researcher concluded that major part of the manpower in the organization are young and organization is keeping a bend of experience and fresh manpower. The researcher recommended that organizations should instruct and prepare upcoming generations to overcome such challenges in order to keep business ahead of others in the phase of globalisation and challenging technology and culture. HR practices like work place atmosphere, recruitment and selection, training and developmentand regard management augments the workplace effectiveness.

Wenjing Li, Xuhui Wang, MdJamirulHaque, Muhammad NomanShafique and Muhammad Zahid Nawaz (2020) did a research on “Impact of Workforce Diversity Management on Employees’ Outcomes: Testing the Mediating Role of a person’s Job Match”. The researcher investigated the impact of employee’s diversity management on factors like job match, job satisfaction and job performance. Researcher also analysed the mediating role of person’s job match on the relationship between workforce diversity management and employees’ outcomes. The researcher concluded that employees’ diversity management has positive association with the employee’s job match, job satisfaction, and job performance. From the research, it was concluded that the employee’s job match has positive association with job satisfaction and job performance. Thus, from the analysis it was concluded that, an employee’s job match mediates the relationship between workforce diversity management and employees’ outcomes.

5. ANALYSIS OF THE STUDY

To analyse the first objective, the researcher has considered different demographic variables age, gender, language, cultural derivation, marital status, family & upbringing, education and suggested that employing diversified personnel is very essence for every organization. In the current scenario the organizations that employ quality and competitive personnel despite of their age, attitude, language, gender, religion, caste can only compete at the marketplace. Human resource is an important asset for any business. Capital and physical resources, by themselves, cannot improve competence or contribute to an increased rate of return on outlay.



- **Cultural Diversity:**

Cultural diversification (Multiculturalism) refers grouping of diversified individuals irrespective of different backgrounds. In order to stay successful in globalised multicultural environment, we need to differentiate the dissimilarities and learn to make use of them to our benefit, rather than ignoring differences or simply allowing dissimilarities to source problems (Adler, 1997). Boosting and promoting workforce diversification provides opportunity to an organisation. Cultural diversity helps develop and exploiting skill sets of cultural diverse personnel from their associates. It can augment employee’s efficiency, satisfaction and also contribute in resolving problems. Hence, such environment can contribute to business success. The best examples of Cultural Diversity at work are Johnson & Johnson, Google and Kellogg’s.

- **Age Diversity:**

Age diversity is an imperative part of a set of a broad and efficient workplace. While the average workplace now includes members of at least four age ranges, companies that embrace all ages are more expected to achieve something. Implementing age diverse strategies at your business can considerably improve your business. Studies demonstrate that an age diverse workplace improves the overall performance of a business.. High employee turnover can be dear and negative to self-confidence. Age diversity improves employee turnover rates, meaning more skilled employees at one's business. Employee's age 55 and older also contribute to lower employee turnover and be liable to the loyal workforce. An age varied workplace stand for a multiplicity of familiarities and points of view. Different perceptions can be converted into a source of innovation. By pulling the different strengths of all our employees collectively, the business will encourage creative and forward-looking plans. Hiring grown-up employees endows with your concern with customary business skilfulness that assist companies attain different sorts of customers more effectively. Age diverse workplaces also cheer mentoring. Grown-up workers can use their years of experience to teach the younger employees. And, younger employees can instruct new knowledge or industry-related skills to elder workers. When a company values continual learning and skill building, employees of all times have the opportunity to teach.

- **Gender Diversity**

Gender diversity is important. Ensuring identical image of women in the workplace can have positive effects across one's organization. Here are some of them. It might feel as if women's presence in the workplace is given, but globally, despite making up 50% of the population, women generate 37% of GDP. Companies which are not supporting women are missing out the great pool of talents and abilities. Tapping into these can make a massive disparity to establishment's efficiency. Having diversified workforce (both women and men) in your teams signifies the benefits of different ideas/point of views and approaches. A diversity of perspectives can spark inspiration and innovation, and help organizations to spot and seize original opportunities. Having women on work teams can boost group effort.

- **Language Diversity**

Zhu ([6], 23) advances that "the workplace is not only a physical space where individuals work, but also a common space where individuals meet, interact and build connections". Regarded as a statement of life (Louhiala-Salminen [7]), the way language is outlined and managed is not, however, a neutral factor in the process of communication, interpersonal exchanges, knowledge sharing and transfer (cf. Welch/Welch [8]). The selection of language and the influence of language use in business contexts are, therefore, not negligible. A number of studies on the role of language in the processes of inclusion/exclusion and in the creation of power relations (Angouri [9]; Vaara et al. [10], Feely/Harzing [11]; Ludi/Hochle/Yanaprasart [12]) can be found. When it comes to looking into the effectiveness of an organization's language policy, obviously, this is a factor to be reckoned with. As Van den Bergh/Lehmann [27] puts it, the mixed teams' members cannot best exploit their diverse skills without possessing common means of communication. Organizations need some effective "language management strategies" (Hagen [28]; Kameyama/Meyer [29]) if they want to take full advantage of their strengths. This paper has drawn attention to that it is not about many different languages but about managing people to carry this wonderful resource. In this increasingly globalized business context whose reality is multilingual, language issues bring additional challenges in terms of organizational diversity management. The companies can go for hybrid forms of linguistic tools to identify and explore 'innovative opportunities' (Holmen et al. [113]), and finally to build a competitive advantage for companies.

- **Marital Status**

The analysis and investigation recommends that dissimilarities in marital status can shoot creativeness at the work station, and create an array of diversified experiences and information which would give benefits to all employees working at the work station because diversified marital status are improbable to incite any disagreement in a group. Hence, marital status diversification only give benefits.

- **Family & Upbringing Diversity**

In any individual life, family has an important role to play. It significantly impacts an individual's life. It has an important factor which affects an individual's upbringing and also provide support throughout life. An organisation need to understand that everyone has obligations towards their family and this feeling should be respected.

- **Education Diversity**

Education diversification could be due to geographical factors, school and teacher, and also influenced by the country. This refers that no individual will have exact same education.

6. MANAGING AND FOSTERING DIVERSITY

Businesses need a plan if they want to foster diversity while avoiding its pitfalls. It all boils down to diligent planning, as well as an honest assessment of the corporate culture. By following these frameworks, firms can avoid planning mistakes that can derail their chances of succeeding.

- **Hire with equal opportunities in mind**

One quick way to increase diversity is to admit more people from different ethnicities and groups. This method is easier said than done, however, as people from minorities face several roadblocks.

Many minorities do not have easy access to premium educational systems compared to others. They also tend to be more economically disadvantaged. The root is racism and discrimination, which bar them from opportunities such as college scholarships and high-paying jobs. To remedy this, companies must actively reach out to minorities and encourage them to apply. Some companies award grants and scholarships. Many of them consider age, gender, and ethnicity, ensuring that workplaces stay diverse. HR departments can install checks and balances to ensure that applicants do not encounter discriminatory practices.

- **Launch support programs for minority employees**

The struggles of minority employees don't stop at the recruitment stage. In any environment, they are prone to discrimination from peers and superiors, which can slow their career advancement. The stress of being isolated and ostracized can also bear down on their mental health, sapping away their motivation and increasing their risk of developing depression or anxiety. Finally, discrimination can lead to lower job performance and productivity. Hence, these are all reasons to introduce support programs that specialize in helping out minorities. Clear company policies on racism and discrimination should be present to encourage everyone, even top-level executives, to embrace diversity.

- **Encourage a more inclusive culture**

Policies and other formal means of control are essential, but leaders should also consider the informal effects of culture. Even if a firm has strict guidelines against discrimination, they mean little if the prevailing culture actively makes people feel unwelcome. Hence, policy changes should launch in parallel with initiatives designed to change mind sets and foster cooperation. Leaders should never take the power of culture for granted. Admittedly, it's challenging to change cultures, especially one that's already existed for a long time. Advise for leaders to practice what they preach. Executives should actively encourage diversity and enforce it upon their subordinates. Their relative power and influence mean that their views on diversity will eventually trickle down into the other levels of the organization. Diversity also increases workplace inclusion.

- **Use a change agent**

Since change is so difficult, companies need to dedicate significant resources to further their goals. If they are serious about promoting diversity and if they feel that the corporate culture needs to change to do so, then they should use a change agent. They can select executives who will spearhead the required changes. These people will implement programs that will help foster diversity, and they will be in charge of monitoring their progress. Some companies dedicate teams or even an entire department and task them with all of the company's diversity initiatives. Others rely on consultants that can guide them towards achieving a more inclusive workplace. Methods vary, but the important thing is that companies need to have people dedicated solely to managing diversity in the workplace.

7. FINDINGS & SUGGESTIONS

After critically examining the literature and various research papers from different authors related with workforce diversity and its impact on productivity, it has been found that an organization's major objective is to earn profit and to enhance its productivity, no doubt that almost all the researchers are saying that employing diversified workforce is very essential in today's scenario but to manage such a diversified workforce is a big challenge for the Management.

When hiring a team made up of a diversified people coming from different cultures, the organizations are able to capitalize on a diverse set of skills that each member of the team has to offer. Relationship building thus becomes the key to organizational success. Potential customers may also have a more positive and favourable view of your organization. This can also eventually help to earn new followers and advocates. One of the greatest advantages of diversity at the workplace is creativity. If we all think the same, it will limit our sense of perception and thus halt our progress. However, a diverse workforce can offer divergent thinking which at times is required to achieve a breakthrough. It is clear that diversity boost productivity. Diverse workers and employees should be provided fair and just systems that are impartial in their decision-making process and focuses on merit or performance or organisational productivity rather than prejudices or biases. This allows any organization to realize its potential fully and gradually improve their organisational productivity.

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