

Project Report On

**Exploring the impact of Workforce Diversity towards
Employee Performance: Case Study of Multinational
Company of Dhaka, Bangladesh.**



Report On

Exploring the impact of Workforce Diversity towards Employee Performance: Case Study of Multinational Company of Dhaka, Bangladesh.

Submitted To

Piana Monsur Mindia
Assistant Professor
School of Business & Economics
United International University

Submitted By

Md. Saifullah
Program: BBA
ID# 111 151 441
Major In Human Resources Management

Date of submission

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United International University

Letter of Transmittal

May 11th, 2019

Piana Monsur Mindia

Assistant Professor

School of Business & Economics

United International University

Subject: Submitting project report on “**Exploring the impact of Workforce Diversity towards Employee Performance: Case Study of Multinational Company of Dhaka, Bangladesh**”.

Dear Mam,

I am Md. Saifullah, Bearing ID No. 111 151 441, is a regular Student of United international University, School of Business and Economics, Would you like to submit my project report on **Exploring the impact of Workforce Diversity towards Employee Performance: Case Study of Multinational Company of Dhaka, Bangladesh** for fulfillment of the requirement of BBA degree.

I have tried my best for furnish all the things what I have find during the project program.

I will be highly encouraged if you are kind enough to receive this Project.

Thank you,

Sincerely Yours,

.....

Md.Saifullah

111 151 441

Student Declaration

I am Md. Saifullah, Bearing ID No. 111 151 441, Student of School of Business and Economics, Major in Human resources Management and Marketing from United international University do hereby declare that the project report on exploring the impact of Workforce Diversity towards Employee Performance: Case Study of Multinational Company of Dhaka, Bangladesh is fully prepared by me and it has not been submitted by me before for any Degree, Diploma.

Acknowledgement

I would like to demonstrate my inmost appreciation to those who helped me a lot to finish my report.

First of all, I would like to thank the Almighty Allah for the successful completion of this report and I would like to express my gratefulness to Allah for giving me the patience and strength to work

Additionally, I also would like to endorse with much great-fullness the momentous role of the stuff and employees of BESTSELLER, ACI Limited and GSK who helped me a lot to gather information.

Finally, I would like to give Special thanks to my Supervisor Piana Monsur Mindia, Assistant Professor, School of Business & Economics and United International University for guiding us towards successful preparation of this report. Who helped me from the beginning to end of completing the project. Because of her immense support, suggestions, I able to made this project report.

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Executive Summary

In today's World business environment change rapidly, Bangladesh is huge populated country here lots of diversify people live they employed many organizations and foreigner comes in Bangladesh and they also work here. The diversity of workforce in Bangladesh quite fortunate and it has been increasing rapidly last couple of years. Nowadays it's common to find out profession person who are knowing different language Such as English, German, Chinese , Arabic, French and they are coming a great diversify training and education. The Study of this project explore the impact of workforce diversity (Age, Gender, Education background) on employee performance in multinational organization of Bangladesh which are renowned to highly diversified employee. The sample size was 50 and data was collected by a set of questionnaire from three Multinational organizations which name is BESTSELLER, ACI limited, and GSK Bangladesh Limited. Data analysis indicate that gender and education background impact on performance of employee and age group slightly impact on employee performance especially in leadership.

Chapter one: Introduction

1.1 Background of Study:

This report is submitted to United International University as a part of project program. This is requirement for Bachelor of Business Administration. As a part of this program, a report has to be prepared by every project. The project is based on information which is gathering during the project work.

1.2 Scope of the study:

The project will focus on the impact of Workforce Diversity towards Employee Performance in different multinational organization.

1.2 Objective of the Study

Main Objective: Main Objective of This project is analyze the effect of work forces diversity on employee performance in different multinational organization in Dhaka.

Specific Objective:

- To study about workforce Diversity.
- To find out link between workforce diversity and employee performance.
- To meet the BBA degree Requirement

1.3 Methodology:

I have chosen multinational organization in Dhaka Bangladesh for my project. Basically in Multinational Organization there have been different types of diversify employee. Those who are in currently employee in different Multinational organization I select them as a respondent.

- **Topic Selection:** Project topic have selected by me and Confirmed by my Supervisor Piana Monsur Mindia, Assistant professor, School of Business and Economics, United International University.
- **Sample size :** 50 employees
- **Target Organization:** Three Multinational Organizations in Dhaka, Bangladesh.

- **Data Collection Method:** To conduct this project I collect both primary data and secondary Data
 - **Primary Data:** primary data is collected through questionnaire. The questionnaire is distribute in tow way one is by Google Doc. file another is by direct distribution.
 - **Secondary Data:** Some sources are listed below-
 - Official website of Organization
 - Internet
 - Different study report
 - Relevant Books

1.4 Limitation:

Nothing beyond limitation and I had also some limitations to prepare this project effectively. Following listed the major limitations that affected most:

- I had to complete this project within a very short time that was not sufficient.
- Not all employees were helpful in providing information where they acquainted with the report.
- Insufficient source of secondary data.

Chapter 02: Literature Review

2.1 Diversity

Diversity is defined as a understanding, , acknowledging, accepting , celebrating and valuing difference among people with due respect to class, age, gender, ethnicity, race, sexual orientation, physical and mental ability” (Aamodt, (2001).) In other hand diversity management can be defined as a logical effort by the employee and organization. Diversity expresses the existence of people from variety of culture, society, backgrounds, colour, education, language, lifestyle, believes (Abbas, 2010)). Now a days diversity become a proactive concept. Almost all of organization now think about diversity and create different policy to manage it. Diversity can be a good competitive advantage because of various types of opinion can generate unique and creative way to solve many difficult problems (Amason, 1996). Business organization must have diverse to meet need and requirement of different group of consumer.

2.2 Employee Performance

Workforce diversity influences suggest that diversity can be beneficial or detrimental for an employee performance (Williams, 1998).Employee Diversity is better associated with problem solving skill and creativity organization need to create good diversified environment (Bantel, 1989). And employee diversity is negatively related with cooperation and cohesiveness (Pelled et al., 1999). The practice of good workforce diversity in the human resources management increases the employee and organizational Performance (Baer, 2012). Apart from that employee diversity enhanced creativity better problem definition, alternative solution, better idea, a wide range of perspective (Adler, 1986). It also discuss that the decreasing of same nature employee in the workforce , It has become difficult for an organization to develop equal opportunity and diversity management policy to manage the skill employee with different background employee in order to protect competitive position in the market (Gilbert, 2000). Workforce diversity creates conflict between employees. Conflict generate because of different ideas, behaviors, perceptions, attitude, religious differences, unjustified distribution of resources, political difference. Conflict is not bad sometimes it good it's not always negative does not always create discord. It's actually depending on how conflict handle. If its handle with proper manner it can be a source of development of organization (Knight, 1999). If the manager or supervisor ignores the conflict between employees it's become a clash among them. As a result the clashes will go

in personal and emotional and for long time it will be harmful for organization because its damage organizational culture, environment worker morale overall employee and organizational performance. It's also might be reduce creativity of employee, innovation, quality (Jayne, 2004).

2.3 Age

Age diversity is unavoidable factors in organizations (Kunze, 2011). Based on different age group the employee performance and productivity vary (Gelner and Stephen (2009). There are two theory which clear up the relationship one is social personality and another is self-categorization. People are suggested to portray themselves into certain groups based on dimension that are personally relevant for them on the basis of social personality and self-categorization theory (Kunze, 2011) .because of generation gap lots of conflict arise which effect on employee performance. The test and preference of different generation is different from each other (Maznevski, 1994). Multiple age group lead inactiveness and advancement because of learning opportunity (Frink, Robinson et al. 2003, Graen 2003). There may be huge significant if supervisor don't manage properly different age group for this reason conflict may be arise and organizational performance and productivity may decrease (Francisco, 2005)

2.3 Gender

We are in world which dominant by the male but day by day it decreases and women are engage workplace rapidly. Many organizations in the globe want to hire men mostly because they think men doing better performance rather than women and the ability of mange emergency situation and conflict women and men are (Leonard, 2003). According to Carr-Ruffino and Brown , the workforce diversity remain ineffective if gender issues are not concern in first then in turn off manage. The big challenge for an organization is to successfully overcome the thought the men and women are not equal. Kossek et al. found that to compare with men only 54% women are equal to men. Equal job opportunity in organization is play a vital role to improve the performance of the organizations employee. The societal permit removes the policies that discriminated certain classes of employee which result in increased organizational cost and organization failed to practice proper fair employment. Discrimination in organization in the

time of hiring result in worker has to pay higher salary and sometime worker are shortage as a result organization have to hire less productive workers and talent skilled worker charge highest (Barrington and Troke, 2001; Becker, 1971).

2.5 Educational background

Employers are usually rejecting hiring employee when employee have no training, Experience, and good educational background. That means education background is most important part for employability level (Tracy and Sappington ;1993). Employee cannot find job without proper education and he cannot perform properly. Based on the education background employees productivity and performance vary (Daniel, 2009). The more education gives an employee more knowledge through this employee became more productive and mange everything smoothly. The greater of educated employee higher economic growth of organization.

Chapter Three: Company Overview

There are many Multinational Organization operate their business in Bangladesh. They have lots of employees from different background and here workforce diversity exists. For my project I select three Multinational organizations BESTSELLER, ACI Limited and GSK.

3.1 BESTSELLER

3.1.1 History of the BESTSELLER United china Ltd

BESTSELLER is a global family-owned clothing and accessories company founded in Denmark in 1975. BESTSELLER is an international, family-owned fashion company with a strong foundation. With a range of more than 20 individual fashion brands, BESTSELLER provides fashion clothing and accessories for both women, men, teenagers and children. More than 30 years ago Troels HolchPovlsen, BESTSELLER's founder, phrased 10 basic principles for our company. Products are marketed and sold under a variety of brands such as JACK & JONES, JUNAROSE, JACQUELINE DE YONG, MAMALICIOUS, NAME IT, NOISY MAY, OBJECT COLLECTORS ITEM, ONLY, ONLY & SONS, PIECES, SELECTED, VERO MODA, VILA CLOTHES and Y.A.S. BESTSELLER brands and products are available online, in about 2,700 branded chain stores, 15,000 multi-brand and in department stores across Europe, The Middle East, North America, Latin America, Australia and India. BESTSELLER Fashion Group China is an independent company designing its own collections for more than 8,000 stores in China. BESTSELLER strives for a sustainable development in the fashion industry by developing suppliers in a more sustainable direction and inspiring customers to make more conscious choices by offering more sustainable products. BESTSELLER has no ownership interests in the production chain but cooperates with selected suppliers primarily in China, India, Bangladesh, Turkey and Italy. BESTSELLER is 100% owned by the HolchPovlsen family with Anders HolchPovlsen as CEO. BESTSELLER Fashion Group China is an independent company partly owned by the HolchPovlsen family. BESTSELLER has more than 15,000 dedicated BESTSELLER colleagues around the world, and cultural differences are considered an advantage promoting quality, good results and strong values. (BESTSELLER, 2018)

3.1.2 Mission: We improve the sales-success of our clients and achieve optimal operating results by utilizing the largest possible market potential for our customers.

3.1.3 Vision: One World, One Philosophy, One Family is the symbol of the company culture in BESTSELLER.

3.2 ACI limited

3.2.1 ACI Profile

ACI was established as the subsidiary of Imperial Chemical Industries (ICI) in the then East Pakistan in 1968. After Bangladesh, with a multinational heritage. The company has diversified into four major Strategic Business Units independence the company has been incorporated in Bangladesh on the 24th of January 1973 as ICI Bangladesh Manufacturers Limited and also as Public Limited Company. This Company also obtained listing with Dhaka Stock Exchange on 28 December, 1976 and its first trading of shares took place on 9 March, 1994. Later on 5 May, 1992, ICI plc divested 70% of its shareholding to local management. Subsequently the company was registered in the name of Advanced Chemical Industries Limited. Listing with Chittagong Stock Exchange was made on 22 October 1995 Advanced Chemical Industries (ACI) Limited is one of the leading conglomerates in (Aci, 2019).

3.2.2 Mission

ACI's Mission is to enrich the quality of life of the people through responsible application of knowledge, technology and skills. ACI is committed to the pursuit of excellence through world-class products, innovative processes and empowered employees, to provide the highest level of satisfaction to our customers.

3.2.3 Vision

Endeavor to attain a position of leadership in each category of its businesses. Attain a high level of productivity in all its operations through effective and efficient use of resources, adoption of appropriate technology and alignment with our core competencies. Develop its employees by encouraging empowerment and rewarding innovation. Promote an environment for learning and personal growth of its employees. Provide products and services of high and consistent quality, ensuring value for money to its customers. Encourage and assist in the qualitative improvement of the services of its suppliers and distributors. Establish harmonious relationship with the community and promote greater environmental responsibility within its sphere of influence.

3.2.4 Size of Market

The market structure of the beverage industry in Bangladesh is oligopolistic with few firms dominating the market. They are Transcom Beverage Limited, Partex Beverage Ltd, Akij Food & Beverage Ltd, Agricultural Marketing Company Ltd (AMCL), Globe Soft Drinks Ltd. The beverage market is dominated by Transcom Beverage Limited with the 41.10% market share. Coca Cola is holding 28.40% and 11.50% market share is being held by Akij Food & Beverage Ltd as per data obtained from Nielsen Report dated February 2015. Pepsi, 7UP, Mirinda, Slice, Mountain dew, RC Cola, Virgin, Uro Cola, Coca Cola, Sprite, and Pran Cola are the major producers of soft drinks in Bangladesh. The other beverage producers are Akij Group (Speed, Wild Brew, Firm Fresh, SPA, Mojo, Clemon, Lemu, Fruitika), Agriculture Marketing Company Limited (Pran), Partex Beverage Limited (RC Cola, RC Lemon and Lychena) and Globe Soft Drinks Limited (Uro Cola, Uro Lemon).

3.3 GlaxoSmithKline Bangladesh Ltd

GSK is one of the world's leading research-based pharmaceutical and healthcare company committed to improving the quality of human life by enabling people to do more, feel better and live longer. It manufactures and markets pharmaceuticals, vaccines, and consumer healthcare products in Bangladesh. The company offers prescription medicines across various therapeutic areas, including anti-bacterial, respiratory, dermatology, oncology, gastro-intestinal, cardiovascular, and other diseases, as well as cold and cough, vitamins, analgesics, oral steroid, eye/ear preps, laxative, anti-depressive, and special use prep. It also provides a range of vaccines for the prevention of hepatitis A, hepatitis B, influenza, chickenpox, measles, mumps, rubella, rotavirus diarrhea, pneumonia, etc. and non-prescription medicines. In addition, the company offers health food drinks and nutritional supplements under the Horlicks brand, glucose powder under the Glaxose brand and toothpaste under the Sensodyne brand. The company was incorporated in 1974 and is based in Dhaka, Bangladesh. GlaxoSmithKline Bangladesh Limited is a subsidiary of Setfirst Limited. Pharmaceutical Industry is one of the highly sophisticated industries in Bangladesh which has been uncovered to rapid change and made a revolution in Bangladesh by maintaining high technology and a world class standard in quality (GSK, 2016).

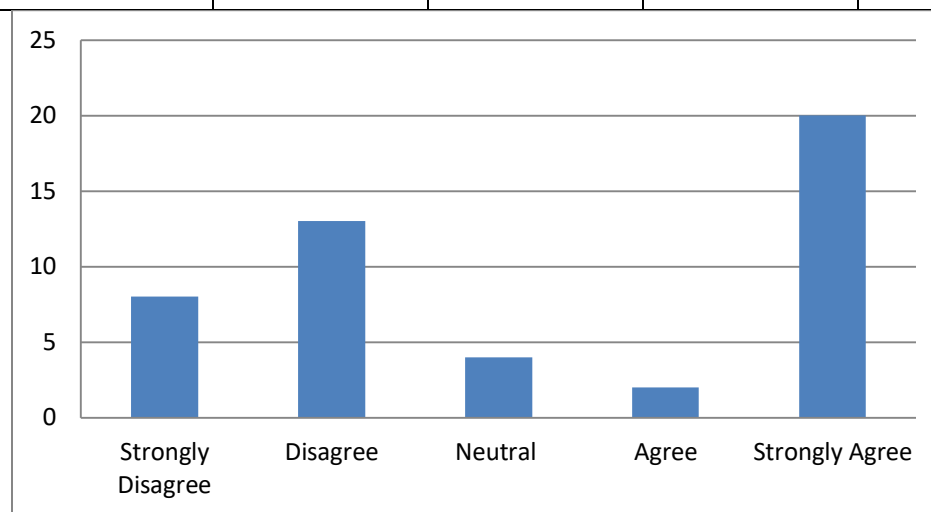
Chapter Four: Data analysis

4.1 Data analysis:

When I give questionnaire to employees they give there respond. Based on employees response data had analysed.

1. The organization Provide me with equal opportunity for training and career development they don't focus on age .

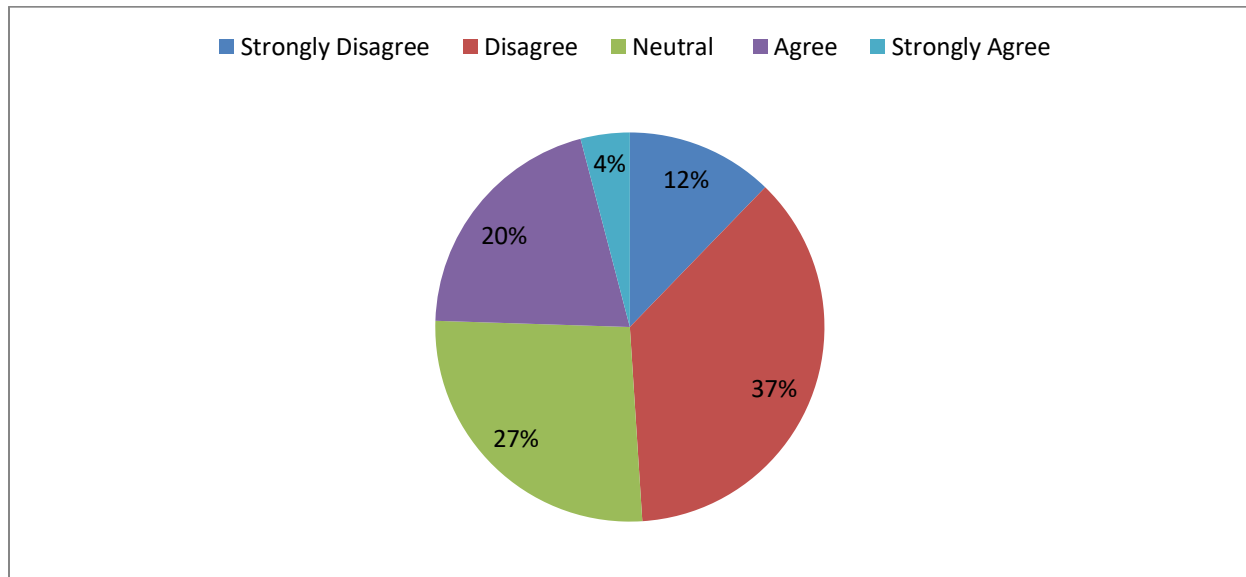
	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
Number of respondents	8	13	4	2	20



When i go to different organization and it was my question .how your organization arranges training session for your career growth and development. Because my point was different age people work in your organization how can they manage it and age do not make any problem for training. When give them my survey questionnaire then saw that 43% employee strongly agree that age does not matter for training and career development when organization provide training to their employee. But 28% employee disagree that age does matter. They also focus their employee age. They also mean that age is big matter for providing training among the employee. 4% employee they were neutral they did not gave their opinion about this matter. But 8% employee was strongly disagreeing about equal training and career development and age. They told that organization focus age for training and employee career development. They also include that organization mean who are senior employee and more experienced they do need more training because they are experienced.

2. My Team leaders include all members in Different age in Problem solving and decision making

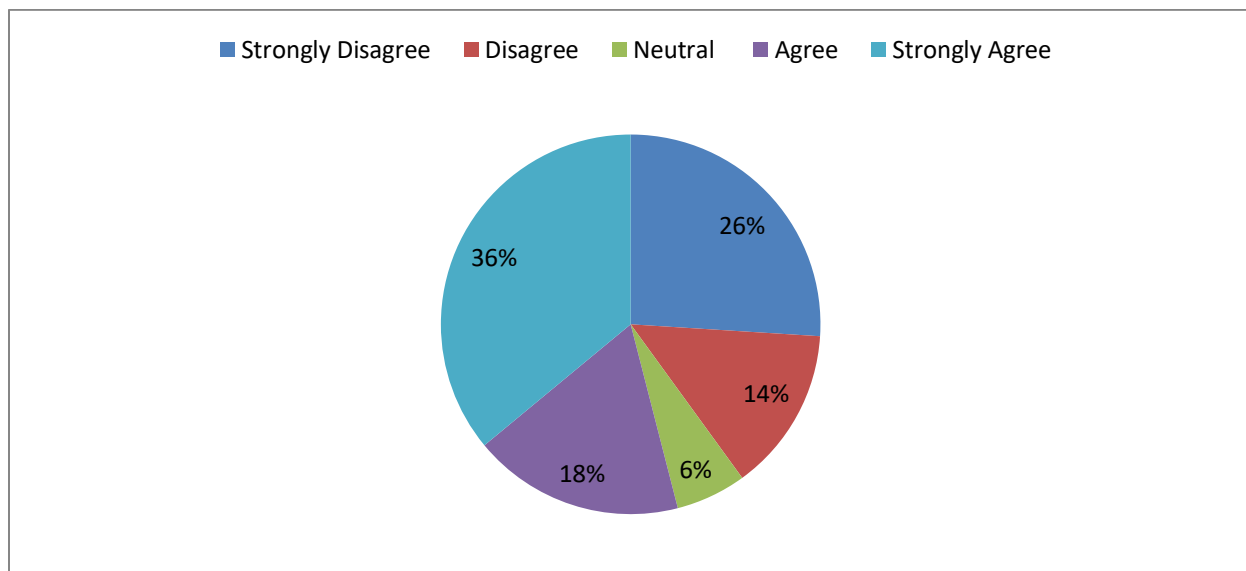
	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
Number of respondents	6	18	13	10	2



My second questionnaire was do your team leader of your organization include problem solving and decision making? Majority employee was disagree about this. Their opinion was their team leader does not include different age people to tacking organizational decision making and problem solving. But minority people were neutral and some people were agreeing regarding this matter.

3. The age differences in work group do not cause conflict.

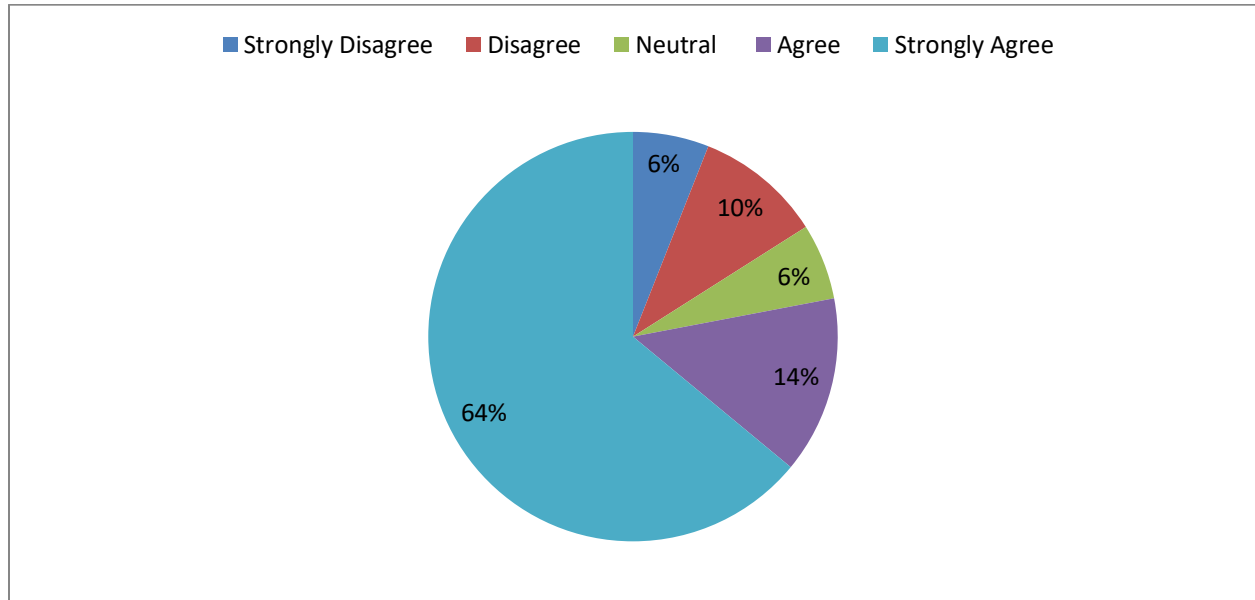
	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
Number of respondents	13	7	3	9	18



Age is strongly related to the experience. This matter is strongly agreed majority of employee .they told that age difference don't make conflict among the employee and inside the organization. But another major part of employee they strongly disagree that different age creates problem to working in the organization. Sometimes it makes conflict among the employee and their team. Their overall opinion was age does matter in the organization.

4. At work, I experience lack of bonding with people of different age group.

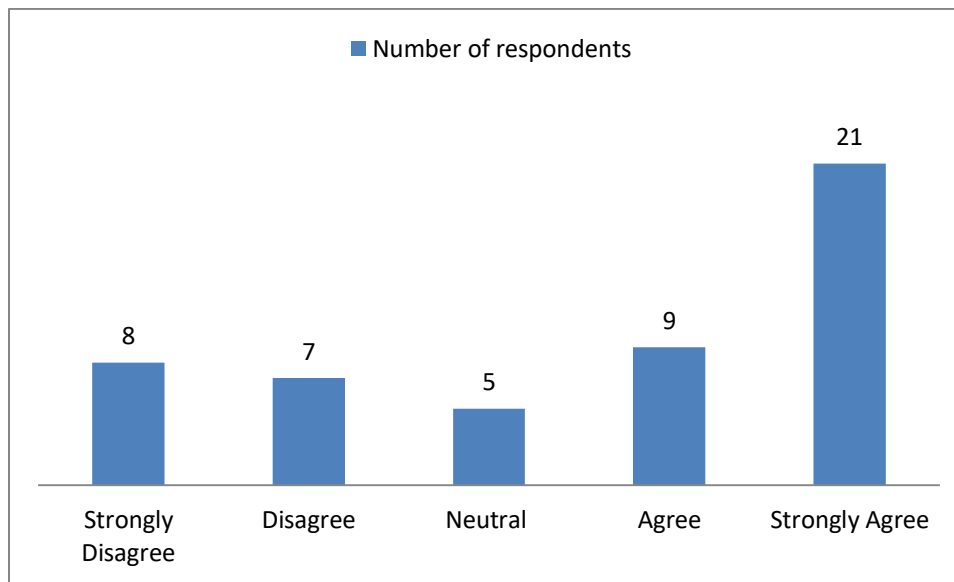
	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
Number of respondents	3	5	3	7	32



Majority of employee strongly agree that age creates lack of bonding with different age people inside the organization. Because age gap creates some problem among the employee. Especially their understanding problem, decision making problem, work experience problem etc. But minority of employee was showing neutral and disagrees about this. They told that it make little bit but its not a big issue for the organizational environmental.

5. I am positive about age diversity in this workplace.

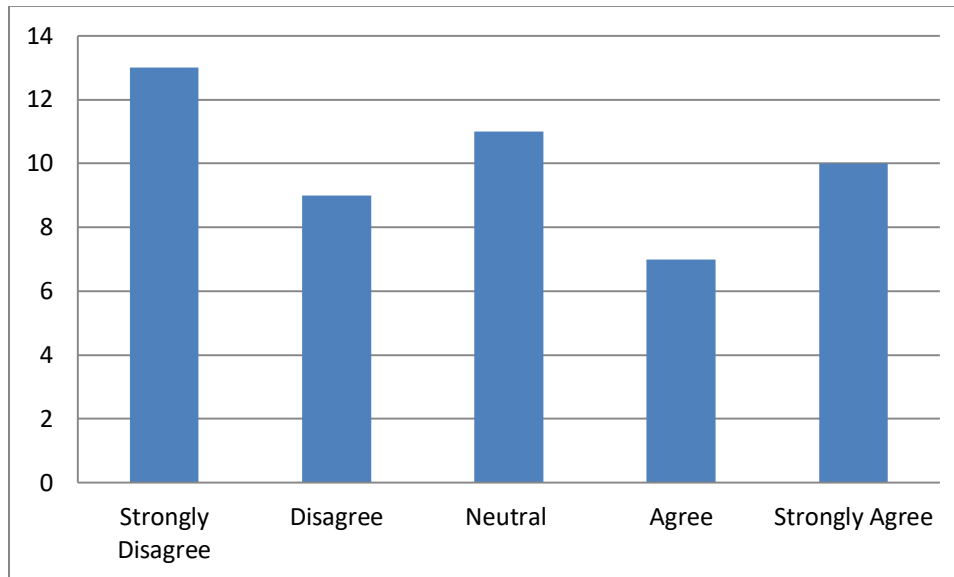
	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
Number of respondents	8	7	5	9	21



Most of the employee strongly agrees that age is a positive diversity in the work place. They mean that age diversity don't make any problem in the organization. 18% of the employee are agree that age is positive and rest of the employee are neutral, disagree and strongly disagree about age diversity of employee inside the organization.

6. I face problem get promotion because of age.

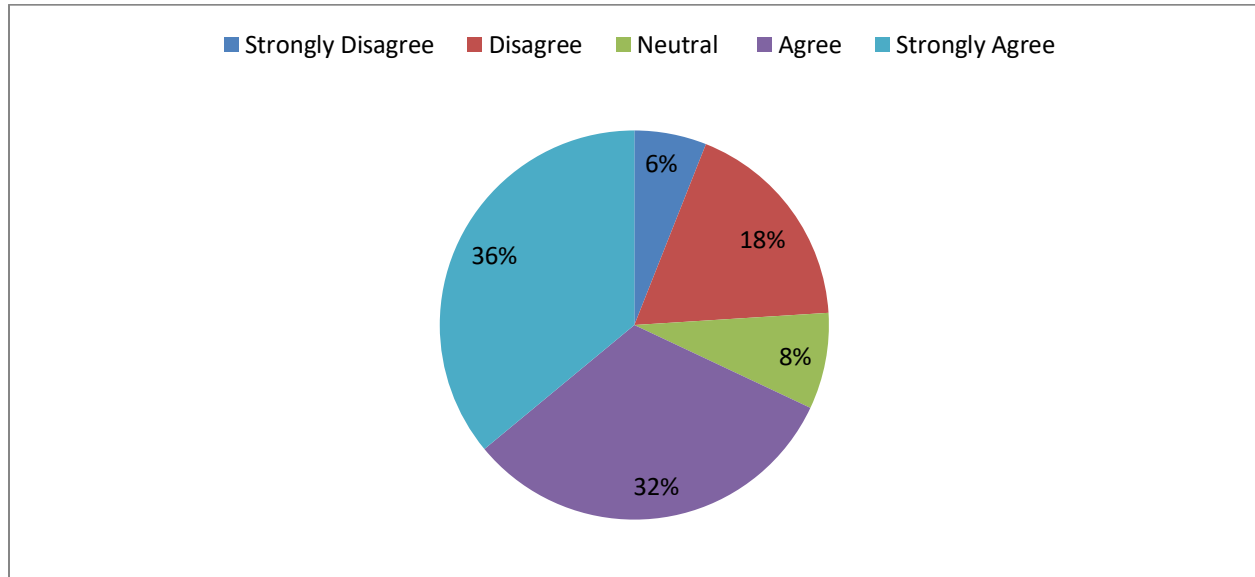
	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
Number of respondents	13	9	11	7	10



Age does not matter for get promotion. Most of the employee strongly disagree this matter they told that if you have quality you will be get promoted from your position. Age doesn't make any problem. 22% employee they do not give any opinion about this matter. They were neutral about age and promotion. 20% people agree with this, they strongly agree that age is big problem for get promotion.

7. Leadership don't vary to different age

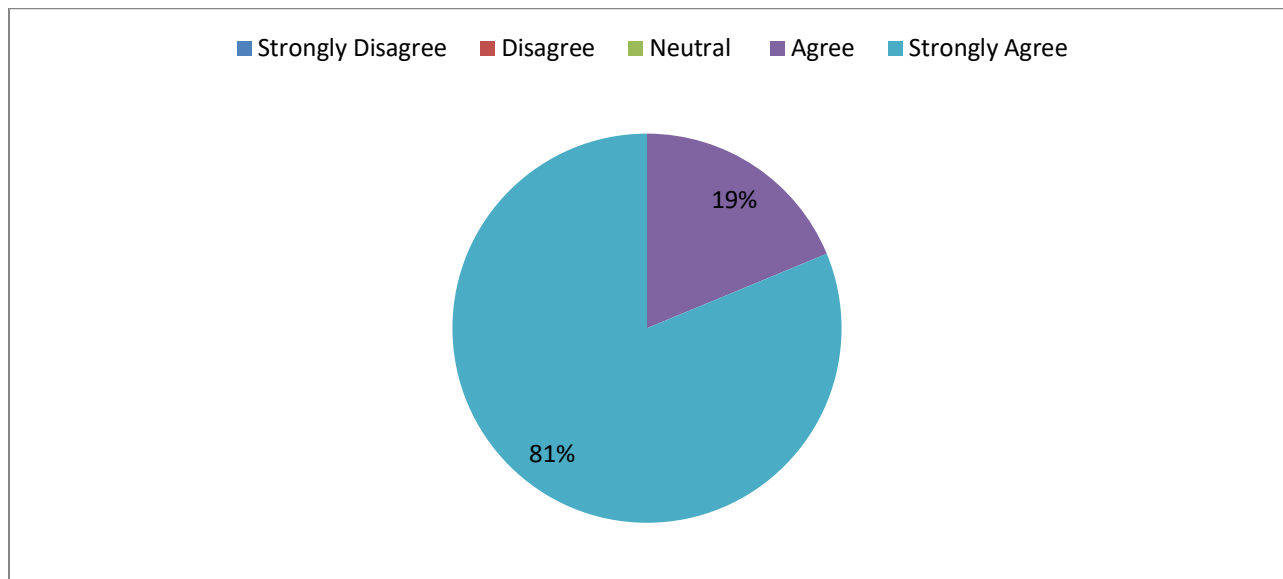
	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
Number of respondents	3	9	4	16	18



Yes. Most of the employees mean that leadership is ability. It comes by born. Age doesn't vary for leadership. Leadership is a quality. As a leader he has 7 or more quality. 32 % employee agrees with it. Age is not big dill for leadership.

8. The recruitment plan of the organization is based on the education background of the employees.

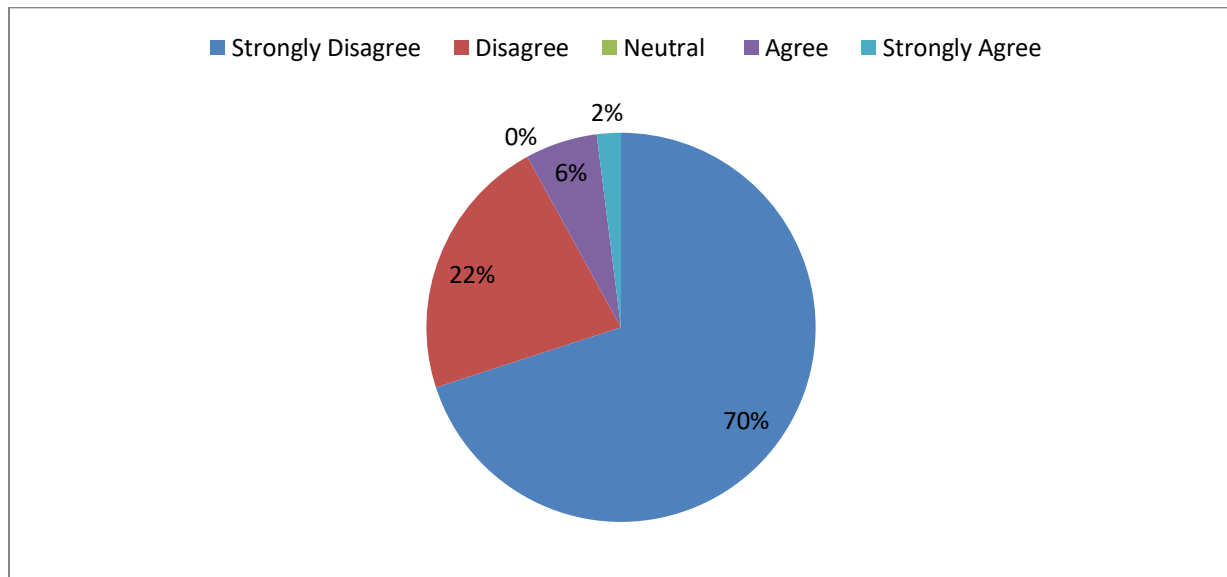
	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
Number of respondents				9	39



Maximum employee agrees with this statement. Requirement should be transparent and based on their quality and educational background. They also told that authority should strongly maintain this matter. Sometime they recruit some unskilled and less qualified employee they are harmful for the company improvement. For that reason organization should strongly look at this matter.

9. The organization provides paid study leave to employees who further their education.

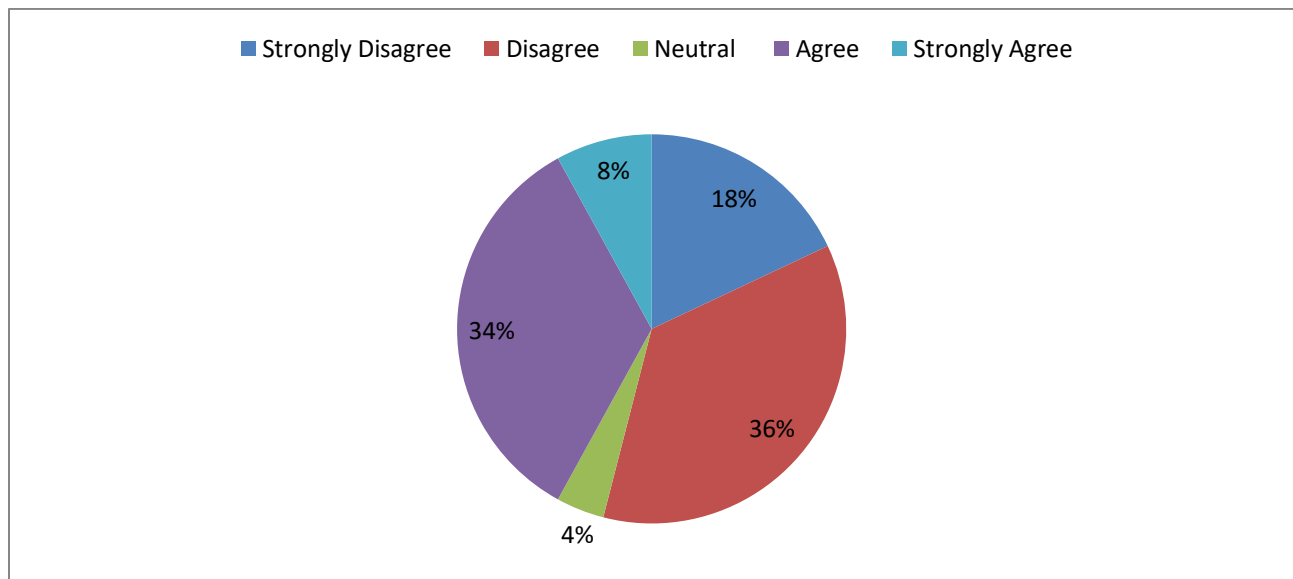
	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
Number of respondents	35	11	0	3	1



Most of the employee does not agree with this. They said organization do not give them this type of opportunity. Sometime they are willing to go abroad to getting higher degree. But organization does not give this type of study leave or opportunity.

10. Opportunities for growth and advancement exist for employees who have lower qualification in education.

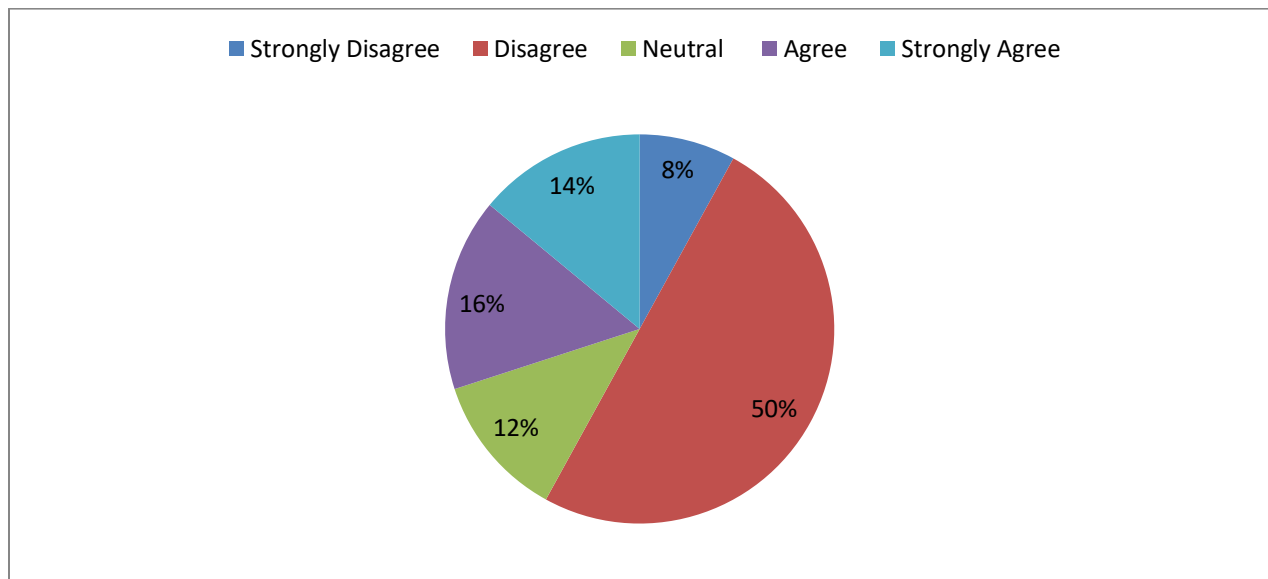
	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
Number of respondents	9	18	2	17	4



36% employee strongly disagree that who has lower educational background, all of that employee have no career exist opportunity and career advancement. Organization mean that those who has less educational background they have no quality. Rest of employee strongly disagree their opinion was similar the previous employee opinion.

11. The differences in education background do not encourage conflict.

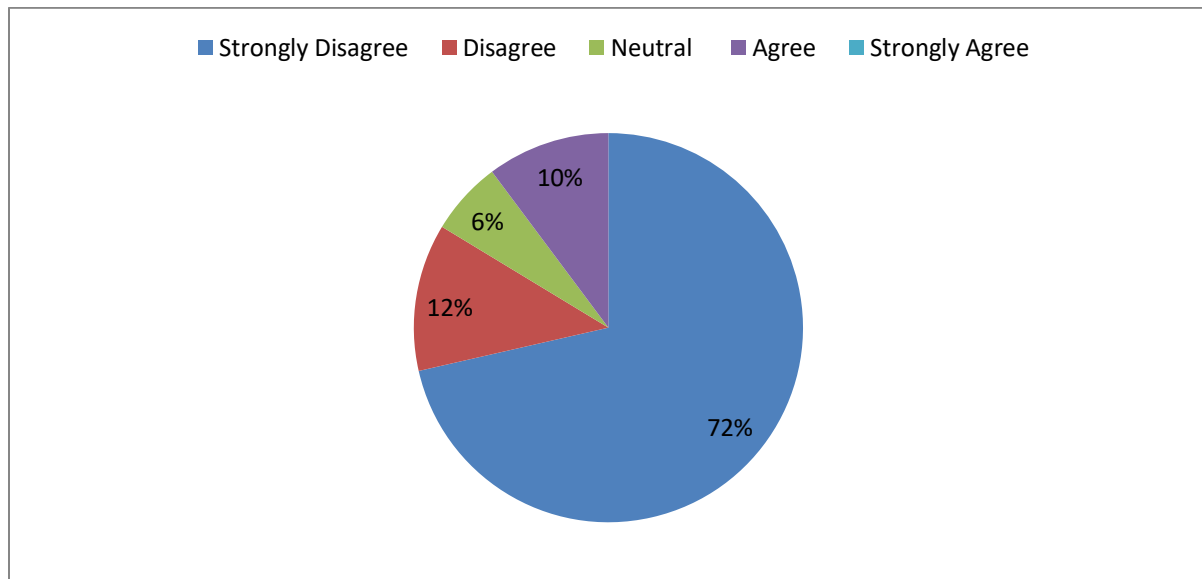
	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
Number of respondents	4	25	6	8	7



Educational differences make conflict between the employees. Because an organization different type of educational background employee work here. Their understanding thought, their opinion are not same that's why most employee disagree that the differences in education background do not encourage conflict. Sometimes this issue creates serious problem inside the organization.

12. At work, I experience lack of confidence due to my education background.

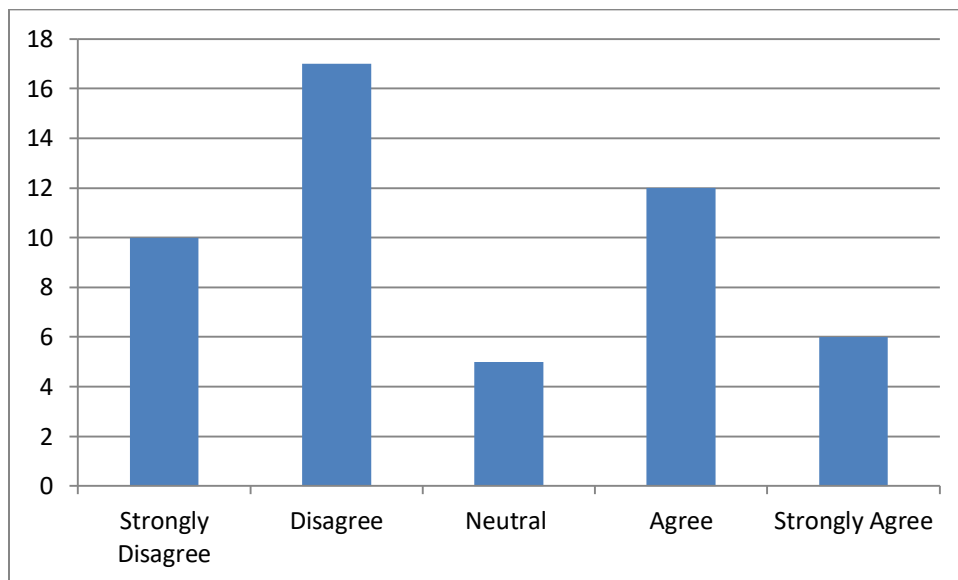
	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
Number of respondents	35	6	3	5	



Most of employee strongly disagree this educational background .they mean that education does not make huge impact for workplace .its depend on work experience. If your work experience is too high then you will be benefited within the organization then your educational background will not be focusable.

13. The team leader includes all members at different education level in problem solving and decision making.

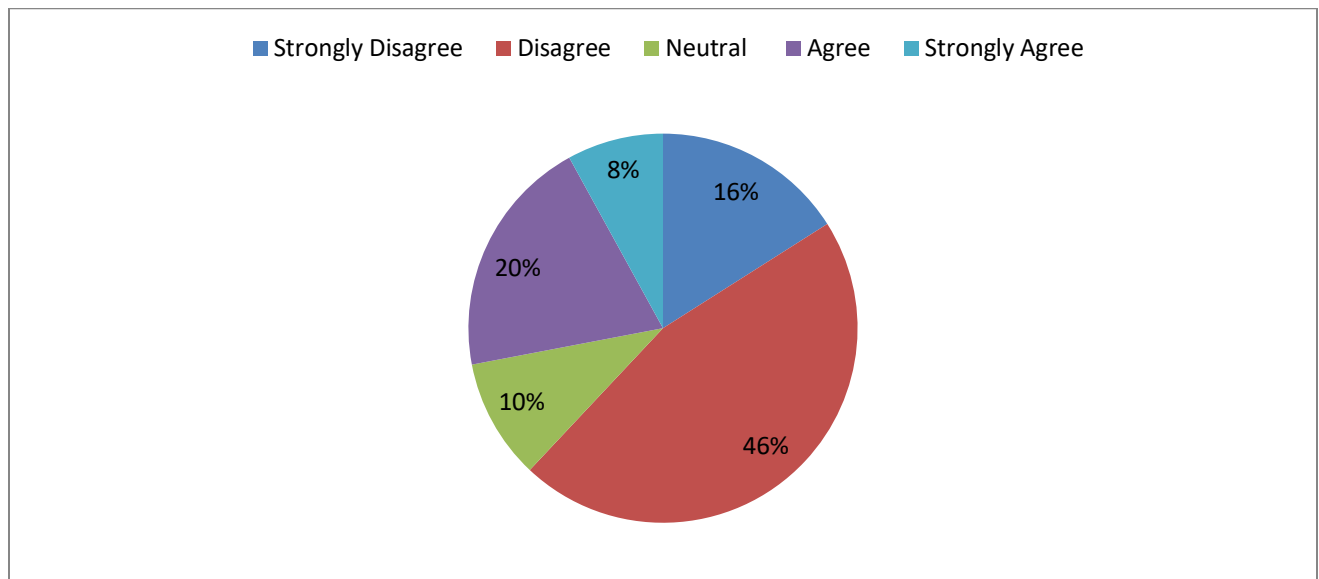
	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
Number of respondents	10	17	5	12	6



No. most of employee answer was no. they told me that their team leader do not engage different educational level employee in organizational internal problem solving and decision making. Their team leader always take decision from specific qualified people those who are more educated and hold a better position in the organization.

14. The organization gives equal treatment when it comes to the diversity of education background.

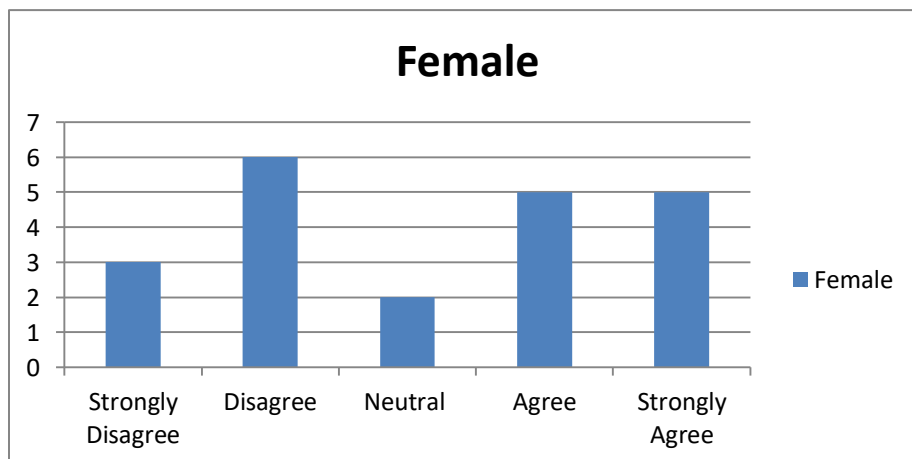
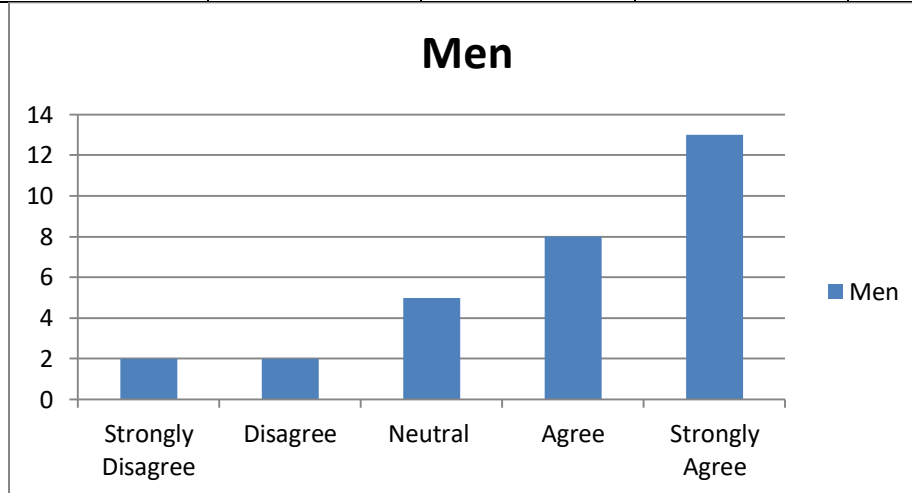
	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
Number of respondents	8	23	5	10	4



No organization do not give equal opportunity for treatment or something else. Because it depend on position and educational background. Most of employee disagree that organization do not show all employee equally. Organization show employee position and their educational background for treatment and others facilities.

15. The organization does a good job of attracting and hiring women.

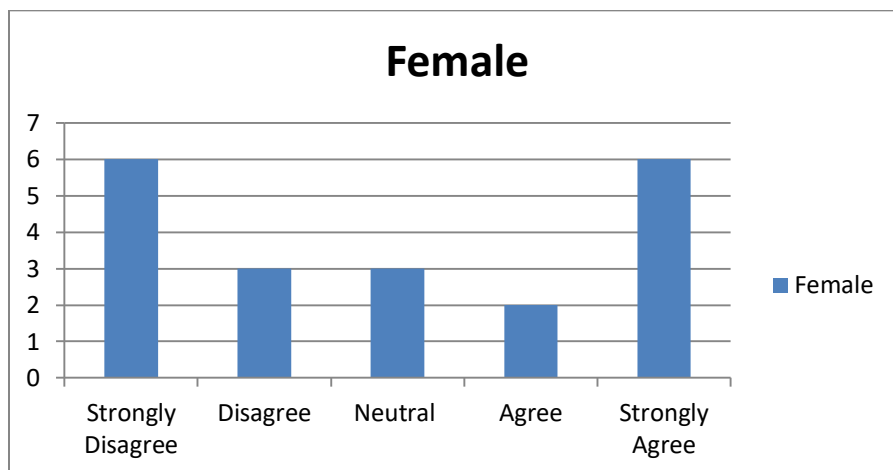
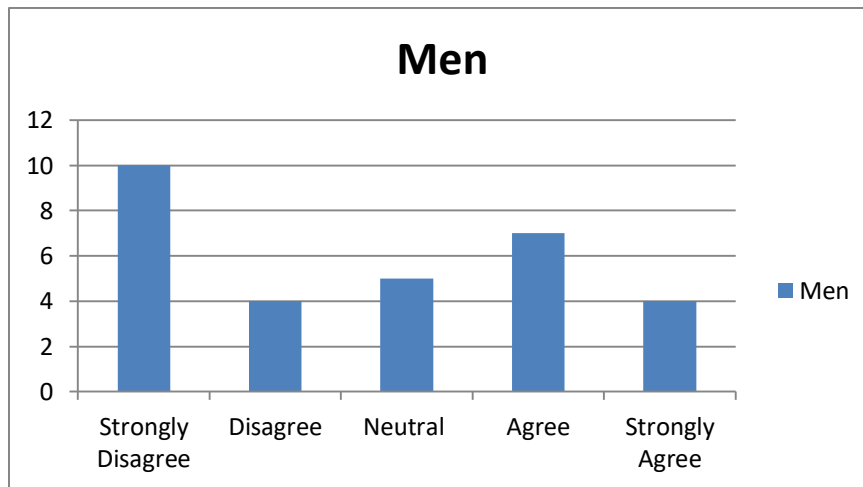
	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
Men	2	2	5	8	13
Female	3	6	2	5	5



In our country some MNC basically they offer attracting salary for hiring female employee. They give them equal opportunity for female employee with the male employee. That organization mean that they have equal right to get a good job with attracting salary that's why they offer good salary when they recruiting female employee. Only 13% employee agree with this statement. With that they told that maximum organization should hiring female employee with attracting salary.

16. Fair treatment is given to all employees, whether they are male or female.

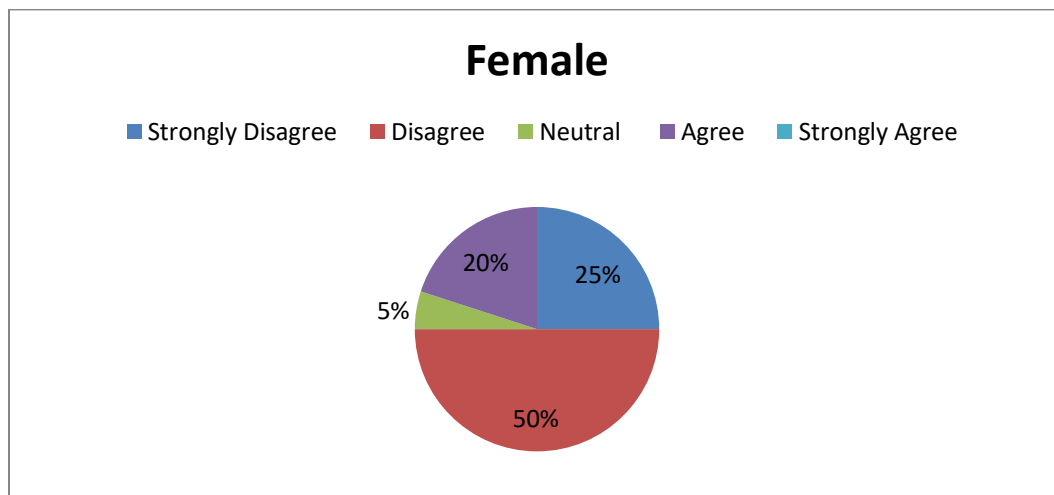
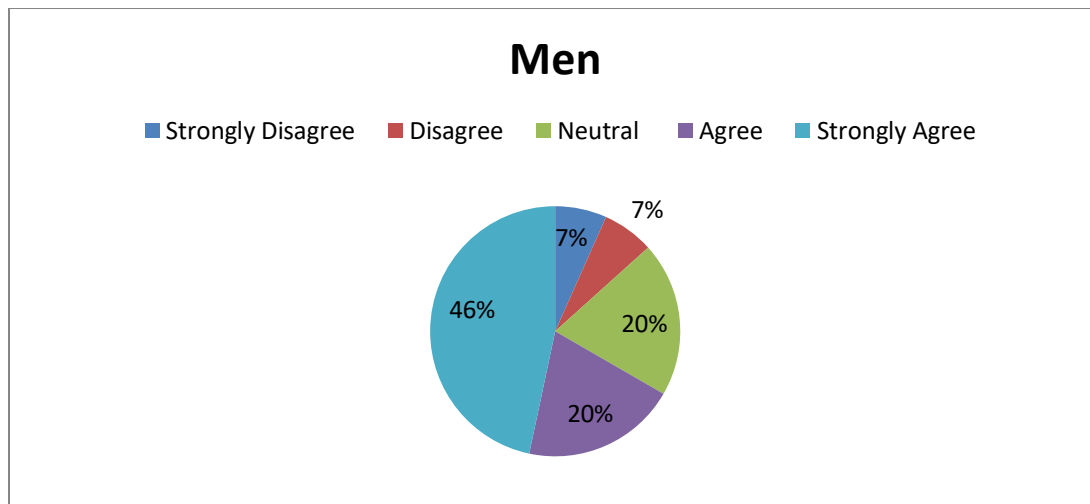
	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
Men	10	4	5	7	4
Female	6	3	3	2	6



Basically it was confusing question for them. Most of employee deny that organization do not give equal treatment opportunity for both male and female. Because their opinion was like as in bangladesh most of the organization do not give them equal treatment facilities .they mean that maximum organization provide male fair treatment in terms of female employee.

17. Opportunities for growth and advancement exist for Female in our organization.

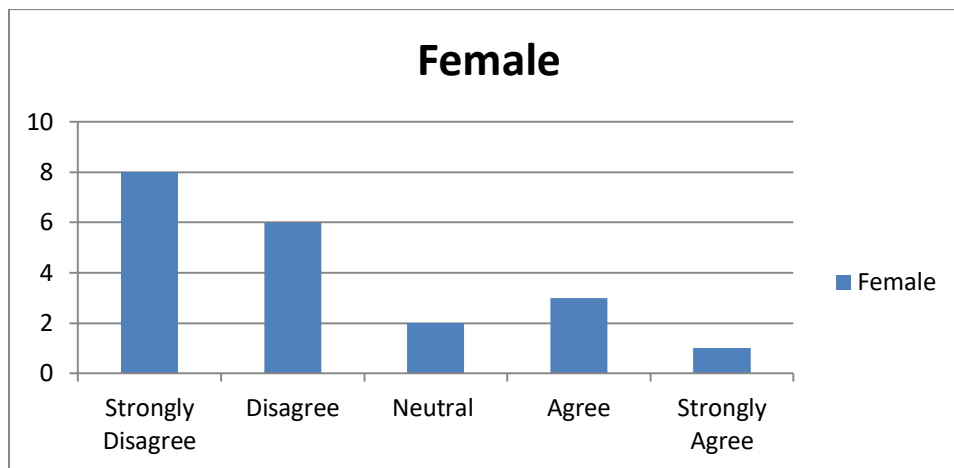
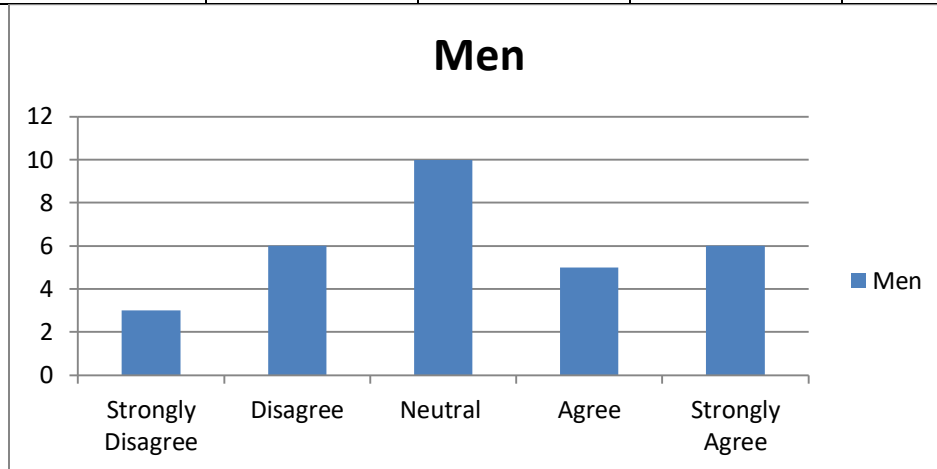
	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
Men	2	2	6	6	14
Female	5	10	1	4	



Majority percent of male think female have growth opportunity in their organization. But female are think opposite they think they have no opportunity to growth. Few female employee thik they have opportunity for growth and development.

18. A career development that includes women is encouraged within our Organization.

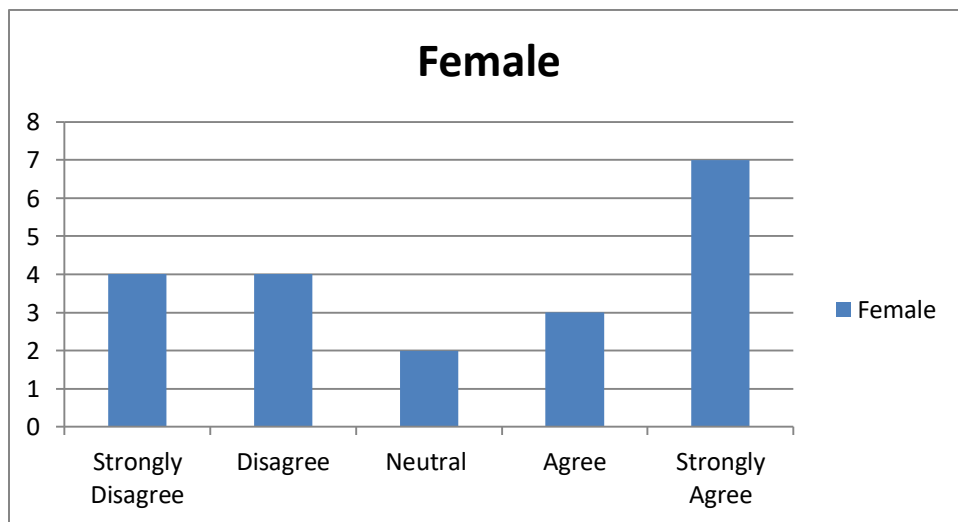
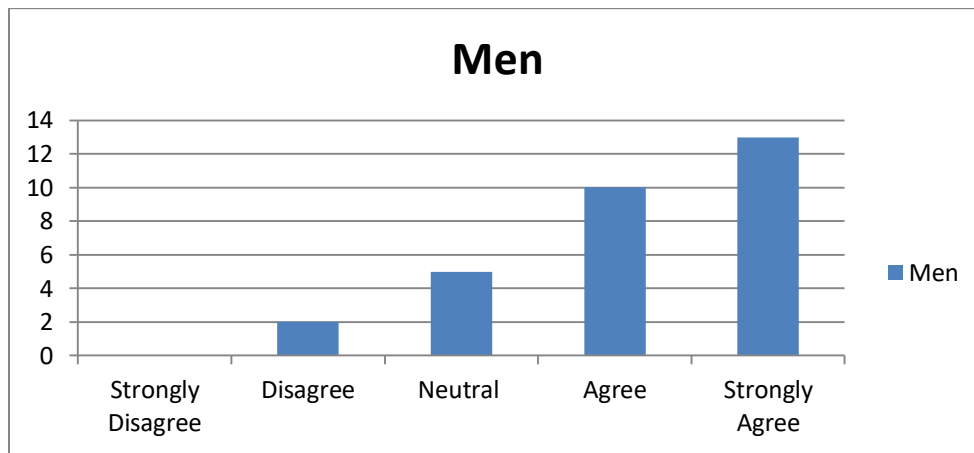
	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
Men	3	6	10	5	6
Female	8	6	2	3	1



Majority of male and female respondents are disagreeing with this statement they think there is no career development opportunity that encourage women within organization. But few male respondent think for women there are many career development opportunity.

19. The organization's training and development program is developed to meet the Criteria/requirement of the male and female gender.

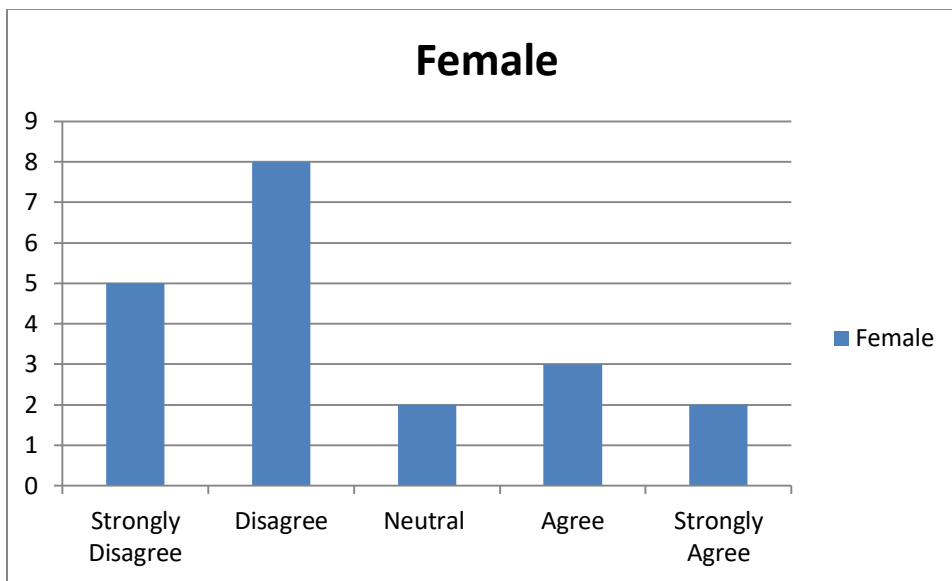
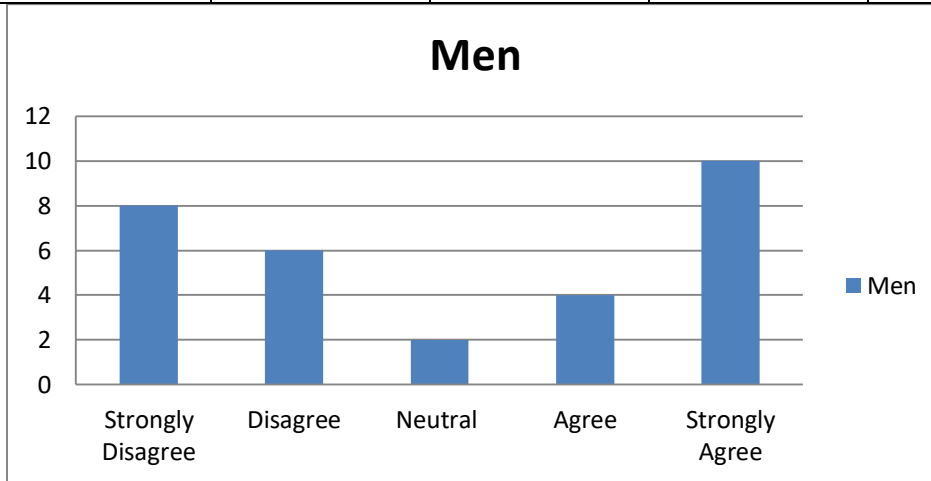
	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
Men		2	5	10	13
Female	4	4	2	3	7



Majority of respondents both male and female are agree with this question they think their organization give proper training and development for employee don't think about whether male or female . Some female respondent think their organization doesn't give opportunity for training and development.

20. Women are involved in the organization's decision making as much as men.

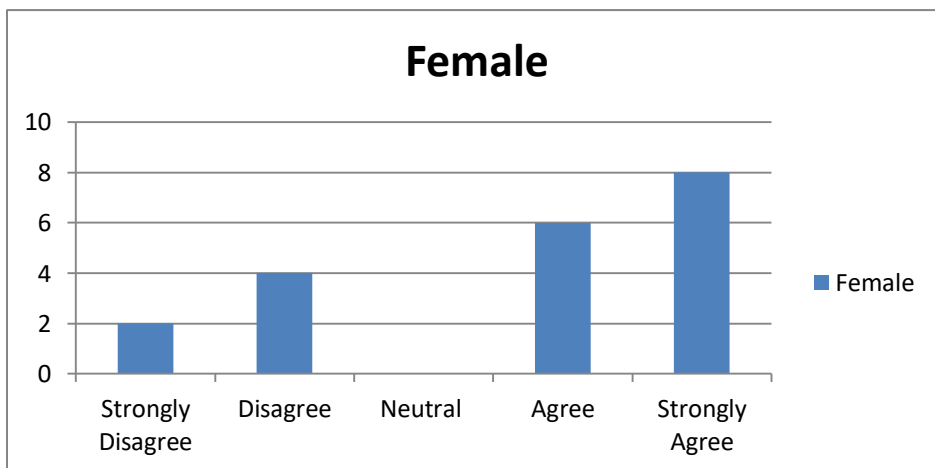
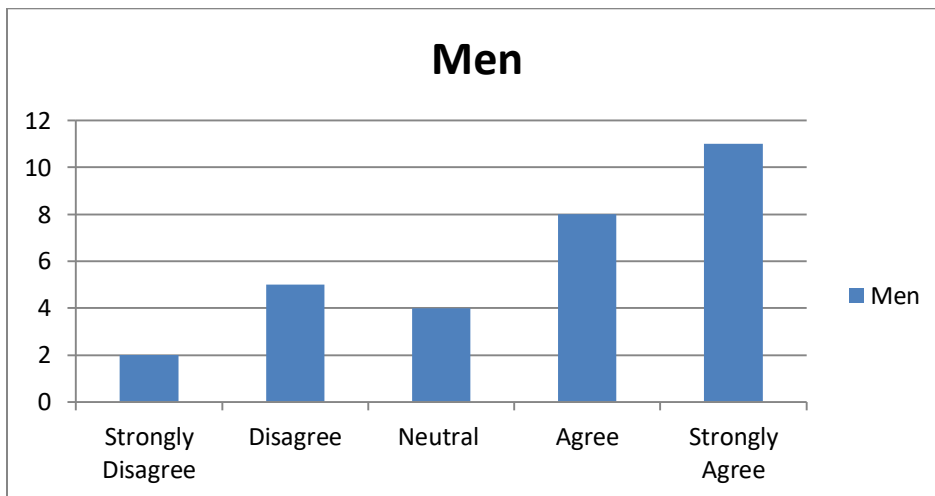
	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
Men	8	6	2	4	10
Female	5	8	2	3	2



Half percent of male respondent women are involve in decision making like men and half percent of male think female don't involve in decision making. But majority percent of female think organization don't involve them to decision making like a men.

21. The performance criteria for success are expected to be higher for men than for Women.

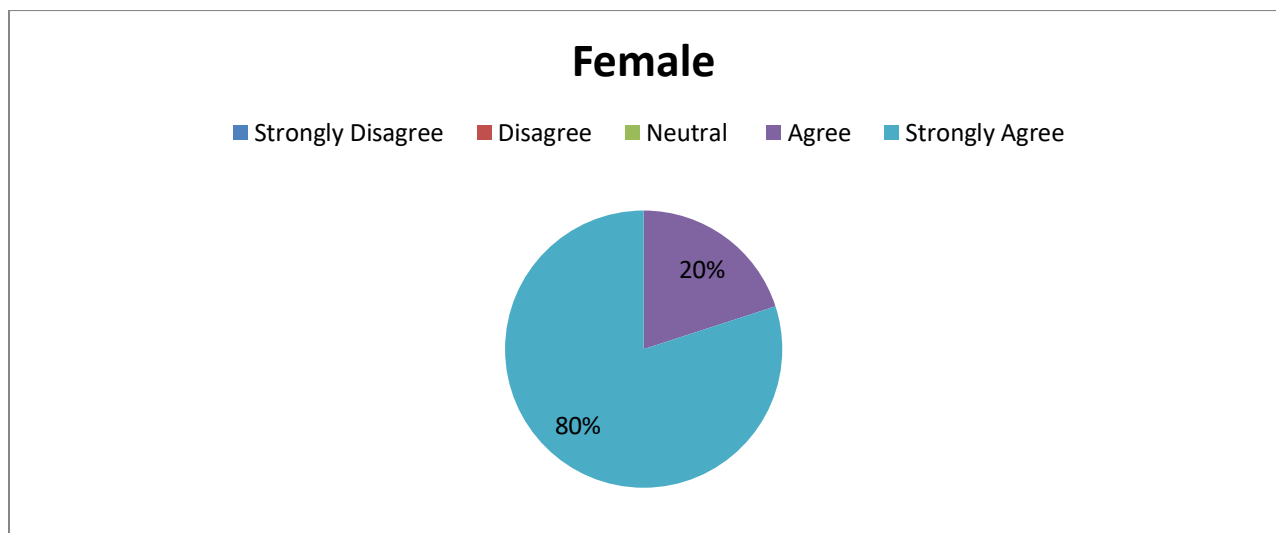
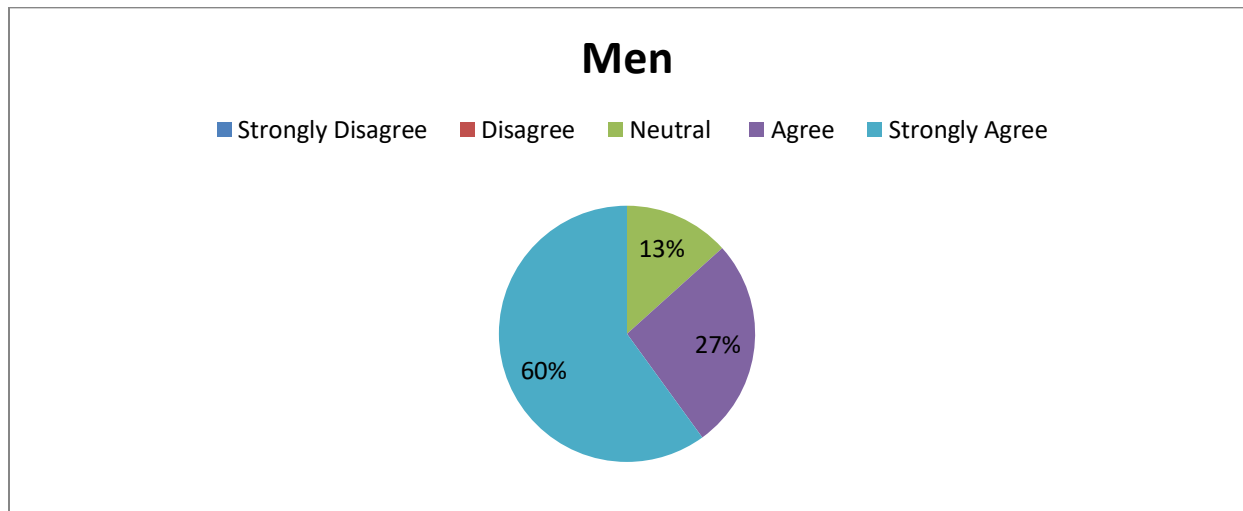
	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
Men	2	5	4	8	11
Female	2	4		6	8



Majority percent of respondents both male and female are agreed that the performance criteria for success for men are higher than women. But few respondents are disagreeing with this statement.

22. I am positive about gender diversity in this workplace.

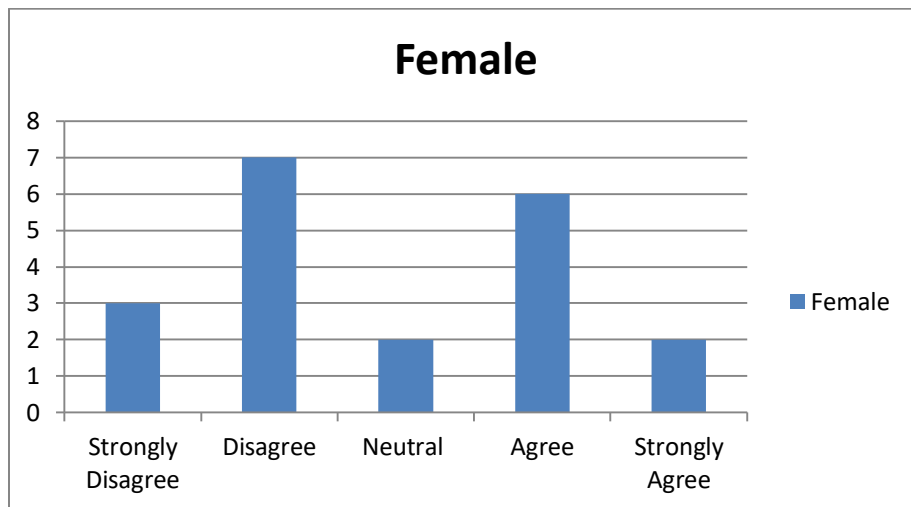
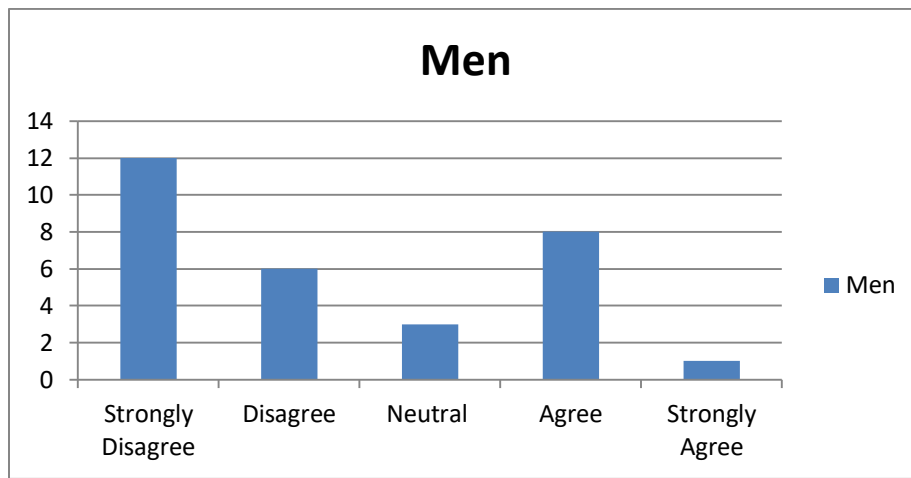
	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
Men			4	8	18
Female				4	16



All of respondents are organization about gender positive are positive in gender diversity.

23. Supervisor gives fair performance appraisal rating. He or she don't biased regarding male and female.

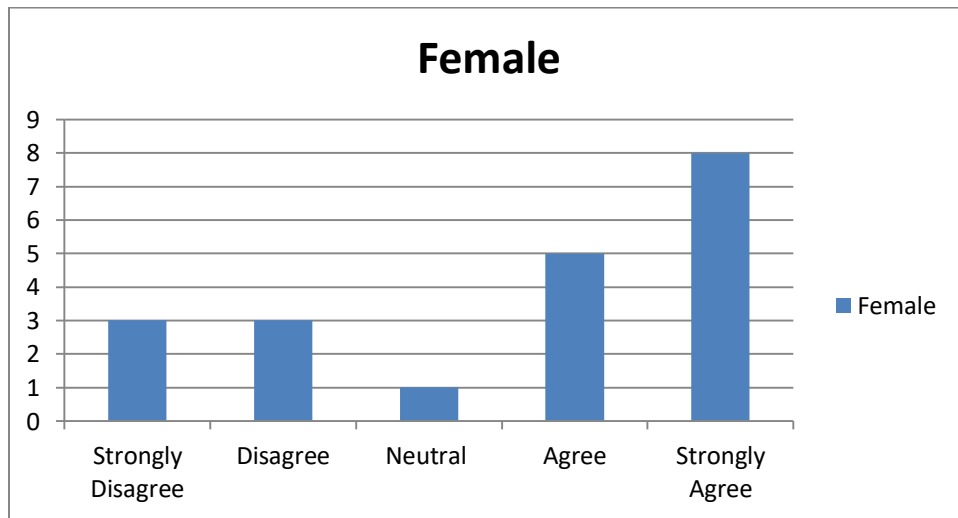
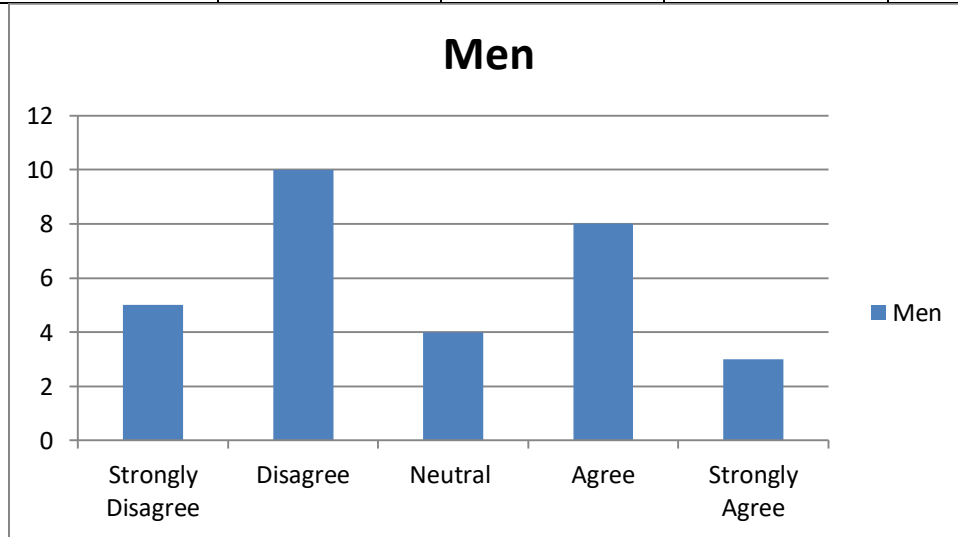
	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
Men	12	6	3	8	1
Female	3	7	2	6	2



Majority percent of male respondent are think gender biasedness are working when supervisor rating the performance. For female respondent half percent of female respondents are think supervisor are biased and half percent think supervisor are not biased they give accurate rating.

24. Work environment is same for everyone.

	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
Men	5	10	4	8	3
Female	3	3	1	5	8



Male respondents think work environment are not same for everyone female respondents think the work environment are same for everyone in organization. But little women and men respondent think work environment vary.

Chapter five: Findings and Recommendation

5.1 Findings

1. Gender and employee performance are linked.
2. For meet annual target gender is not concern all are looking for organization goal.
3. Everyone positive regarding gender issue.
4. Women get less priority in decision making and problem solving.
5. Performance appraisal slightly varies on gender.
6. Senior employee gets priority for Decision making and problem solving.
7. Conflict arises because of age different.
8. Age group influence social bonding.
9. Promotion varies based on performance not for age.
10. Age is not big deal for leadership.
11. Organization Recruit employee based on education background.
12. Organizations don't give Study leave.
13. Supervisor gives importance to higher level education background employees.
14. Organizations don't give Equal treatments for male and female.
15. Sometimes age is big matter for providing training
16. Supervisor doesn't engage all employees for decision making and problem solving.
17. Everyone positive regarding age diversity.
18. Educational Background sometimes encourages conflict in the times of promotion.
19. MNC hire Female and offer attracting salary and benefit.
20. Work Environment are not same for everyone

Based on this finding we can say that age, gender, and education Background have impact on employee performance.

5.2 Recommendation

1. Organization should give study leave which help to employee to become more knowledgeable which help to employees to do better performance.
2. Both male and female have to engagement in decision making which motivate employee and improve their performance.
3. Performance appraisal should be fair.
4. Supervisor have to give equal priorities to their employees don't focus on education background which result in less educated employee will do better performance.
5. Supervisor must have to focus on age conflict.
6. Increase communication which helps to solve all kind of diversity problems.
7. Supervisor should engage every employee in times of decision making and problem solving which increase employee motivation.

Conclusion

The findings clearly indicate that the diversity management is important in any organization. The data analysis indicates that gender and education background influenced employee performance. Therefore organizations should start realizing the necessity to tackle different demographic categories to stay in competitors. Diversity can be a great part of strategy in organization. Furthermore through proper communication the different diversified employee's problem can be solve. When team members can understand each other and appreciate each other the conflict easily solved. Workforce diversity is related with Human resources management its help to recruit and retain talent employee because organization can take employee from different diversified place, culture.

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Appendix

Questioners

Name

Age:

Gender: Male/Female (put Tick)

Work Experience: 1-5/ 5-10/10- above (put tick)

Position level:

- A. Senior manager
- B. Manager
- C. Senior executive/
- D. Executive
- E. Entry level
- F. Others

Salary Range: 0-30,000/ 30,000-60,000/ 60,000-100,000/ 100,000- Above

Here, 1= Strongly Disagree, 2= Disagree, 3= Neutral, 4= Agree, 5 = Strongly Agree

Put Tick

S.N.	Questions	5	4	3	2	1
1.	The employees have not been discriminated by employer while hiring and Recruitment process on the gender basis.					
2	This organization provides me with equal opportunities for training and career development they don't focus on age.					
3	My team leaders include all members at different ages in problem solving and decision making.					
4	The age differences in work groups do not cause conflict.					
5	At work, I experience lack of bonding with people of different age group.					
6	I am positive about age diversity in this workplace.					
7	I face problem get promotion because of age.					
8	Leadership don't vary to different age					

9	The recruitment plan of the organization is based on the education background of the employees.					
10	The organization provides paid study leave to employees who further their education.					
11	Opportunities for growth and advancement exist for employees who have lower qualification in education.					
12	The differences in education background do not encourage conflict.					
13	At work, I experience lack of confidence due to my education background.					
14	The team leader includes all members at different education level in problem solving and decision making.					
15	The organization gives equal treatment when it comes to the diversity of education background.					
16	The organization does a good job of attracting and hiring women.					
17	Fair treatment is given to all employees, whether they are male or female.					
18	Opportunities for growth and advancement exist for Female in our organization.					
19	A career development that includes women is encouraged within our Organization.					
20	The organization's training and development program is developed to meet the Criteria/requirement of the male and female gender.					
21	Women are involved in the organization's decision making as much as men.					
22	The performance criteria for success are expected to be higher for men than for Women.					
23	I am positive about gender diversity in this workplace.					
24	Supervisor gives fair performance appraisal rating. He or she don't biased regarding male and female.					
25	Work environment is same for everyone.					