

# **The Impacts of Workforce Diversity on Team Performance**

**"A Case Study on Independent Administration Reform and Civil Services  
Commission"**

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## **Declaration of Authorship**

I hereby certify that the work embodied in this thesis project is the result of original research and has not been submitted for a higher degree to any other university or institution.

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## **Abstract**

Organizational with workforce diversity (employees from different culture, education backgrounds, age groups, ethnic groups) seems to be more effective as different workforce diversity brings different experience and knowledge to the organization; but lack of coordination, unity, cooperation and existence of conflict and negative attitude among the employees have become a major concern for some organizations. Organization with effective management on workforce diversity performs effectively but organizations without a proper management on workforce diversity perform not effective enough to achieve the organizational goals and objectives.

This is a quantitative study based on primary data collection from the Independent Administration Reform and Civil Services Commission, from a sample size of sixty (Data gathered from sixty employees of the ministry) to explore on the impacts of workforce diversity on employees performance.

Most of the respondents for this study believe that age, gender, ethnicity and education diversity impacts on team performance in organizations.

The researcher recommends for the target population of the study to see age, gender, and ethnicity diversity as an opportunity and competitive advantage with teams and the organization, age diversity is crucial for creativity and innovation within teams. The older generation brings skills and experience in the organization, and younger generation brings new ideas and new ways of looking at things in the organization. The management of the organization can use the age diversity for decision making purpose as well as problem solving.

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# **CHAPTER ONE**

## **Introduction**

### **1.1Introduction:**

The workforce is defined as the totality of the individuals working in an organization (Hornby 2005). Workforce diversity is characterized by Kreitner and Kinichi (2004) as the large number of the individual contrasts and likenesses that exist among the individuals working in an organization. This definition is picked in light of the fact that it underscores three significant issues about managing workforce diversity, to be specific that there are various measurements or segments of workforce diversity.

This suggests workforce diversity relates to everyone in the organization. It's anything but an issue of statistic attributes, for example, age, race, or sexual orientation (Thomas, 2006:4). As such, it relates to the host of the individual contrasts and likenesses that make every one of the workers in the organization novel and not quite the same as the others. At the end of the day, workforce diversity isn't synonymous with the distinctions of the workers. Or maybe, it envelops the two contrasts and likenesses. This implies managing workforce diversity involves managing both at the same time (Thomas, 2006:5). Therefore, workforce diversity incorporates the aggregate blend of contrasts and similitudes of the workers.

Managing workforce diversity expects directors to incorporate the aggregate contrasts and similitudes. Both of them must be appropriately analysed, decided and built up (Thomas, 2006:6). Harold and Kumar (2012) brought up that in organizational performance index, diversity should catch rehearses that include understanding and acknowledging organization of mankind, culture, and the regular habitat; rehearsing shared regards for characteristics and encounters that are not quite the same as our own; understanding that diversity incorporates methods for being as well as methods for knowing; perceiving that individual, social and regulated separation makes and continues benefits for a few, while making and supporting disservices for other people; and building partnerships crosswise over contrasts in other for individuals to cooperate to annihilate all types of segregation.

Dealing with increasing level of workforce diversity that is inside present day employees' management of diversity has been logically a matter of important to many organization's

management programs that are received consistently. Barker, Hartel (2004), recommended that diversity is the power to understand the capability of workers or employees of any organization. It is exceptionally imperative in guaranteeing that the organization picks up its targets and results. Enhancements in systems and globalization has driven the world to be a worldwide town henceforth cultivating cooperation's of various individuals from various social foundations, ethnic ,education and age to shape a different workforce. In such manner, organization systems and substances are looking into on manners by which to all the more likely serve the different gathering .This incorporates having the option to attract and retain the best and most qualified workers (Barker,Hartel 2004).

Managing diversity is so much significant in light of the fact that it is a factor which empowers the organization to have a superior upper hand and yield positive outcomes. Because of globalization numerous organizations in created and creating nations have grasped diversity among their workers which is most testing issue in the human asset area. Specialists have gone further also completely comprehend effect of diversity and its management on hierarchical yield. Research stipulates that impacts of workforce diversity have conflicting duplex outcomes on organizational achievement. Further investigations likewise outlines that few groupings and types of diversity are ascribed to elite, development and abnormal state of basic leadership. Other research shows that more noteworthy diversity increment odds of contention, limits social versatility and raise the pace of employees turnover inside the organization (DeVeale and Manea, 2007).

## **1.2 Background of the Study:**

As we enter the 21st century, a key move is happening on the planet economy. We are moving towards a world in which boundaries to cross fringe exchange and ventures are tumbling, perceiver separation is contracting because of advances in transportation and broadcast communications innovation in short we can say that step by step the world is turning into a worldwide town because of globalization. In this related worldwide economy, an American may drive to work in a vehicle structured in Germany that was collected in Mexico, parts made in the United States and Japan that were manufactured from Korean steel and Malaysian elastic. From Indian point of view likewise, the world has now perceived India as one of the prime financial driver in the worldwide situation. Different organizations are coming India to

investigate this chance. So as to get by in this sort of merciless aggressive world the associations need to enlist a successful and effective workforce that can deal with such focused condition. Utilizing expanded workforce is a very substance for each association. In the present situation the associations that utilize quality and aggressive workforce paying little mind to their age, mentality, language, sex, religion, and position can just contend at the commercial center.

Human asset is a significant resource for any association. Capital and physical assets, independent from anyone else, can't improve proficiency or add to an expanded pace of degree of profitability.

It is through the joined and purposeful endeavors of individuals that financial or material assets are outfit to accomplish organizational objectives. Be that as it may, these dispositions, endeavors and aptitudes must be honed every now and then to improve the viability of HR and to empower them to address more noteworthy difficulties. Without workers, the association can't move an inch. Hence, the management of this asset is additionally a significant issue. Human asset the executives are worried about managing 'human viewpoint' of the association so that hierarchical goals are accomplished alongside employees advancement and fulfillment. At the point when the associations utilize human asset having distinctive age, sex, discernment, demeanor, station, religion, area then it will be exceptionally hard for the management just as for the workers to oversee and alter with that condition. To oversee enhanced workforce is a major test for any association.

Every individual is not quite the same as one another as a result of their diverse religion, instructive foundation to which they have a place, age and the discernment. At the point when various kinds of individuals regarding thinking, recognition, age meet up to work at a similar spot then unquestionably a circumstance may come where all these various sorts of individuals may not concur at a similar point. By then, of time it will influence the relational relationship among individuals. The specialist has taken a few perspectives, which are a piece of diversity among workforce they are age, sexual orientation, standing, knowledge, proficient capability and the employees originating from different topographical areas.

Because of the expanded pace of globalization, privatization and progression we can see the change at our work environment additionally, gone were where the individuals of same age,



same expert capability, same experience and same religion meet up to work in an association. Presently day's females are additionally working in the equivalent proportion with guys. Thusly the scientist is cantering over these basic parts of enhanced workforce that influences the working of employees. Next angle that influences the work atmosphere is language. Individuals may talk various dialects at work spot in view of various geological locale to which they have a place. Because of which the individuals may discover some issue. Employees originating from different land areas with their distinctive attitude make logical inconsistency among workers. Sexual orientation segregation is likewise a noteworthy issue at Indian work environment.

Cheerful relational relationship among the workers is one of the real elements for smooth working of an association. Association is a system of individuals who work together to accomplish some normal goal and on the off chance that this system has a few escape clauses, at that point it would be hard for any association to accomplish those destinations adequately.

Profitability indicates whether the movement of an association is proficient and compelling. Despite the fact that the terms like profitability, proficiency and viability are utilized together and practicing now and then exchange their implications, anyway we should not recognize efficiency with productivity as well as adequacy. Profitability requires both proficiency and adequacy, on the grounds that a specific action won't be gainful on the off chance that it is just proficient, yet not powerful, or successful, however not effective. Efficiency in monetary position is characterized as the connection among yield and information.

Information component in an association comprises of assets utilized in the item creation process, for example, work, materials, and vitality. Yield comprises of a given item, management and the measure of both. A proportion of the effectiveness of an individual, machine, industrial facility, framework, and so on., in changing over contributions to helpful yields is known as profitability. There are a wide range of methods for estimating efficiency. For instance, in a manufacturing plant profitability may be estimated dependent on the quantity of hours it takes to create a decent, while in the management part efficiency may be estimated dependent on the income produced by a employees separated by his/her pay.

### **1.3 Problem Statement:**

Globalization has led the world to be a global village hence fostering interactions of different people from different cultural backgrounds, ethnic, education and age to form a diverse workforce.

Organizational with workforce diversity (employees from different culture, education backgrounds, age groups, ethnic groups) seems to be more effective as different workforce diversity brings different experience and knowledge to the organization; but lack of coordination, unity, cooperation and existence of conflict and negative attitude among the employees have become a major concern for some organizations. Organization with effective management on workforce diversity performs effectively but organizations without a proper management on workforce diversity perform not effective enough to achieve the organizational goals and objectives.

### **1.4 Research Objectives:**

The research objective for this research paper are:

- To examine whether workforce diversity has a positive effect on team performance in the government of Afghanistan.
- To suggest some good courses of actions.

### **1.5 Research Questions:**

1. Does workforce diversity positively affect the team performance in an organization?

### **1.6 Significance of the Study:**

This research will be done on the impacts of the workforce diversity on team performance. This study will provide the government of Afghanistan and other agencies with practical knowledge and information on the impacts of workforce diversity on team performance. The government of Afghanistan and other organizations within the country can use this research

paper for understanding the importance of workforce diversity and improve their management quality on workforce diversity, and this will help these agencies in effective as well efficient team performance, which will lead the organizations towards their goals and objectives.

Furthermore, it will add to the knowledge of workforce diversity and team performance in the country.

## **1.7 Organization of the Study:**

In this report, five chapters are constructed to present better the study scheme and how the research is done. These five chapters are as below:

- The first chapter is the introduction, which provides information on objectives, significance, problem statement, research questions and overall introduction of the topic.
- The second chapter is the literature review, which includes information from the findings of other reports, studies, books and researches. This chapter is based on secondary data from other reports.
- The third chapter is the methodology, which includes information on different methodologies uses for completing this study such as data analysis, sampling, population.
- The forth chapter is findings and analysis, which includes information on the findings of the study. The findings in this report are based on primary data and are analyzed quantitatively.
- The fifth chapter is the recommendations, and the conclusion of the study. The conclusions are based on the findings of the study and the recommendations are based on the flaws explored by the findings.

## **CHAPTER TWO**

### **Literature**

#### **2.1 Introduction:**

The second chapter is the literature review, which includes information from the findings of other reports, studies, books and researches. This chapter is based on secondary data from other reports.

#### **2.2 Organizational Performance and Age Diversity.**

##### **2.2.1 Innovation and Creativity**

The age diversity is observed to be a crucial and vital ability that includes (if not makes) worth to the firm particularly even with rivalry (Darwin, 2014). One manner by which age diversity carries an incentive to the firm and expands a company's general execution is by encouraging imagination and inventiveness.

Innovativeness alludes to the age of original thoughts which are both helpful and fitting while advancement is the purposeful presentation, inside a work group of clever thoughts, techniques and procedures that are new (Rietzchel and Zacher, 2015).

Nonetheless, Rietzchel and Zacher (2015) battle that notwithstanding an expansion in exact examinations on ages and work, thinks about concentrating on the connection among age and imagination or advancement have not been constrained. In any case, a portion of the examinations that have been directed on the issue have discovered a positive connection between age diversity and imagination and imaginativeness in thoughts, systems and procedures in the organization (Rietzchel and Zacher, 2015; Darwin and Palanisamy, 2015). Different investigations have related age diversity with more execution in inventive undertakings.

Simons and Rowland (2011) found that diversity produces alternate points of view, information and abilities that improve imagination and creativity and less similarity with past and existing standards.

Gupta (2013) declares that qualities that individuals of various age gathering have do supplement one another and that this builds the inventiveness and imagination of age-heterogeneous workforces when contrasted with an increasingly homogeneous one.

Be that as it may, age diversity does not generally produce positive outcomes on organizational execution because of normal generalizations that encompass the issue of age. A portion of the generalizations are that old specialists are inclined to more medical issues, can't receive to the current mechanical requests and hierarchical changes and are commonly offer poor degrees of profitability (Tolbize, 2008).

Indeed, a few examinations have discovered that greater diversity in age has altogether less impact on the general profitability of the firm. Drawing (2014) contends that because of the generalizations, firms don't investigate the maximum capacity offered by both the old and the youthful representatives in their firm. In any case, as Darwin and Palanisamy (2015) note, a few investigations have additionally discovered no significant connection between age diversity and an organizations' presentation. A comparable finding was found by Ng and Felman (2013) when they directed a bivariate examination on the connection between the two: age and innovation(creativity), concentrating on innovativeness (thought age), 'selling' of thoughts to clients (thought scattering) and execution of the thought and found neither straight or non-straight affiliation.

Simultaneously, Darwin (2014) found a negative relationship between representative's presentation and age diversity. In any case, it is conceivable that other repudiating elements including the idea of work, the organization's business technique just as the human asset rehearses that impact work execution.

The constrained research on the issue could clarify the irregularities of ebb and flow writing on the connection between age diversity and imagination, and creativity.

### **2.2.2 Decision Making and Problem Solving**

Basic leadership is a range of subjective capacities that are performed deliberately and which joint thought of natural components in a given setting and time (Cardelle-Elawar, et al., (2007).

It is the support of the working of the firm and in this manner a basic part of hierarchical execution. Basic leadership likewise includes the cooperation the individual tackling the issue and the issue that requires settling in a given setting. Zaidi, et al, (2010) has expressed that age diversity is a fundamental resource in present day partnerships. He states further that inferable from their instinct and experience, more established representatives bring an imperative arrangement of encounters and instinct that help in basic leadership.

Darwin (2014) considers the youthful representatives as being similarly vital in basic leadership in current organization as they are better educated regarding the data and innovative parts of the cutting edge business condition. In this way, it very well may be contended that a generational blend including a more established and more youthful workforce is an indispensable wellspring of striking and new choices and critical thinking.

Glass (2007) sees that present top initiative and directors of firms tap into the intensity of age diversity inside the firm. In this manner, they are fit for settling on shifted and conceivably viable choices having considered the points of view given by such a heterogeneous workforce.

Further, Zaidi, et al, (2010) battles that age heterogeneity in a workforce upgrades the degree of inventiveness in the thoughts from which the organization's top management is fit for characterizing and actualizing novel arrangements fully expecting or in light of issues. It additionally pursues that quality choices can thusly be accomplished through collaboration of age-heterogeneous gatherings.

Agreement working in light of an issue or struggle is additionally conceivable inside a heterogeneous workgroup (Tolbize, 2008). Dezo and Ross (2013) note that age diversity may not generally prompt educated basic leadership or straightforwardness critical thinking. They point to the capability of such aberrations and the generalizations that underscore them as a genuine wellspring of content if not adequately oversaw. Simons and Rowland (2011) agree indicating the social fascination

worldview that sees an increasingly homogenous gathering as equipped for critical thinking and settling on choices all the more viably.

It pursues additionally that the capability of correspondence issues inside a gathering that is progressively different in age is genuine, as the qualities, points of view, encounters and conceivably aptitudes become the flashpoint for intergroup correspondence (Darwin, 2014; Tolbize, 2008).

Thusly, these issues could in actuality undercut the capability of age diversity to contribute, emphatically to basic leadership and critical thinking prompting constant clash and moderate to poor basic leadership. Zaidi, et al, (2010, p.5) have strongly expressed "Quality critical thinking is the consequence of heterogeneous conditions inside organizations.

### **2.2.3 Quality of Services and Products**

Past research has decided a connection between age diversity and part of hierarchical execution, for example, quality basic leadership, imagination and advancement. It pursues then that age diversity ought to likewise affect the nature of managements and items that a firm creates. Mutunga and Gachunga (2013) while remarking on progression anticipating firms, fight that workforce age diversity in a firm encourages the upward (turn around coaching) and descending (tutoring) trade of data and thoughts over the generational gatherings.

These trades lead to the change or support of a company's management or item quality.

Truth be told, as Darwin and Palanisamy (2015) observe the different points of view, learning and encounters that individuals from various age gatherings bring to the item or management advancement may prompt significant improvement in the nature of the item or management that the firm inevitably delivers.

Parrotta, Pozzoli and Pytlikova (2011) considered the effect of age diversity in firms and found that such a differing workforce has benefits regarding generation of value items and managements. They propose that the more youthful representatives bring their insight into Information Technology (IT) while more seasoned workers bring their better comprehension of the market elements to create items and managements that are of excellent, which catch the expected market.

Hence, age diversity makes a circumstance wherein generational aptitudes, information and experienced are saddled in the creation procedure finishing the creation of good and quality items.

Alesina and La Ferrara (2005) share a comparable conclusion contending that workforce that is heterogeneous in age, hastens greater imagination and efficiency which at last converts into better merchandise and fills in just as expanded profitability of the firm..

#### **2.2.4 Intra-Organizational Communication**

Most investigations that have inspected the effect of age diversity on intra-hierarchical correspondences have discovered little proof that it has a positive effect (Gupta, 2013; Simons, et al., 2011; Ali, et al., 2011). Truth be told, Rietzchel and Zacher (2015) have discovered that age is a significant flashpoint for correspondence inside the firm.

As indicated by Darwin (2014), this assemblage of writing finds that age diversity makes correspondence both troublesome and inconsistent and may at last outcome in correspondence breakdown inside the firm. Besides, the contrasts between the youthful and the old representatives may bring about differences in the qualities and inclinations of the diverse age gatherings making correspondence troublesome.

While a few investigations recommend that intra-organizational correspondence is a casualty of generational diversity in a firm, a few researchers have contended despite what might be expected. Darwin (2014) sees that few past investigations have created experimental proof that a more noteworthy diversity in workforce age positively affects intra-organizational correspondence.

Reinhard and Warglien (2007) inspected the conditions under which partners can build up a typical language. It pursues that individuals who work together become progressively strong, see one another and are fit for deciphering each other's correspondence signs. This does not undermine intra-organizational correspondence but rather adds to it and makes it increasingly compelling..



## **2.3 Organizational Performance and Gender Diversity**

### **2.3.1 Leadership and organization management quality**

Conversations are flooding on the impact of gender diversity in the top level administration and various leveled activity on the general performance of the association. Facial structure (2013) reports that an examination found that associations that had high sexual direction diversity in their top-authority point by point enormous unusual returns

Van Knippenberg, De Dreu and Homan (2014) found that while most top activity and the board in numerous organizations are overpowered by men, a fuse of women in such gatherings cause them to become varying just as improves the idea of the power and top-level administration.

Gender based diversity in senior administrative gatherings has extended, undoubtedly due three huge reasons. According to the Research Institute (2012) these are; the changing degree of women board-level positions, increase in government intercession and change in conversations on the issue of sexual direction as an issue of equalization and tolerability to one of common performance.

Van Knippenberg, et al., (2014) are in understanding battling that sexual direction diversity improves the idea of authoritative activity and the administrators by communicating that gender diversity redesigns regulatory information getting ready and fundamental initiative of the managerial gathering coming about insufficient strategy plan and essential initiative key strategies.

Nakagwa (2015) found that sexual direction diversity despite various sorts of teamed assortments in the workforce gave logically innovative and better plans, in light of a blend of gender based perspective presented by the two folks and females in the authoritative gatherings.

So to speak, gender diversity assembles a scope of bits of information into the key indispensable administration and managerial decision redesigning the quality and potential suitability of such decisions for the firm.

Dezo and Ross (2012) fight that heterogeneous social occasions (the extent that sex) give exchange perspectives and bring different points of view and experiences that teach activity and regulatory occupations and lead to incredible decisions at this level. The makers go further to speculate that a mi

nor closeness of a woman, having reliable information on the present issue may energize an increasingly broad and a progressively significant idea of choice in the top administrative gathering (TMT).

Authoritative administration may similarly benefit similar to activity styles. Research has built up that women and men show disjointed qualities in their managerial lead tendencies (Van Knippenberg, et al., 2014). Dezo and Ross (2012) for instance that women lean towards a logically instinctive activity underscoring fuse, backing and force sharing while men tend towards a less canny power style, one focused on target satisfaction with little participation. It seeks after then that moderate to high gender based diversity may have a positive result in the administration style that the association grasps which can be a hybrid between the managerial lead and activity propensities of folks and the females.

Regardless, disregarding these revelations, notice that the impact of gender based diversity on the organization's administration is a tested issue among analysts. A couple of assessments including Toibize (2008) found that male administered top-level administrative teams when in doubt neglected the opinions of their female accomplices.

### **2.3.2 Competitive Advantage**

As showed by Ali, Metz and Kulik (2007, p. 3), the advantage based perspective holds that a firm can achieve upheld high ground (C.A) by manhandling the "significant, extraordinary, exceptional and non-sensible (VRIN) resources". Gender based diversity is collaborate with the VRIN resources that are prepared for helping the firm to achieve a C.A. Ali, et al., (2007) perceive these advantages including creative mind and headway, improved basic reasoning and market understanding. It seeks after that a sexual direction diverse workforce can improve the gathering's general market seeing similarly as creativity and headway. Darwin and Palanisamy (2015) make this second they battle that a different work team brings different experiences, aptitudes set and bits of information that redesign for the most part bunch performance which advance the display of the association.

Studies have watched diversity to be a key hotspot for the satisfaction of high ground. For instance, Raza, et al., (2013) found that sex, guidance, social and age not too bad assortments influences the authoritative high ground.

As demonstrated by Darwin and Palanisamy (2015), a couple of assessments have found that mixed gender social occasions are performing more effectively than same gender get-togethers.

In this sense, it is dubious that gender diversity collects high grounds to firms that are progressively different in the genders thesis of their workforce from firms that have a dynamically homogeneous sexual direction workforce.

Ali, et al., (2007) looks at gender diversity and fundamental initiative and fights that sexual direction diversity redesigns association's C.A by empowering the formation of significant worth decisions.

A more gender diverse workforce brings to the associations a scope of perspectives, capacities and discovering that an association can exploit and base its imperative goals up (Ali, et al., 2013).

Such a scope of perspectives is basic concerning fundamental administration, and the resultant quality and taught decision accord the firm a high ground with respect to promote examination and choosing a working business framework.

Zaidi, et al, (2010) has fought that there is a positive association among gender and such pieces of advantage as bit of the general business, advantage and corporate picture.

As demonstrated by Ali, et al., (2007) the VRIN resources that gender based diversity brings to the firm are not prepared for being copied or accomplished by heterogeneous associations and are as such exceptional.

As showed by Nakagawa (2015), a couple of examinations have even gone as far to suggest that gender balance in the firm in which women make up half will realize the achievement of perfect performance for the firm. Regardless, there is in like manner gathering of composing that fight for a negative result of sexual direction diversity on authoritative performance.

These disclosures offer to the self-

plan theory, which battles that people have the inclination of requesting themselves into mental and social character get-togethers (Ali, et al., 2011; Simons and Rowland, 2011).

### **2.3.3JobSatisfaction**

Occupation satisfaction and be appreciated as how much specialists in an association battled with their business (Zaidi, et al., 2010). It moreover implies how much individuals induce a sentiment of having a spot with the firm and maintain the association's key characteristics.

According to Zaid et al, (2010) workforce diversity, especially gender diversity has been seen to be quite associated with business satisfaction. They locate that a continuously homogeneous workforce to the extent sexual direction was in like manner related with reduced occupation satisfaction since men and females like to participate.

The impact of sexual direction on business satisfaction is particularly basic. In spite of the way that there is change, because of the customary doubts, it is so far difficult for women to progress to higher or senior spots of activity in numerous organizations (Fatima, Iqbal, Akhwand, Suleman and Ibrahim, 2015). As showed by Fatima, et al., (2015) a couple of assessments have found an association in sexual direction changes with occupation satisfaction.

Sania, Kalpina and Javed (2015) opine that diversity in the workplace changes the possibility of the relationship among the staff people, changes that can provoke extended occupation satisfaction and representatives resolve. Raza, et al., (2013) bring up that workforce sexual direction diversity can support information, aptitudes and experiences exchanges and lead to the creation of association and associations among agents of different genders and unequivocally sway their general impression of the action.

Nakagawa (2015) coordinated an examination among Japanese firms on the association between gender-based diversity and various pieces of progressive performance. One of his main disclosures was that a more gender different workforces made a supposition of exhaustiveness and having a spot with the firm among delegates especially the female specialists and incited higher slants of occupation satisfaction among them.

### **2.3.4Organizational Culture:**

AbuJarad, Yusof and Ninkin (2010) explain that culture can be conceptualized as unique considerations, amazing customs, explicit capacities and unequivocal techniques for action of individuals or

a firm and which is appeared in both the associations' inside and extern undertakings. The term legitimate culture is used equally with corporate culture.

In regardless of the way that they may be undeniably uncommon the possibility of legitimate culture is associated with corporate picture. As showed by Adeosun and Ganiyu (2013) business or corporate reputation is the general impression of the firm by the affiliation's internal and outside accomplices and which is taught by their affiliation's current activities and Potential future acts of the firm.

Such reputation may be that the association is known for help gender fairness in its workforce, making or giving splendid things or organizations independently (Caruana and Chircop, 2000). Corporate reputation is of basic noteworthiness to any endeavor whether little or immense it impacts various leveled performance likewise the outside and internal accomplice's perspective on the firm, which may shape delegates level of satisfaction with the firm and their motivation and confirmation for commitment performance (inside) or may shape customer dependability and bit of the pie (remotel).

Likewise, as Carter, D'Souza, Simkins and Simpson (2010) battle, while the choice of women in the influential and astonishing situation in the affiliation's board would have given an association and image of board idiocy two decades back, starting at now firms with a sexual direction balanced gathering room culture are considered as both exceptionally prepared and capable.

## **2.4 Organizational Performance and Ethnic Diversity**

### **2.4.1 Productivity of the Employees**

In every practical sense, all affiliations' productivity is basic for long stretch profit and force (Muchiti and Gachunga, 2015). Gainfulness has been described as the measure or assessment of how reasonably resources are gotten in the firm and used to accomplish a great deal of various leveled goals (Ofoegbu, Olawepo and Ibojo, 2013).

Overall, benefit is the emotional connection between resources used in progress and what is conveyed in a particular creation. By the day's end, it is the extent of data and yield (Muchiti and Gachunga, 2015). The lower the extent the lower the productivity and the opposite way around; when associated with laborers, benefit is a thought, which is both difficult to communicate and to measure (Ofoegbu, et al., 2013).

Muchiti and Gachunga (2015) battle that four factors can be used as pointers of agent gainfulness. These join extended capability, laborer motivation, work satisfaction and thing/organization quality. According to Nnabuike (2009), motivation can be conceptualized as both the external and the internal primary purpose, which creates the enthusiasm to play out a development to its complete end. Considering everything, specialist motivation is the agent's preparation to play out an activity with most outrageous dedication to help the achievement of a destined progressive target.

#### **2.4.2 Team Performance**

Raza, et al., (2013) as a pool, had portrayed a gathering or assembling of individuals who are independent in their tasks anyway has a common goal or offer duty regarding the general outcome or results. Participation implies a system where agents structure helpful social occasions or are amassed into work arrangements to achieve a given definitive objective (Delarue, Van Hootegeem, Procter and Burrige, 2008).

Mathieu, Maynard, Rapp and Gilson (2008) consider three subcategories of gathering performance (i) legitimate level performance; (ii) bunch performance practices and results; and (iii) work based performance.

In the essential event, legitimate level performance, there is a planned association between progressive outcomes and gathering characteristics. In association with bunch performance practices and results, the relationship is investigated between bunch performance and connection Role-based results get the level to which partners show the fundamental capacities mandatory to play out their occupations (Mathieu, et al., 2008). The latter is huge for the current examination of the impact of ethnic arranged assortment on bunch performance and finally on progressive performance.

There is apparently an adjustment in context in numerous affiliations, globally, from an increasingly individual or gathering based structures to more gathering based structures especially for the completing of muddled tasks and consenting to time imperatives (Raza, et al., 2013).

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The extending globalization has seen to an extension in ethnic average assortment of firms. World wide firms explicitly right presently staff workforce that includes both close by and overall peoples (Hoogendoorn and van Praag, 2012). A gathering's philosophy is viewed as concurring association's relative ideal situation over contenders that are so far focused on individual-based structures. As showed by Gupta (2013), Hoogendoorn and van Praag (2012), ethnic teamed assortment relates with informational collections, limits and capacities set that impact the plan and performance of gatherings in current affiliations. In a manner of speaking, ethnic fair assortment has been found to improve various leveled performance taking into account the advancement of continuously effective gatherings.

As demonstrated by Delarue, et al., (2008) ethnically various gatherings are fit for growing both gathering and legitimate performance by empowering self-organization, reinforcing, laborer work obligation, and the motivation of individual delegates to work even more eagerly.

An ethnically different workforce extends bunch performance and finally progressive performance because of learning openings and complementarities that people from different ethnic or social es

establishments bring to the gathering (Hoogendoorn and van Praag, 2012). Gupta (2013) found that the positive connection between bunch performance and is potentially legitimate if associates are generally the more ethnically varying. Lee and Nathan (2011) found a positive association between ethnic arranged assortment in gatherings and a development in the level of creative mind and innovativeness of the gatherings.

Hoogendoorn and van Praag would bit of room bunch performance inferable from a profitable different pool of data and aptitudes that prompts relationship and shared learning (Kellough and Naff, 2004).

Regardless, Gupta (2013) is doubtful of the positive association between ethnic average assortment and gathering performance battling that there is no effect of a moderate ethnic arranged assortment on bunch performance subsequently no resultant effect on all things considered various leveled performance. Gupta (2013) battles that moderate ethnicity has zero impact on parts of business result, for instance, advantage, bit of the general business and arrangements.

Kellough and Naff (2004), Gupta (2013) and Simons, et al., (2011) call attention to that a couple of assessments have found that bunch ethnic arranged assortment is a potential and even an inevitable wellspring of conflict in affiliations.

Without a doubt, the arrangement of perspectives, regard estimations and experiences that people from different ethnic establishments bring to a gathering can realize the flaring of sentiments and clarifications of issue that result in struggle

(Hoogendoorn and van Praag, 2012). The dedication of social or ethnic tolerable assortment to various leveled performance has mixed closures. Parrotta, et al., (2011) sees that an ethnic arranged workforce may bring substitute perspectives, contemplations and experiences that may affect definitive system emphatically or may convey battle among workforce social occasions and subvert gathering and firm performance.

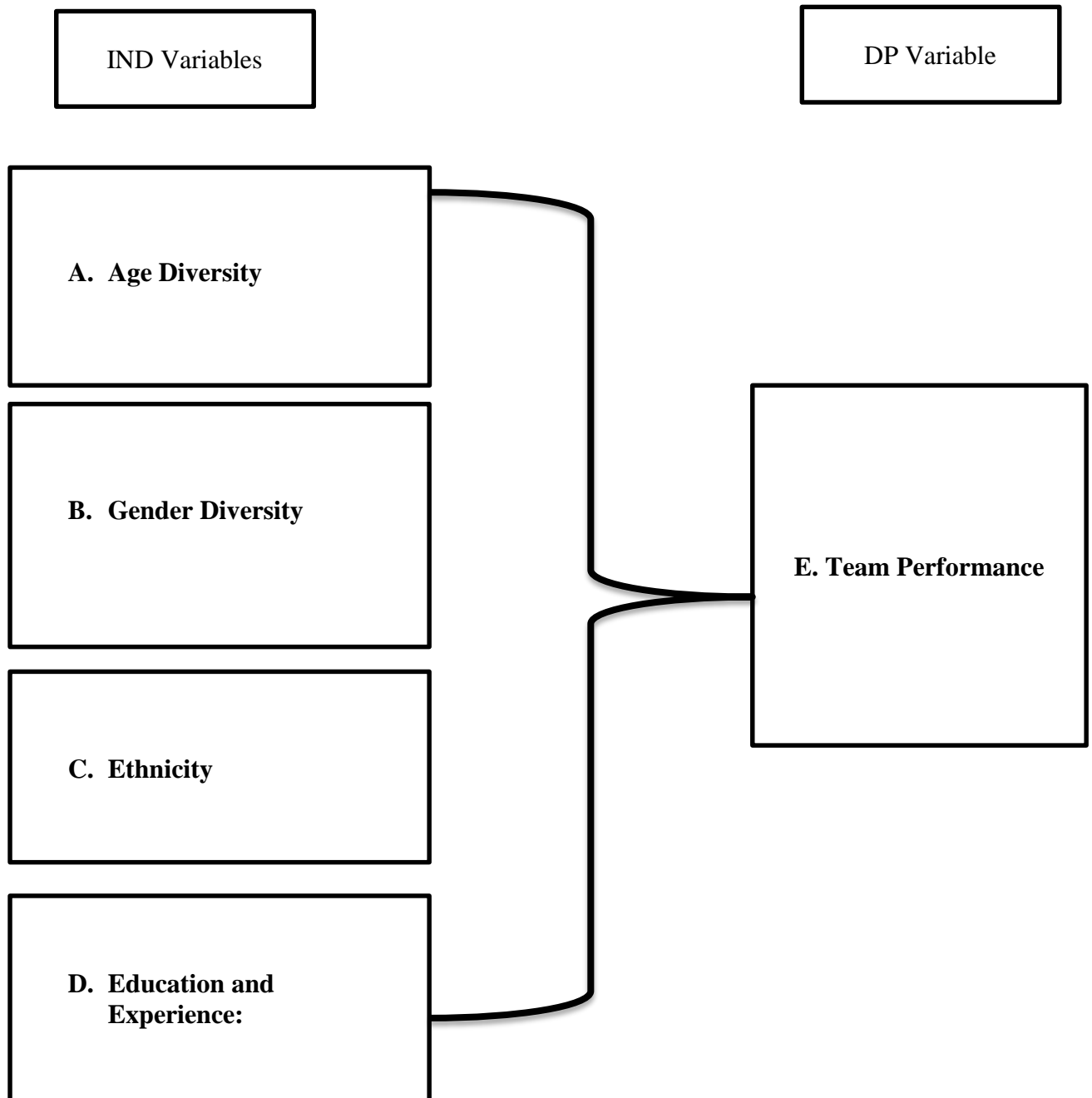
Marx, et al., (2015) sets up that workers have one-sided unquestionable and positively tendencies on who they should work with and thusly extending ethnic nice assortment may realize disunity and nonattendance of connection inside the workforce.

.



## 2.5 Framework of the Study:

The independent variables are divided into four variables as below and there is one independent variable:



## **CHAPTER THREE**

### **Research Methodology**

#### **3.1 Introduction of the Chapter:**

This is the methodology chapter of this study, which includes information on different methodologies uses for completing this study such as data analysis, sampling, population.

#### **3.2 Population of the Study:**

It is required to collect primary data for a primary study, and for this purpose, a researcher can target different agencies, organizations, companies and associations. The organization where the researcher collect the data from is the target population of that study. A student cannot collect the information from a country, or even from a large city, thus has to rely on one or two companies.

The primary data for this report is collected from Independent Administration Reform and Civil Services Commission, therefore the population of this study is Independent Administration Reform and Civil Services Commission, which is a governmental agency.

#### **3.3 Sample Technique & Sample Size:**

A student might not be capable of collecting the primary information from all individuals within an organization, therefore must rely on sampling methods and techniques to collect the information from sufficient number of the respondents, and for this purpose convenient method of non-probability sampling is used for deciding on the number of respondents. Under this technique, not all employees of the population are asked to provide the researcher with the required information.

The raw data is collected from 60 employees of the Independent Administration Reform and Civil Services Commission. This means the sample size for this study is 60.

### **3.4 Procedure:**

The questionnaire that is used for collection of the raw data was developed based on the objectives, literature review and the research questions. Employees of the Independent Administration Reform and Civil Services Commission provided the researcher with the information based on that questionnaire. The data from the questionnaire enabled the researcher to do the analysis and reach to important findings, which are mentioned in chapter four of the study.

### **3.5 Duration of the Completion:**

Collection of the primary data from the population was time taking and this study took overall four months.

### **3.6 Tools of the Study:**

Two main tools are used in this study for collection of the raw data and the secondary information from other studies.

Primary tool is used for collection of the raw data from the population of the study, which enabled the analysis in chapter four, and secondary tool is used to include the findings of other reports and studies in this research.

### **3.7 Instruments of the Study:**

Seventeen questions are developed in five parts for collection of the raw data from the field and these five parts are:

- Age diversity (Question 1-4).
- Gender diversity (Question 1 – 4).
- Ethnicity diversity (Question 1 -3).
- Education and experience diversity (Question 1 -3).
- And team performance (Question 1 -4).

They types of questions in the questionnaire are the likert scale and multiple-choice questions.

### **3.8 Study Nature:**

This is an explanatory study done on the impacts of workforce diversity on team performance with a case study on independent administration reform and civil services commission of Afghanistan.

### **3.9 Research Design:**

The findings in section four of this research are in percentage, all the questions in the questionnaire are developed quantitative, and therefore this study on workforce diversity and its impacts on team work is a quantitative study.

## CHAPTER FOUR

### Analysis and Findings

#### 4.1 Introduction:

This forth chapter is findings and analysis, which includes information on the findings of the study. The findings in this report are based on primary data and are analyzed quantitatively.

#### 4.2 Reliability Study:

**Reliability Statistics (Age Diversity)**

| Cronbach's Alpha | Cronbach's Alpha Based on Standardized Items | N of Items |
|------------------|--|------------|
| .538             | .532   | 4          |

**Reliability Statistics (Gender Diversity)**

| Cronbach's Alpha | Cronbach's Alpha Based on Standardized Items | N of Items |
|------------------|--|------------|
| .698             | .699   | 4          |

**Reliability Statistics (Ethnicity Diversity)**

| Cronbach's Alpha | Cronbach's Alpha Based on Standardized Items | N of Items |
|------------------|--|------------|
| .684             | .686   | 3          |

**Reliability Statistics ( Education and  
Experience Background)**

| Cronbach's<br>Alpha | Cronbach's<br>Alpha Based on<br>Standardized<br>Items | N of Items |
|---------------------|---|------------|
| .686                | .671  | 3          |

**Reliability Statistics ( Team Performance)**

| Cronbach's<br>Alpha | Cronbach's<br>Alpha Based on<br>Standardized<br>Items | N of Items |
|---------------------|---|------------|
| .788                | .792  | 4          |

**Interpretation:**

The tables above show that Cronbach is for all the variables are more than 50 and shows that there is a high consistency level among the variables of the study. High consistency among the variables in a study is must.

### **4.3 Regression Analysis:**

**Model Summary**

| Model | R                 | R Square | Adjusted R Square | Std. Error of the Estimate |
|-------|-------------------|----------|-------------------|----------------------------|
| 1     | .766 <sup>a</sup> | .686     | .656              | .38325                     |

a. Predictors: (Constant), Education & Experience Background, Ethnicity Diversity, Age Diversity, Gender Diversity

**Interpretation:**

As the table above shows the independent variable in this study (Team Performance) is affected by 0.65 percent by the independent variable of the study (Work force diversity). This simply means that workforce diversity affects the team performance by 65 percent.

**ANOVA<sup>a</sup>**

| Model |            | Sum of Squares | df | Mean Square | F      | Sig.              |
|-------|------------|----------------|----|-------------|--------|-------------------|
| 1     | Regression | 26.515         | 4  | 6.629       | 19.486 | .000 <sup>b</sup> |
|       | Residual   | 18.710         | 55 | .340        |        |                   |
|       | Total      | 45.225         | 59 |             |        |                   |

a. Dependent Variable: Team Performance

b. Predictors: (Constant), Education & Experience Background, Ethnicity Diversity, Age Diversity, Gender Diversity

As the table illustrate the significance level for the study is .000. the significance for the variables of the study must be below 0.05 and for this study the significance is 0 which is good. The above table shows the sig level for all the variable in once.

**Coefficients<sup>a</sup>**

| Model |                                   | Unstandardized Coefficients |            | Standardized Coefficients | t     | Sig. |
|-------|-----------------------------------|-----------------------------|------------|---------------------------|-------|------|
|       |                                   | B                           | Std. Error | Beta                      |       |      |
| 1     | (Constant)                        | .430                        | .437       |                           | .985  | .009 |
|       | Age Diversity                     | .801                        | .132       | .599                      | 6.084 | .000 |
|       | Gender Diversity                  | .164                        | .143       | .159                      | 1.144 | .008 |
|       | Ethnicity Diversity               | .287                        | .121       | .290                      | 2.372 | .001 |
|       | Education & Experience Background | .342                        | .106       | .367                      | 3.241 | .002 |

a. Dependent Variable: Team Performance

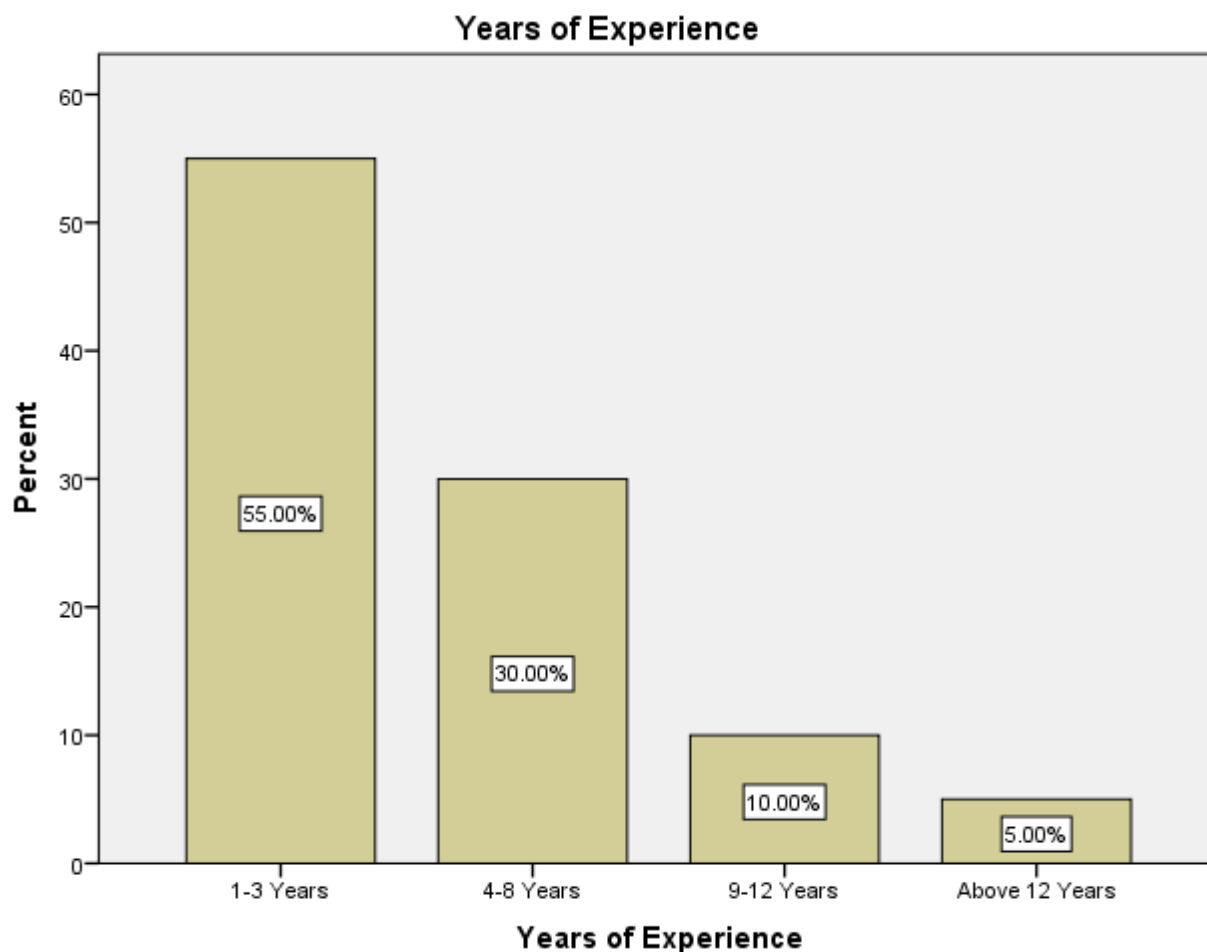
b. Predictors: (Constant), Education & Experience Background, Ethnicity Diversity, Age Diversity, Gender Diversity

### Interpretation:

This table illustrate the significance level for every variable separate and as it is shown the significance level for all variables are below 0.05 and are all acceptable. The standardized coefficients beta column shows how much the variables should be improved to see the positive change on the dependent variable of the study. Like for gender diversity the coefficient is .15; this means that if the agency improves gender diversity by 15 percent, team performance will be positively impacted.

## 4.4 Frequency Analysis:

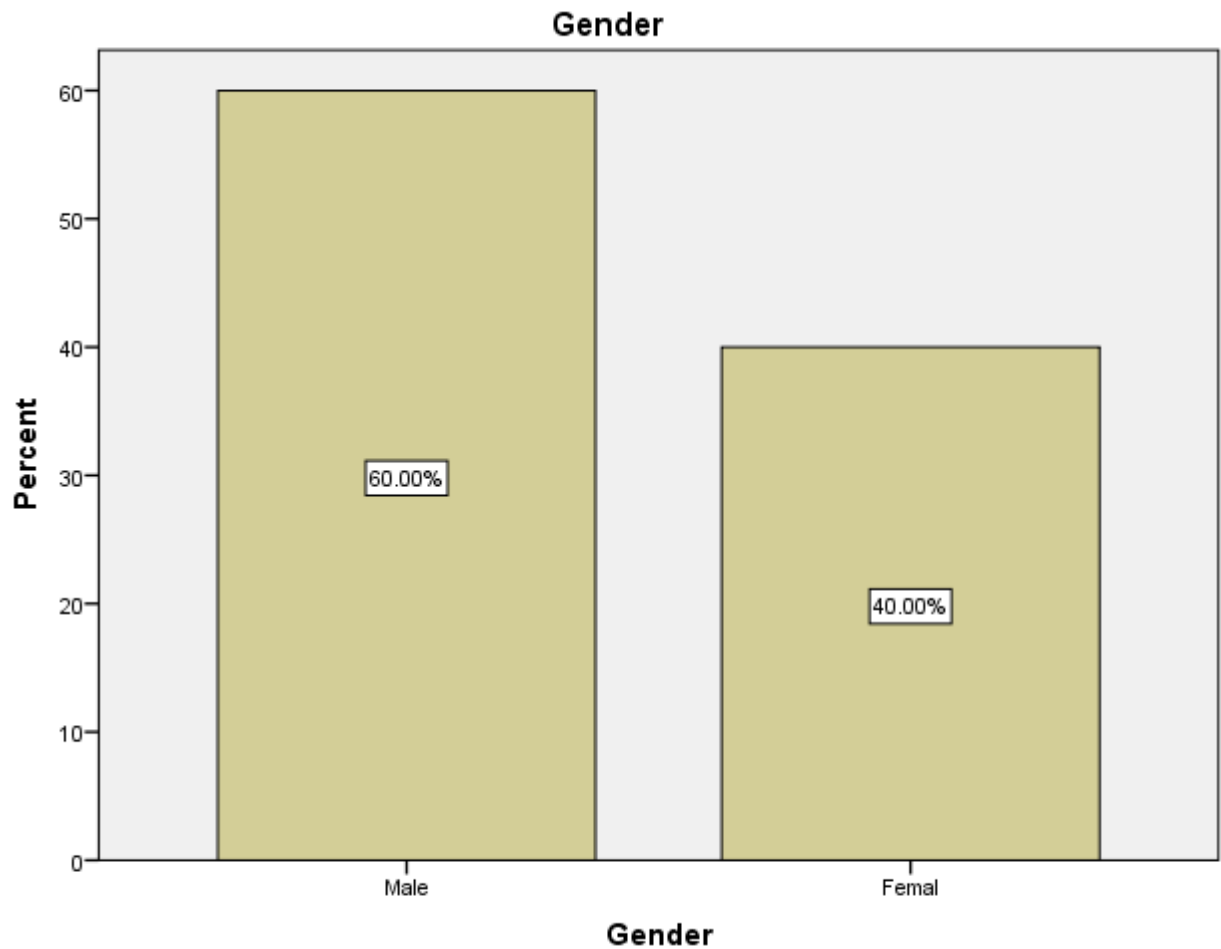
### 4.4.1 Demographic :



#### **Interpretation:**

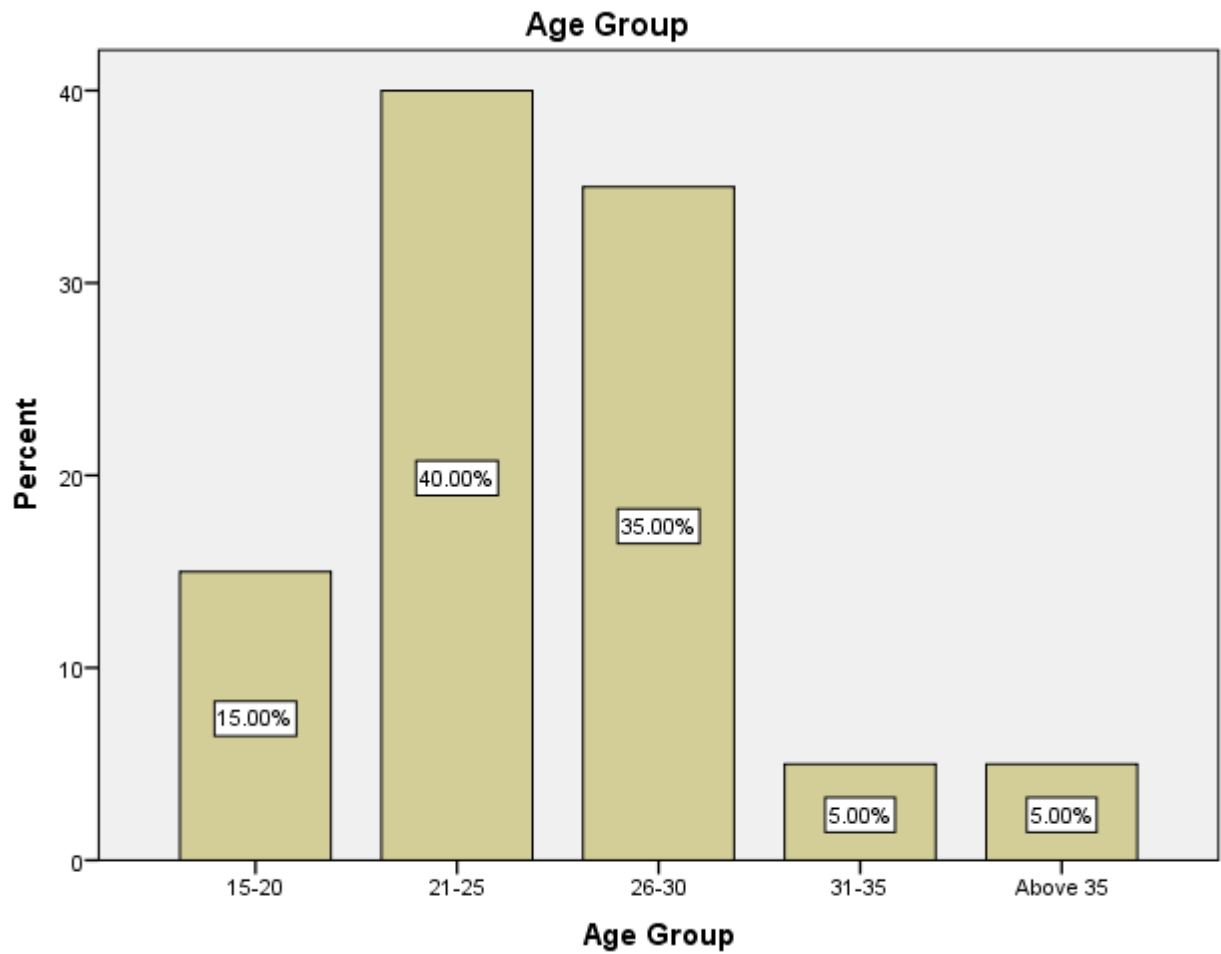
The employees at Independent Administration Reform and Civil Services Commission for this study have different years of working experience within the target population of the study. Majority of them had 1 to 3 years of working experience. Employees with almost 9 years of working experience were also among the employees at Independent Administration Reform and Civil Services Commission .





**Interpretation:**

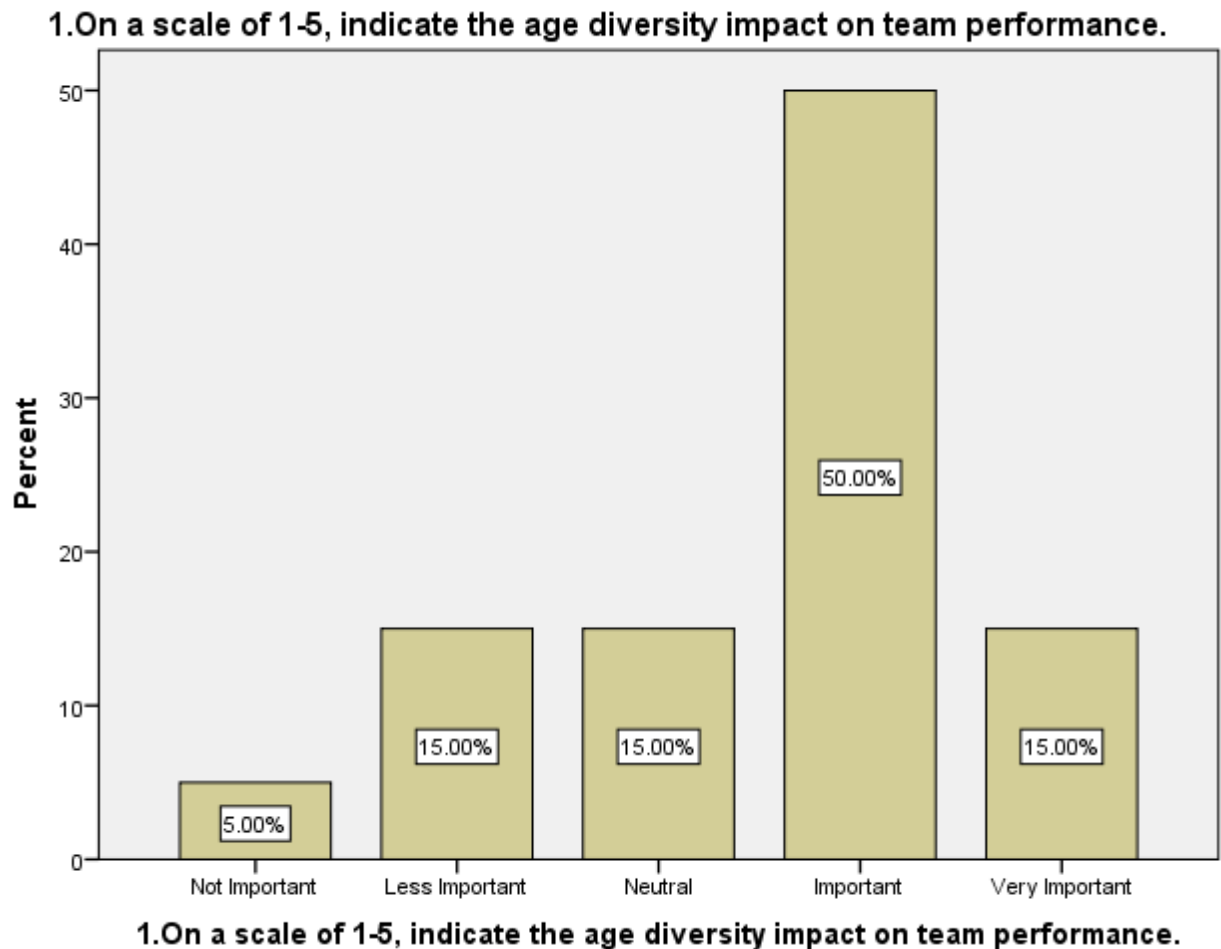
Both gender groups were among the employees at Independent Administration Reform and Civil Services Commission for this study. 60 percent of the employees at Independent Administration Reform and Civil Services Commission were male and 40 percent of the employees at Independent Administration Reform and Civil Services Commission were female. The researcher targeted both gender groups.



**Interpretation:**

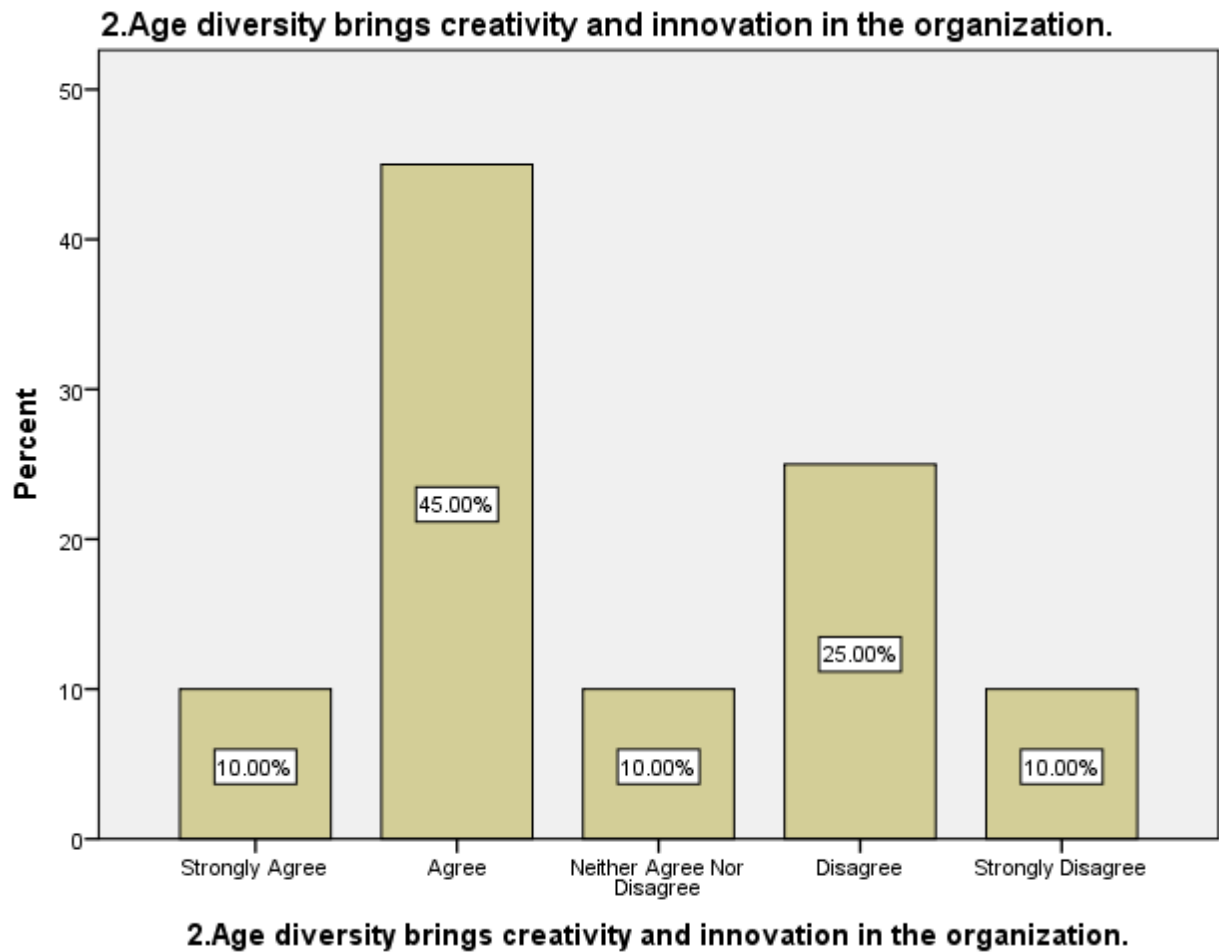
The employees at Independent Administration Reform and Civil Services Commission for this study are with different age groups. Majority of the employees at Independent Administration Reform and Civil Services Commission were between 21 to 25 years old. Other age groups are also included and are among the employees at Independent Administration Reform and Civil Services Commission for this study.

#### 4.4.2 Age Diversity:



#### Interpretation:

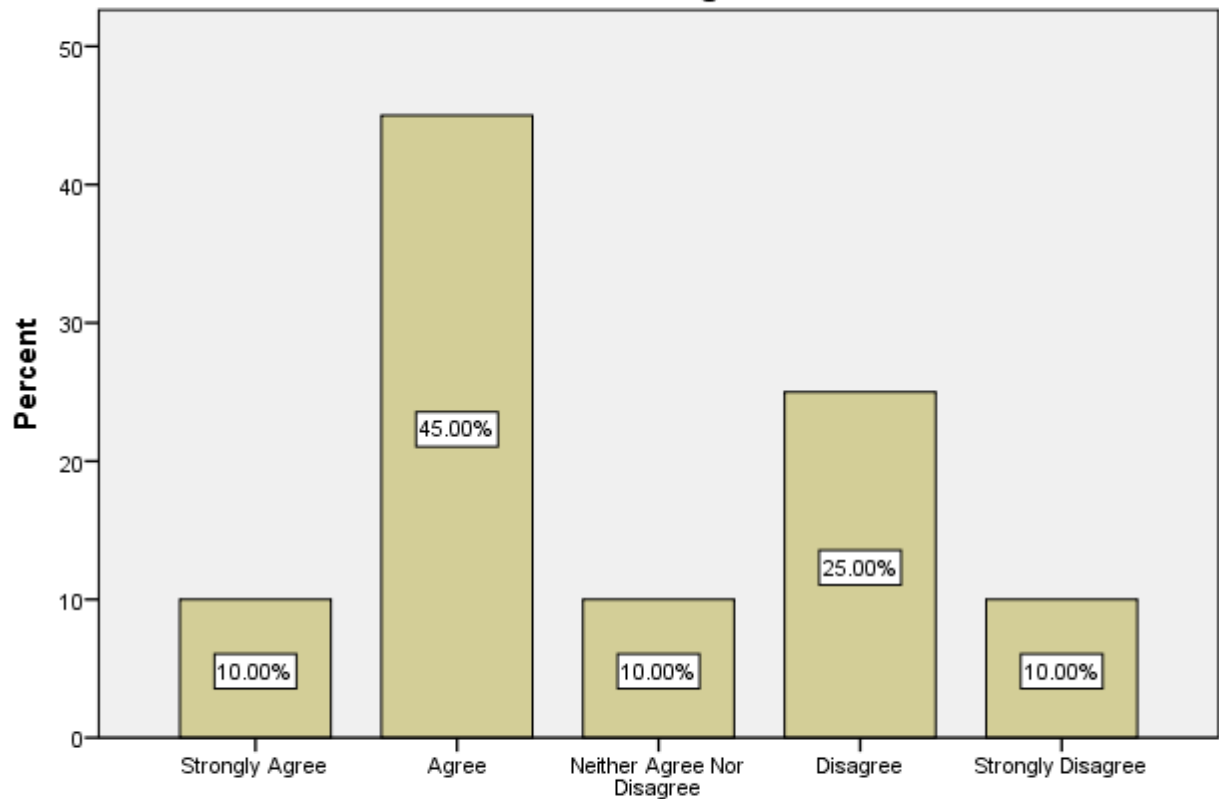
Majority of the employees at Independent Administration Reform and Civil Services Commission for this study believe that age diversity affects team performance in organizations. Around 65 percent of the employees at Independent Administration Reform and Civil Services Commission believe that age diversity has important impact on team performance.



**Interpretation:**

Majority of the employees at Independent Administration Reform and Civil Services Commission for this study believe that age diversity brings creativity and innovation in in the organization. Innovation and creativity enhance team effectiveness and different age groups have different level of experience.

**3. Age diversity in an organization brings effectiveness in problem solving and decision makings.**

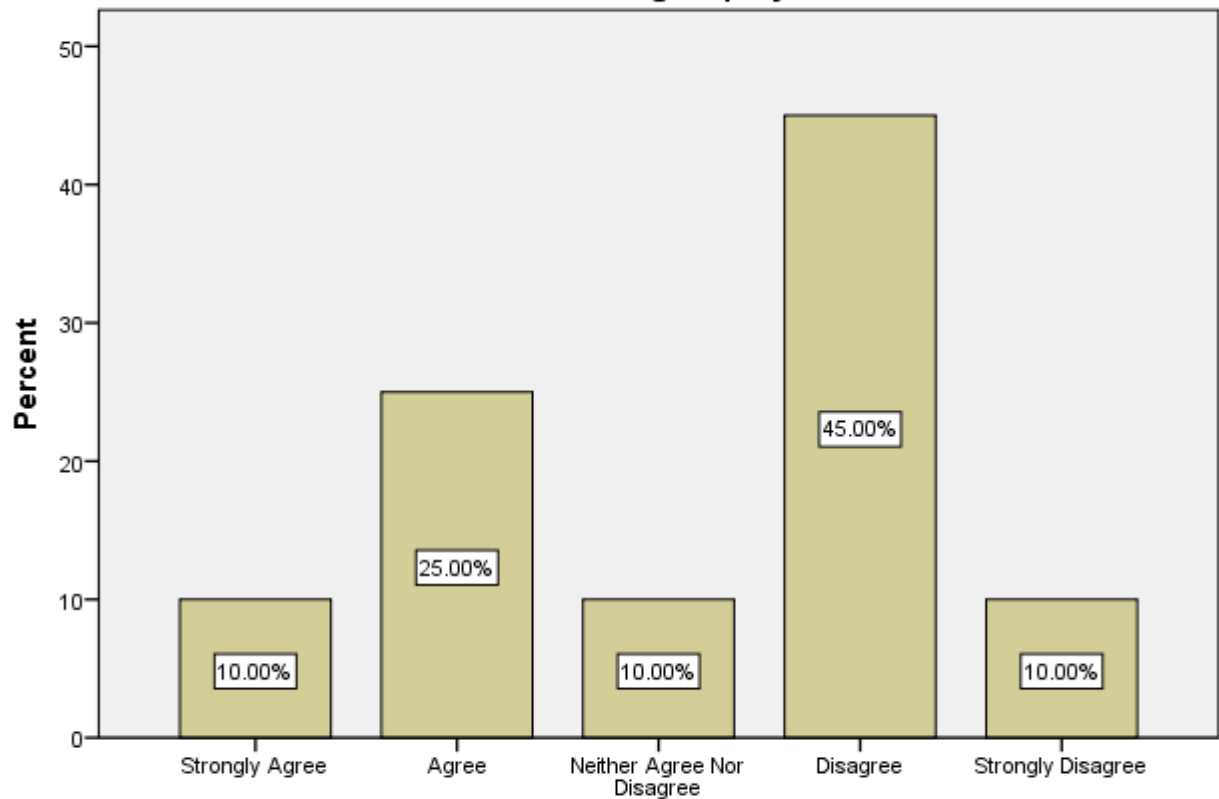


**3. Age diversity in an organization brings effectiveness in problem solving and decision makings.**

**Interpretation:**

The employees at Independent Administration Reform and Civil Services Commission for this study believe that age diversity in an organization brings effectiveness in problem solving and decision-makings. 55 percent of the employees at Independent Administration Reform and Civil Services Commission believe that different age groups have different experience of solving problems, which helps teams in decision-makings.

**4. Age diversity in an organization brings positive communication and coordination among employees.**



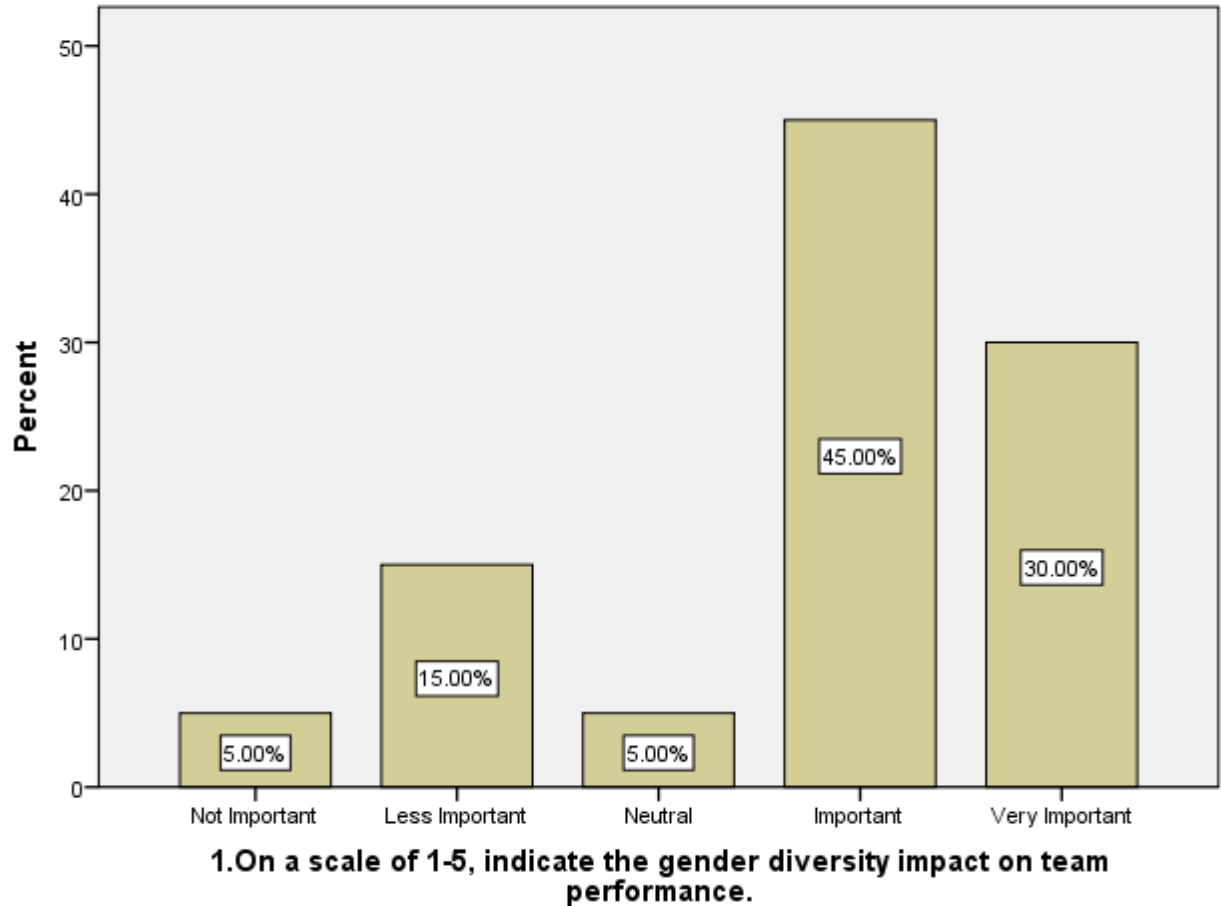
**4. Age diversity in an organization brings positive communication and coordination among employees.**

**Interpretation:**

Majority of the employees at Independent Administration Reform and Civil Services Commission for this study believe that age diversity in teams can create communication problems sometimes as different age groups needs different communication methods although some of the employees at Independent Administration Reform and Civil Services Commission disagree with that.

#### 4.4.3 Gender Diversity:

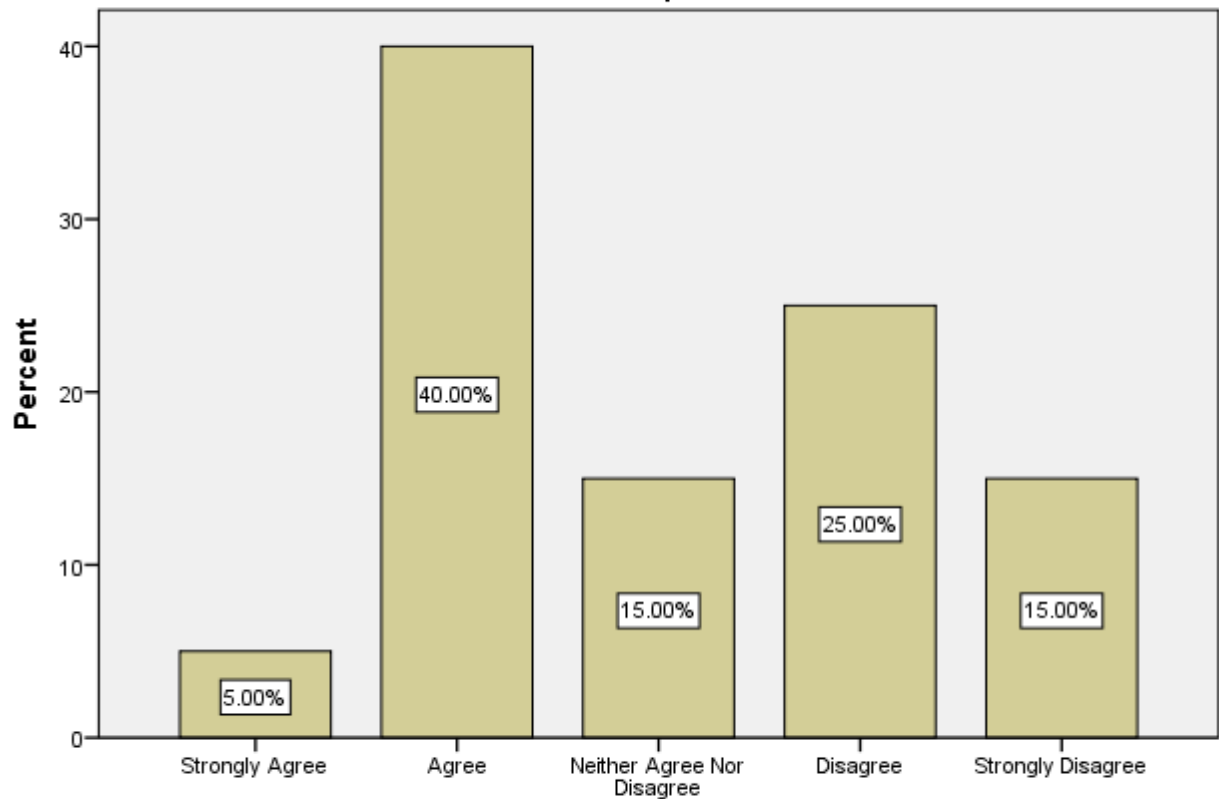
1.On a scale of 1-5, indicate the gender diversity impact on team performance.



#### Interpretation:

Majority of the employees at Independent Administration Reform and Civil Services Commission for this study believe that gender diversity has impact on team performance in organization. 74 percent of the employees at Independent Administration Reform and Civil Services Commission believe that gender diversity has an important impact on team performance in organizations.

**2. Gender diversity in an organization positively affects the management and leadership.**



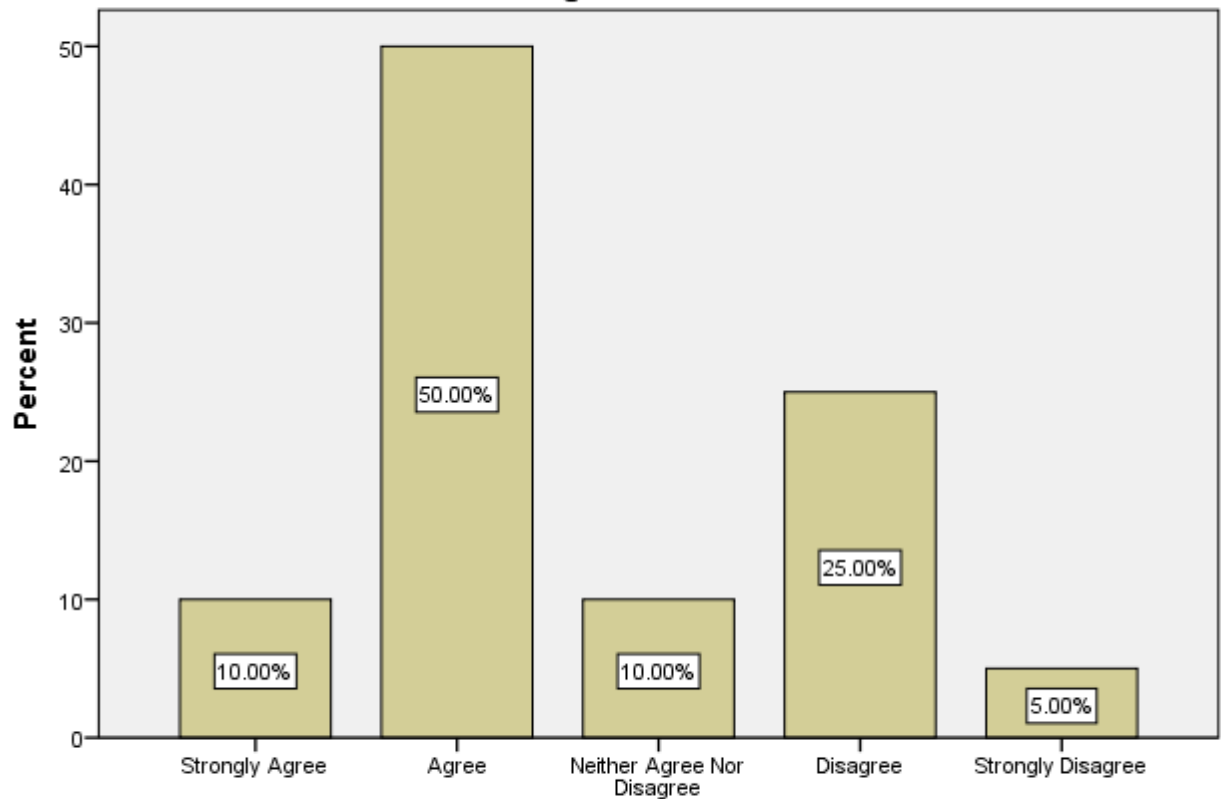
**2. Gender diversity in an organization positively affects the management and leadership.**

**Interpretation:**

Majority of the employees at Independent Administration Reform and Civil Services Commission for this study believe that gender diversity in an organization positively affects the management and leadership, and it can bring positive impacts on the management and leadership methods.



**3. Gender diversity in an organization brings different views, visions and ideas in an organization.**

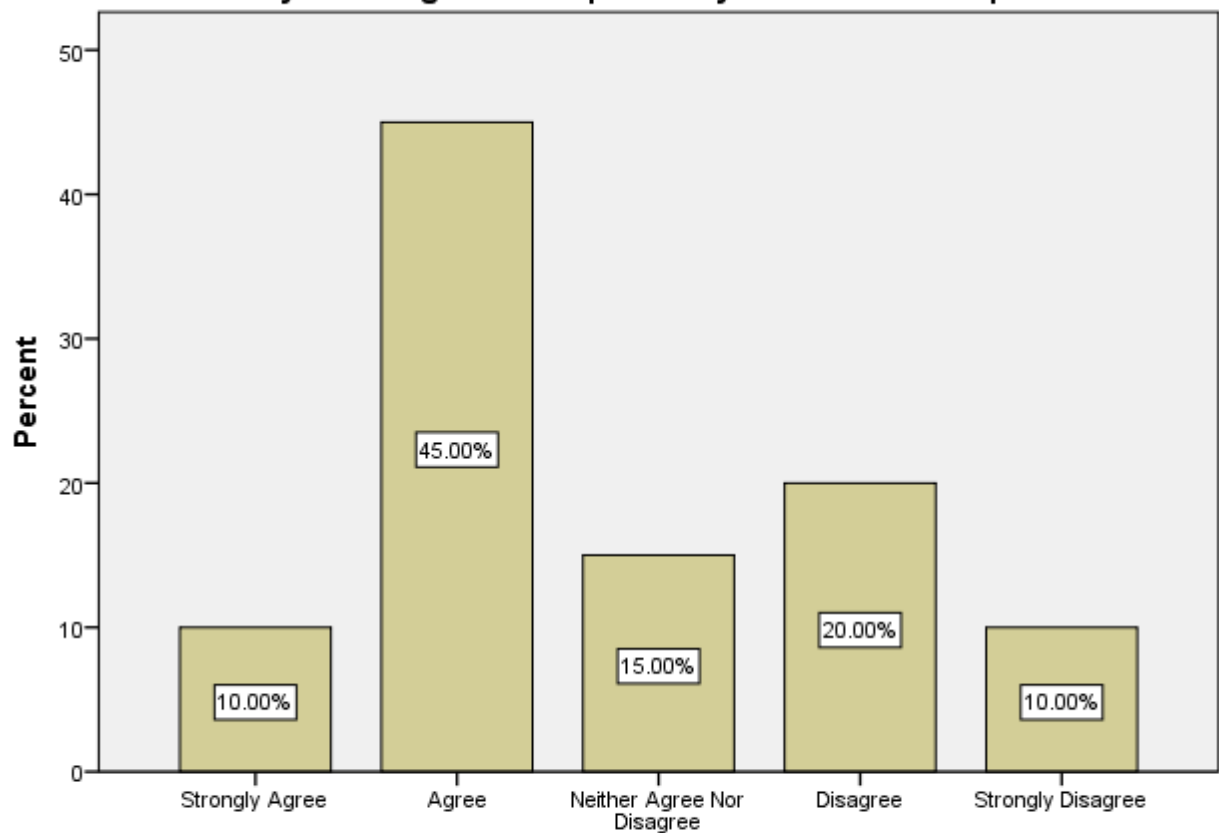


**3. Gender diversity in an organization brings different views, visions and ideas in an organization.**

**Interpretation:**

Different gender groups have different visions, and views and Majority of the employees at Independent Administration Reform and Civil Services Commission for this study believe that gender diversity in an organization brings different views, visions and ideas which result to effectiveness in teams.

#### 4. Gender diversity in an organization positively affects the team performance.



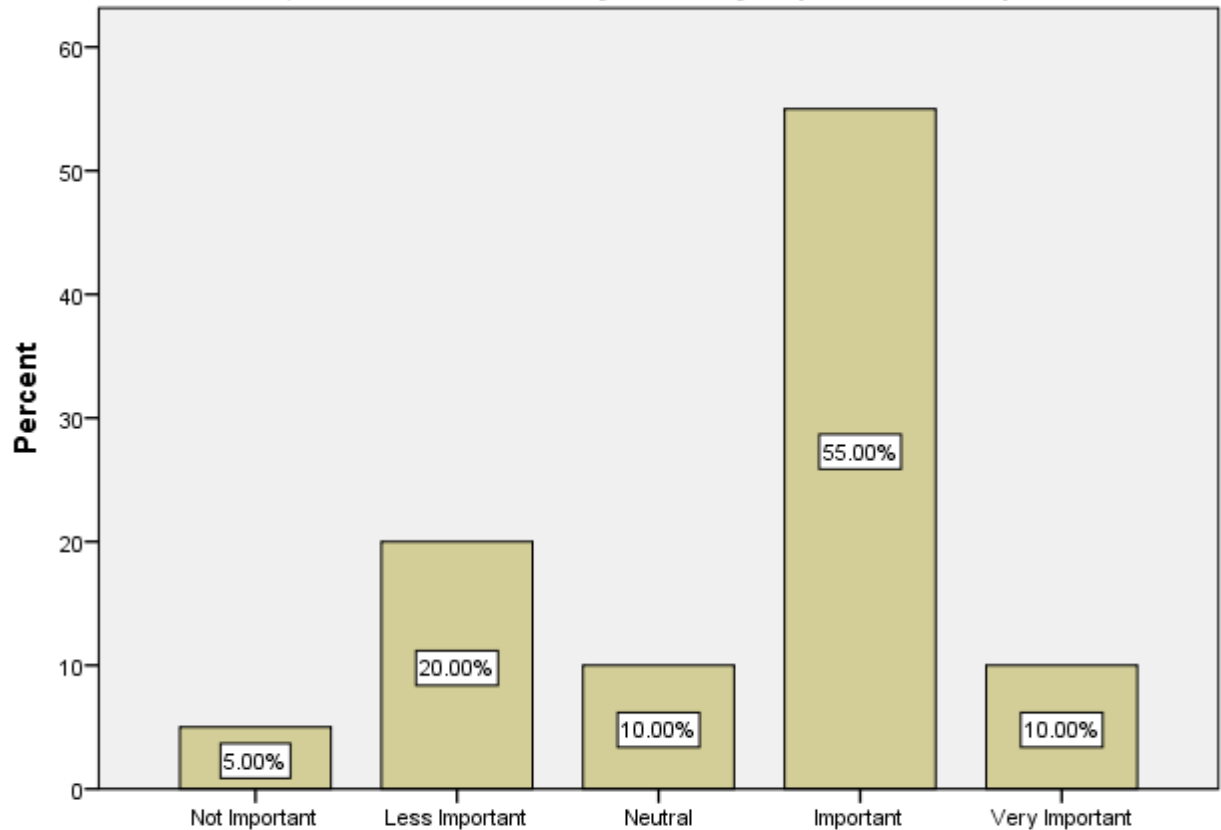
#### 4. Gender diversity in an organization positively affects the team performance.

##### Interpretation:

An overall, Majority of the employees at Independent Administration Reform and Civil Services Commission for this study believe that gender diversity in an organization positively affects the team performance. Teams with gender diversity are enjoying effectiveness.

#### 4.4.4 Ethnicity Diversity:

1. On a scale of 1-5, indicate the ethnicity diversity impact on team performance.

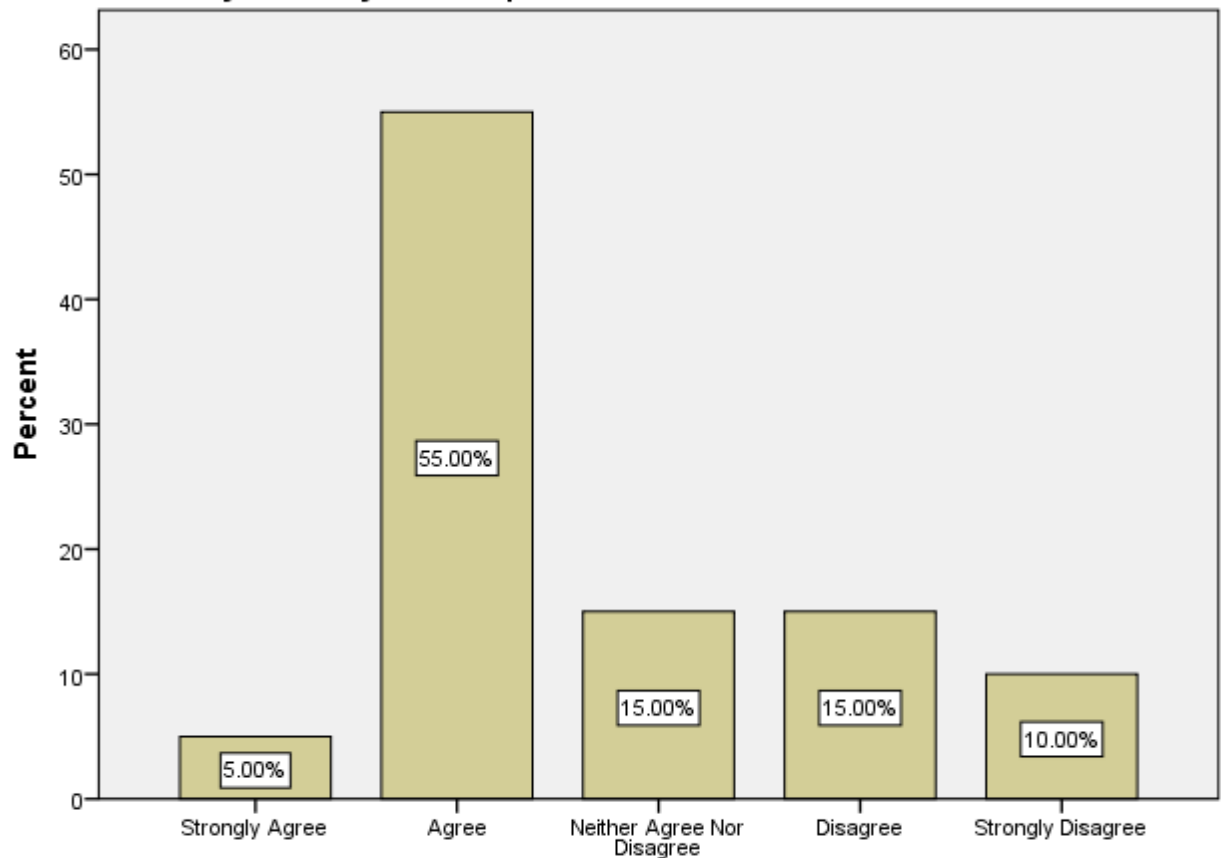


1. On a scale of 1-5, indicate the ethnicity diversity impact on team performance.

#### Interpretation:

Majority of the employees at Independent Administration Reform and Civil Services Commission for this study believe that ethnicity diversity in teams has an important impact on the team performance in organizations. It can have its positive impacts and negative.

## 2.Ethnicity diversity creates problem for communication within teams.

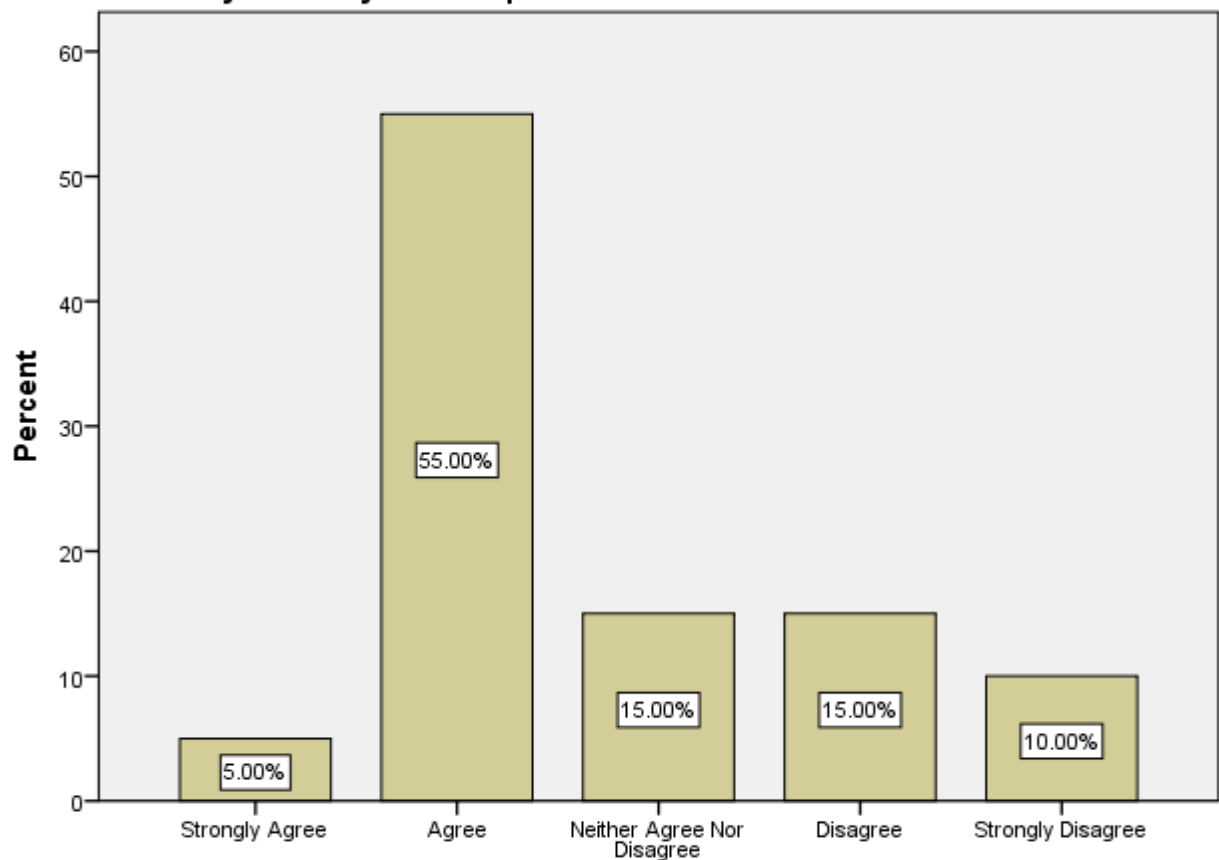


## 2.Ethnicity diversity creates problem for communication within teams.

### Interpretation:

Majority of the employees at Independent Administration Reform and Civil Services Commission for this study believe that ethnicity diversity in teams can create problems for communication within teams, as different ethnicity in Afghanistan are talking in different languages, although some employees at Independent Administration Reform and Civil Services Commission disagree with that.

## 2.Ethnicity diversity creates problem for communication within teams.



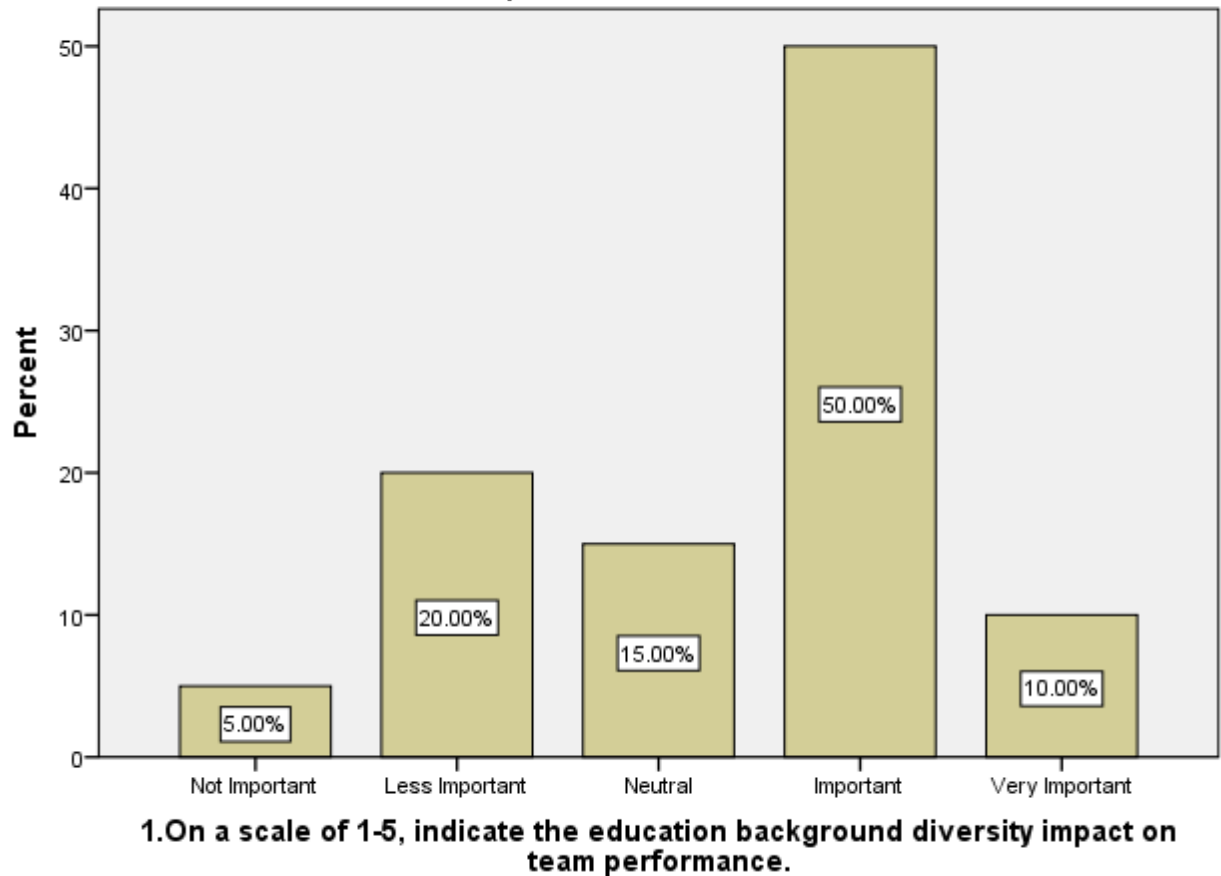
## 2.Ethnicity diversity creates problem for communication within teams.

### Interpretation:

Majority of the employees at Independent Administration Reform and Civil Services Commission for this study believe that working with colleagues from other ethnic groups has positively affected their performance and they are satisfied with that.

#### 4.4.5 Education & Experience Background:

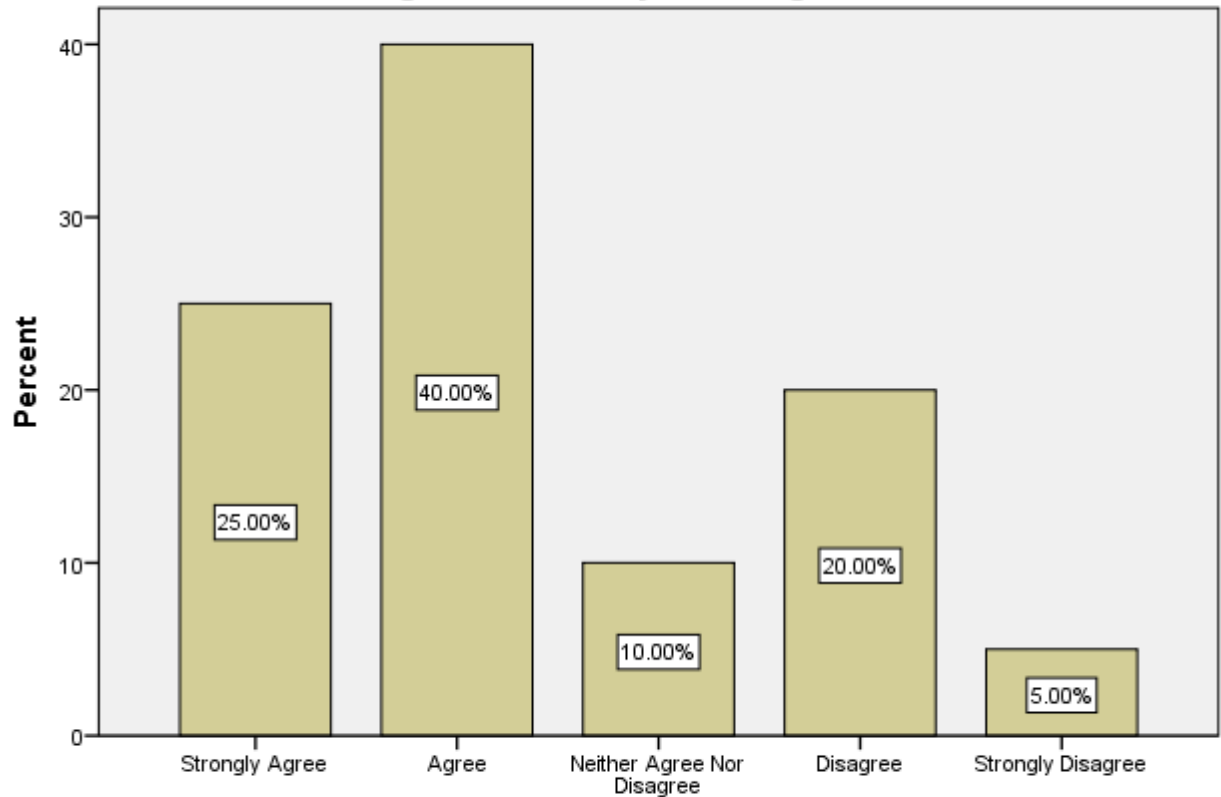
1. On a scale of 1-5, indicate the education background diversity impact on team performance.



#### Interpretation:

Majority of the employees at Independent Administration Reform and Civil Services Commission for this study believe that education and experience diversity has an important impact on team performance in organizations. Employees from different education and experience background contribute to the effectiveness of the teams.

**2. Employees from different education and experience backgrounds bring new knowledge and efficiency in the organization**

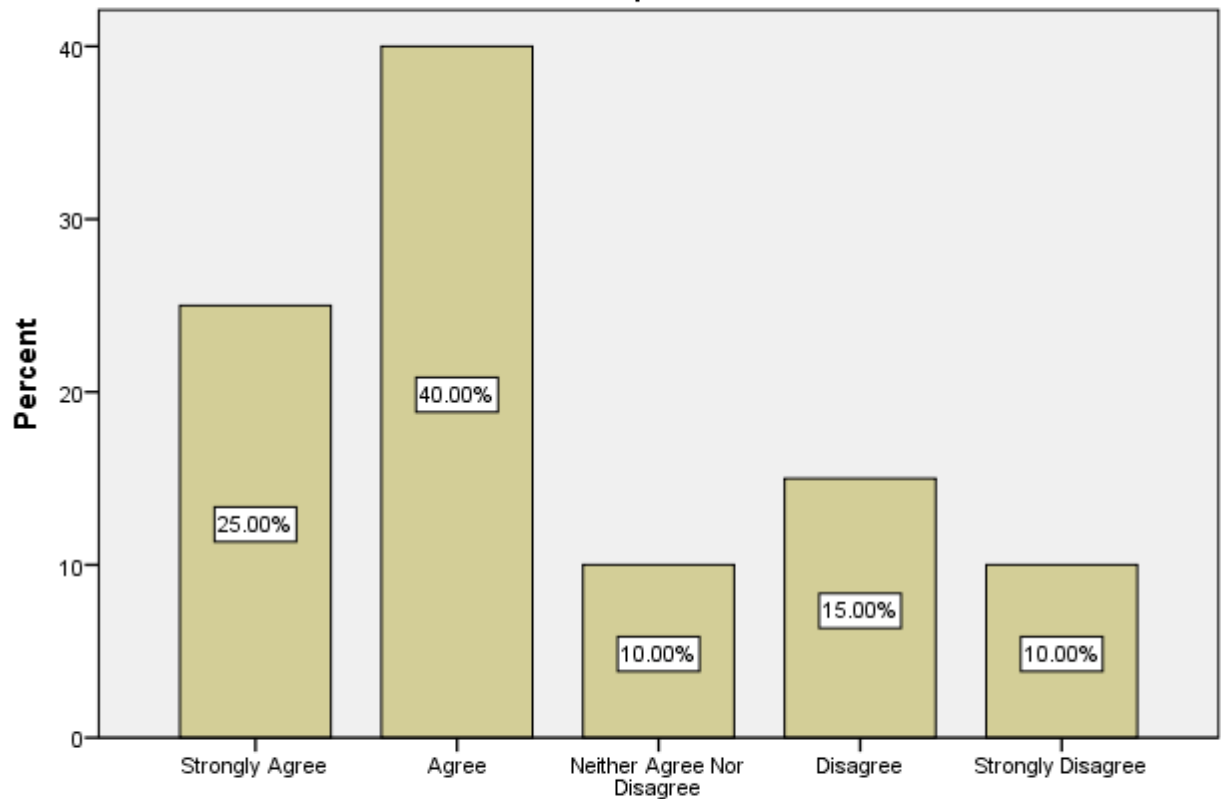


**2. Employees from different education and experience backgrounds bring new knowledge and efficiency in the organization**

**Interpretation:**

Majority of the employees at Independent Administration Reform and Civil Services Commission for this study believe that employees from different education and experience background bring new knowledge and efficiency within teams which positively impacts the overall organizational performance.

**3. Employees from different education and experience backgrounds positively affect the team performance.**



**3. Employees from different education and experience backgrounds positively affect the team performance.**

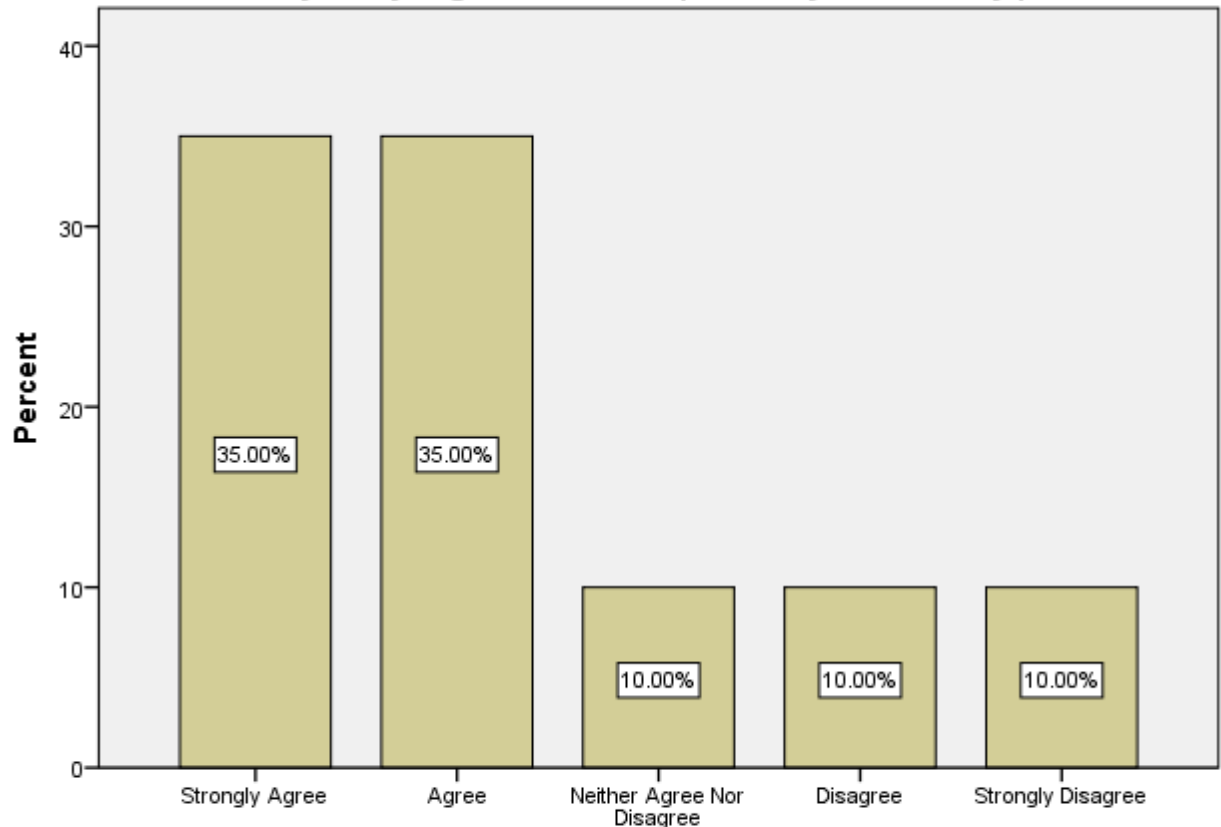
**Interpretation:**

Majority of the employees at Independent Administration Reform and Civil Services Commission for this study believe that employees from different education and experience background positively affect team performance because they bring different experience which is the key to success for every team.



#### 4.4.6 Team Performance:

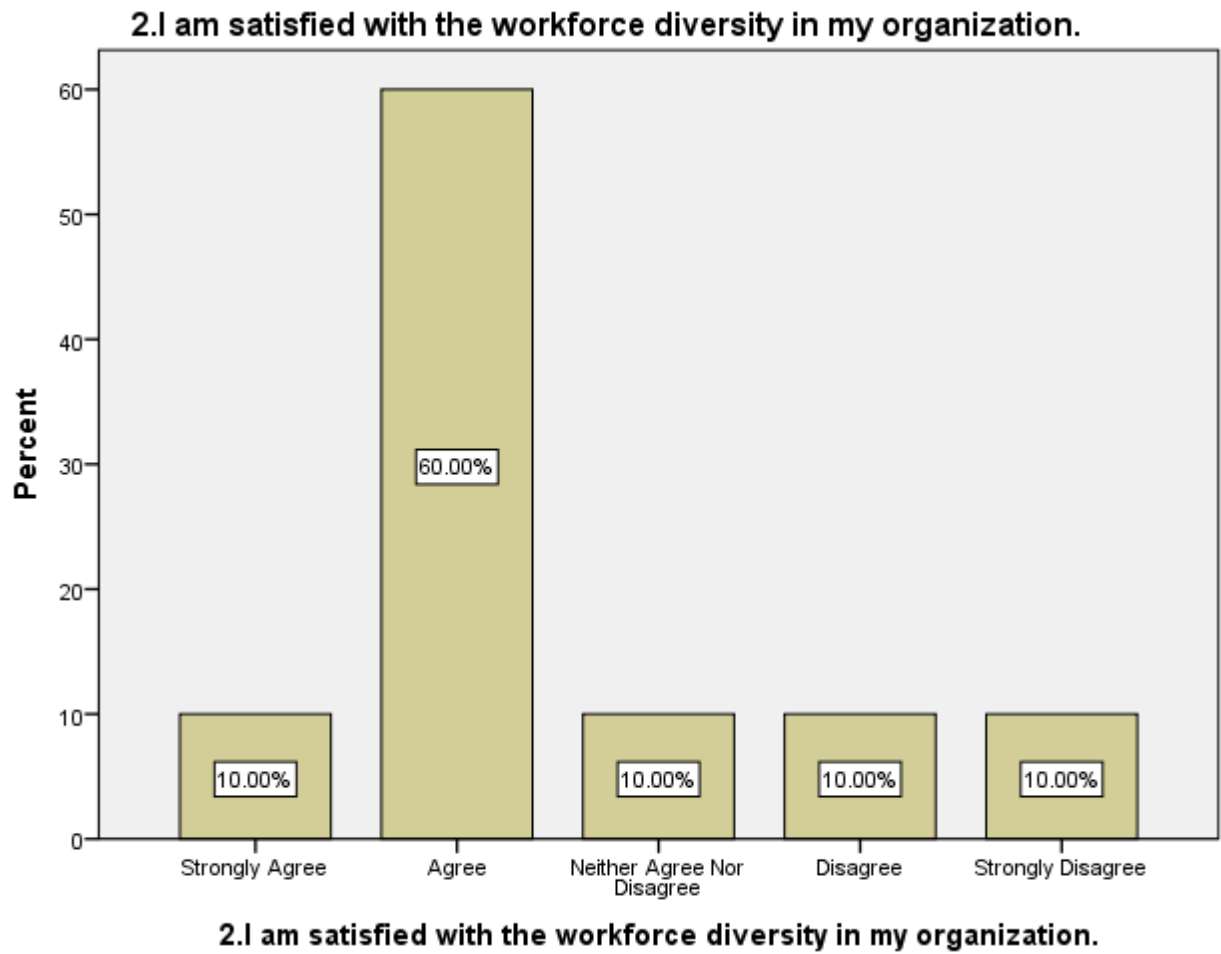
##### 1. Workforce diversity in my organization has positively affected my performance.



##### 1. Workforce diversity in my organization has positively affected my performance.

#### Interpretation:

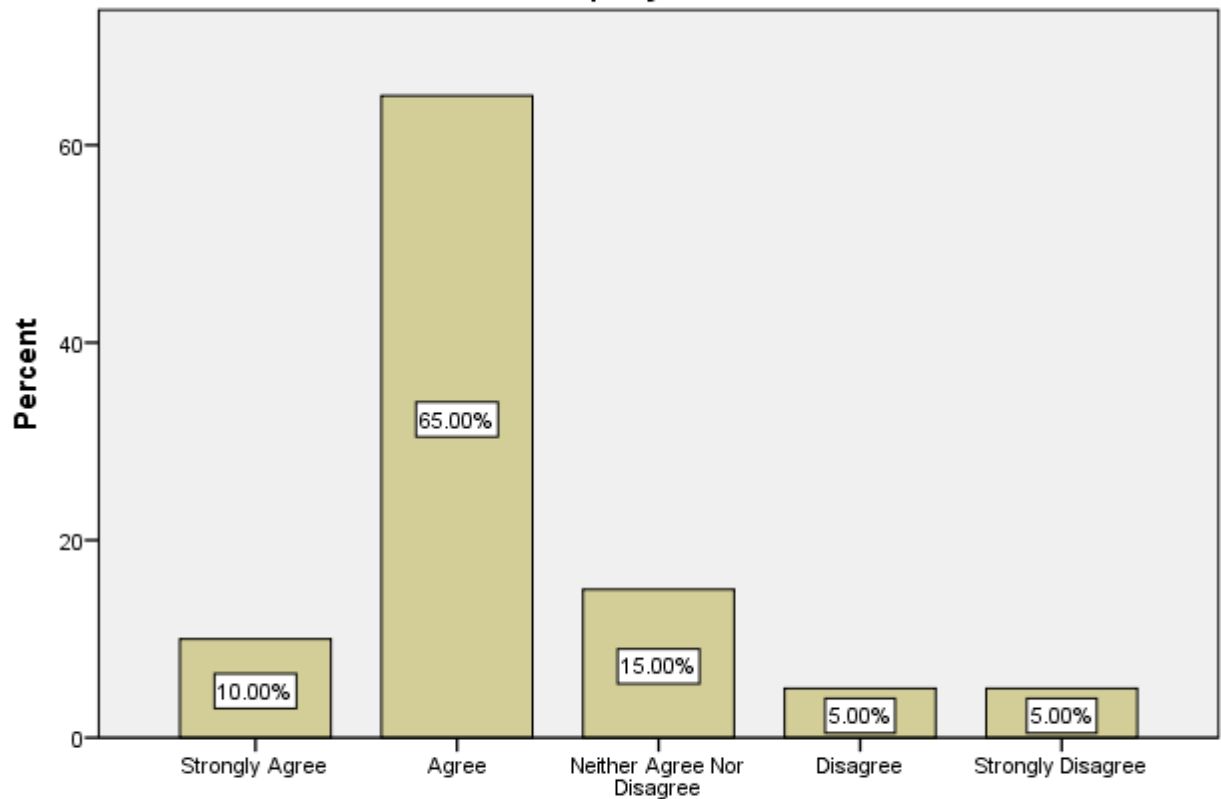
Majority of the employees at Independent Administration Reform and Civil Services Commission for this study believe that workforce diversity in their teams have positively affected their performance as people with different background brings new knowledge and experience into the teams.



**Interpretation:**

Majority of the employees at Independent Administration Reform and Civil Services Commission for this study are happy working with diversity teams in their organization and are satisfied.

**3.Workforce diversity in my organization allows me to learn from others and develop myself.**

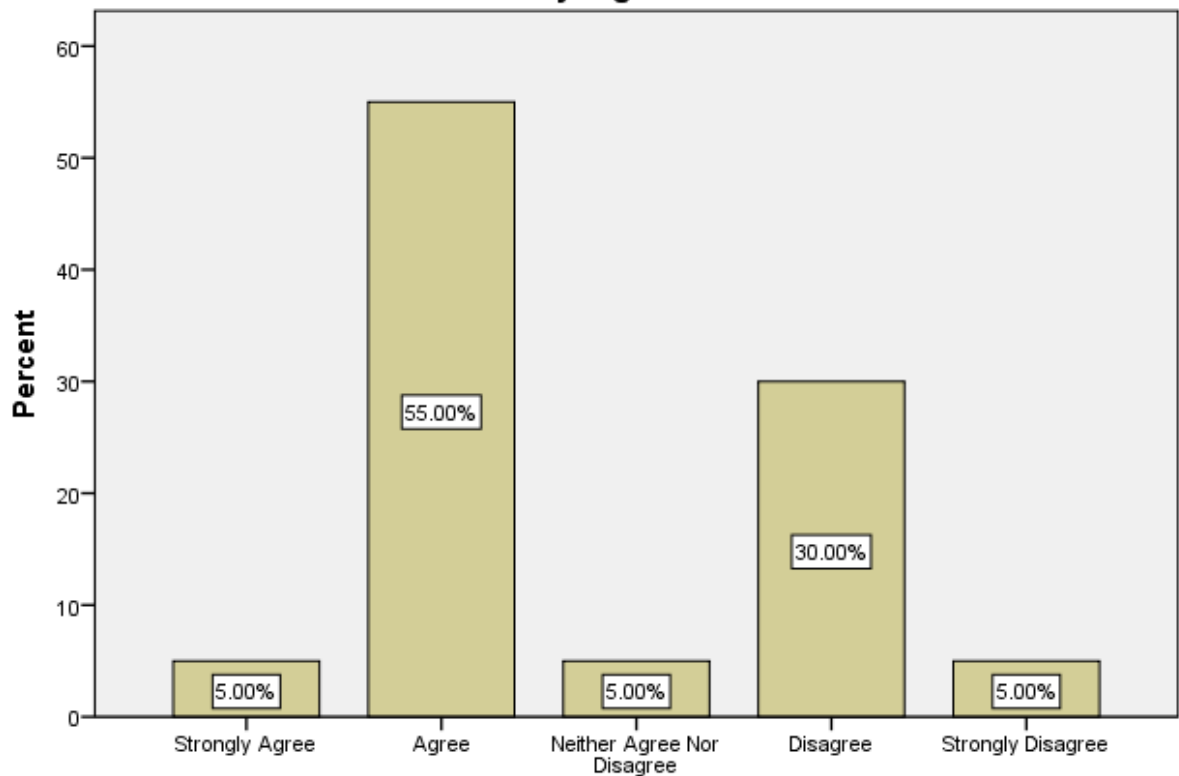


**3.Workforce diversity in my organization allows me to learn from others and develop myself.**

**Interpretation:**

Majority of the employees at Independent Administration Reform and Civil Services Commission for this study believe that workforce diversity in their teams and organization allows them to learn from others experience and knowledge which result to the development of everyone within teams.

**4. Workforce diversity has played an important role on quality performance of the teams in my organization.**



**4. Workforce diversity has played an important role on quality performance of the teams in my organization.**

**Interpretation:**

Majority of the employees at Independent Administration Reform and Civil Services Commission for this study believe that workforce diversity has played an important role on quality performance of the teams in their organizations. And they believe workforce diversity positively affects the team performance.

## **CHAPTER FIVE**

### **Conclusion and Recommendations**

#### **5.1 Introduction:**

The fifth chapter is the recommendations, and the conclusion of the study. The conclusions are based on the findings of the study and the recommendations are based on the flaws explored by the findings.

#### **5.1 Conclusion:**

Globalization has led the world to be a global village hence fostering interactions of different people from different cultural backgrounds, ethnic, education and age to form a diverse workforce. Dealing with increasing level of workforce diversity that is within modern employee management of diversity has been progressively a matter of interest to many organizations' management programs that are adopted steadily.

The concluded findings of this research paper are as below:

- Majority of the employees at Independent Administration Reform and Civil Services Commission for this study believe that age diversity impacts on team performance in organizations. Around 65 percent of the employees at Independent Administration Reform and Civil Services Commission believe that age diversity has important impact on team performance.
- Majority of the employees at Independent Administration Reform and Civil Services Commission for this study believe that age diversity brings creativity and innovation in in the organization. Innovation and creativity enhance team effectiveness and different age groups have different level of experience.
- The employees at Independent Administration Reform and Civil Services Commission for this study believe that age diversity in an organization brings effectiveness in problem solving and decision-makings. 55 percent of the employees at Independent Administration Reform and Civil Services Commission believe that different age groups have different experience of solving problems which helps teams in decision makings.

- Majority of the employees at Independent Administration Reform and Civil Services Commission for this study believe that age diversity in teams can create communication problems sometimes as different age groups needs different communication methods although some of the employees at Independent Administration Reform and Civil Services Commission disagree with that.
- Majority of the employees at Independent Administration Reform and Civil Services Commission for this study believe that gender diversity has impact on team performance in organization. 74 percent of the employees at Independent Administration Reform and Civil Services Commission believe that gender diversity has an important impact on team performance in organizations.
- Majority of the employees at Independent Administration Reform and Civil Services Commission for this study believe that gender diversity in an organization positively affects the management and leadership, and it can bring positive impacts on the management and leadership methods.
- Different gender groups have different visions, and views and Majority of the employees at Independent Administration Reform and Civil Services Commission for this study believe that gender diversity in an organization brings different views, visions and ideas which result to effectiveness in teams.
- An overall, Majority of the employees at Independent Administration Reform and Civil Services Commission for this study believe that gender diversity in an organization positively affects the team performance. Teams with gender diversity are enjoying effectiveness.
- Majority of the employees at Independent Administration Reform and Civil Services Commission for this study believe that ethnicity diversity in teams has an important impact on the team performance in organizations. It can have its positive impacts and negative.
- Majority of the employees at Independent Administration Reform and Civil Services Commission for this study believe that education and experience diversity has an important impact on team performance in organizations. Employees from different education and experience background contribute to the effectiveness of the teams.
- Majority of the employees at Independent Administration Reform and Civil Services Commission for this study believe that ethnicity diversity in teams can create

problems for communication within teams, as different ethnicity in Afghanistan are talking in different languages, although some employees at Independent Administration Reform and Civil Services Commission disagree with that.

- Majority of the employees at Independent Administration Reform and Civil Services Commission for this study believe that employees from different education and experience background bring new knowledge and efficiency within teams which positively impacts the overall organizational performance.
- Majority of the employees at Independent Administration Reform and Civil Services Commission for this study believe that employees from different education and experience background positively affect team performance because they bring different experience which is the key to success for every team.
- Majority of the employees at Independent Administration Reform and Civil Services Commission for this study believe that workforce diversity in their teams have positively affected their performance as people with different background brings new knowledge and experience into the teams.
- Majority of the employees at Independent Administration Reform and Civil Services Commission for this study are happy working with diversity teams in their organization and are satisfied.
- Majority of the employees at Independent Administration Reform and Civil Services Commission for this study believe that workforce diversity in their teams and organization allows them to learn from others experience and knowledge, which result to the development of everyone within teams.
- Majority of the employees at Independent Administration Reform and Civil Services Commission for this study believe that workforce diversity has played an important role on quality performance of the teams in their organizations. And they believe workforce diversity positively affects the team performance

## **5.2 Recommendations:**

Following are the specific recommendations of the researcher for the targeted population of research on workforce diversity and its impact on team performance:

- The researcher recommends for the targeted population of research to see age diversity as an opportunity and competitive advantage with teams and the organization, age diversity is crucial for creativity and innovation within teams. The older generation brings skills and experience in the organization, and younger generation brings new ideas and new ways of looking at things in the organization. The management of the organization can use the age diversity for decision making purpose as well as problem solving.
- The researcher recommends for the targeted population of research to put enough attention on gender diversity in the organization, as different gender groups have different prospective, views, and ability which can help the organization towards achievement of its goals. Secondly the organization can use gender diversity as a market tool while dealing with stakeholders of the organization.
- Like gender, age, education, the target population of this study must put enough attending on hiring employees from different ethnicity groups, this will help the organization to keep the employees satisfied and different ethnic groups bring different experience and knowledge to the organization which is crucial for team performance. Especially in a country like Afghanistan where different ethnicities are living, ethnicity diversity is important for every team.
- And lastly, diversity in terms of education and experience is must for every team, people from different education background and experience plays an important in effectiveness of teams. Thus the researcher recommends for the targeted population of research to makes teams where employees with different experience and education background exist.



## 6. Appendixes

### 6.1 References:

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## 6.2 Questionnaire:



## Questionnaire

This questionnaire is developed to gather the primary information on workforce diversity and its impact on team performance:

### Years of Experience:

- 1-3
- 4-8
- 9-12
- Above 12

### Age Group:

- 15-20
- 21-25
- 26-30
- 30-35
- Above 35

### Gender:

- Male
- Female

Please select 1- Agree 2- Strongly Agree 3-Neither Agree or Disagree 4- Disagree 5- Strongly Disagree.

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**A. Age diversity:**

1. On a scale of 1-5, indicate the age diversity impact on team performance.

1. Not important
2. Less Important
3. Neutral
4. Important
5. Very Important

2. Age diversity brings creativity and innovation in the organization

- 1.
- 2.
- 3.
- 4.
- 5.

3. Age diversity in an organization brings effectiveness in problem solving and decision makings.

- 1.
- 2.
- 3.
- 4.
- 5.

4. Age diversity in an organization brings positive communication and coordination among employees.

- 1.
- 2.
- 3.
- 4.
- 5.

**B. Gender Diversity:**

1. On a scale of 1-5, indicate the gender diversity impact on team performance.
  1. Not important
  2. Less Important
  3. Neutral
  4. Important
  5. Very Important
2. Gender diversity in an organization positively affects the management and leadership.
  - 1.
  - 2.
  - 3.
  - 4.
  - 5.
3. Gender diversity in an organization brings different views, visions and ideas in an organization.
  - 1.
  - 2.
  - 3.
  - 4.
  - 5.
  - 5.
4. Gender diversity in an organization positively affects the team performance.
  - 1.
  - 2.
  - 3.
  - 4.
  - 5.
  - 5.

### **C. Ethnicity Diversity:**

1. On a scale of 1-5, indicate the ethnicity diversity impact on team performance.
  1. Not important
  2. Less Important
  3. Neutral
  4. Important
  5. Very Important
2. Ethnicity diversity creates problem for communication within teams.
  - 1.
  - 2.
  - 3.
  - 4.
  - 5.
3. Working with colleagues from other ethnic groups has positively affected my performance and am satisfied with that.
  - 1.
  - 2.
  - 3.
  - 4.
  - 5.
  - 5.

### **D. Education & Experience Background:**

1. On a scale of 1-5, indicate the education background diversity impact on team performance.
  1. Not important
  2. Less Important
  3. Neutral
  4. Important
  5. Very Important

2. Employees from different education and experience backgrounds bring new knowledge and efficiency in the organization
  - 1.
  - 2.
  - 3.
  - 4.
  - 5.
3. Employees from different education and experience backgrounds positively affect the team performance.
  - 1.
  - 2.
  - 3.
  - 4.
  - 5.

**E. Team performance**

1. Workforce diversity in my organization has positively affected my performance.
  - 1.
  - 2.
  - 3.
  - 4.
  - 5.
2. I am satisfied with the workforce diversity in my organization.
  - 1.
  - 2.
  - 3.
  - 4.
  - 5.
3. Workforce diversity in my organization allows me to learn from others and develop myself.
  - 1.
  - 2.



- 3.
- 4.
- 5.
4. Workforce diversity has played an important role on quality performance of the teams in my organization.

- 1.
- 2.
- 3.
- 4.
- 5.