

**Project
Report On
Exploring the impact of Workforce Diversity on Employee
Performance in Bangladesh: A Case Study of local company
of Bangladesh.**

Report On

**Exploring the impact of Workforce Diversity on Employee Performance in Bangladesh: A
Case Study of local Company of Bangladesh.**

Submitted To

Mimnun Sultana

Assistant Professor

School of Business & Economics

Submitted By

Kaynath Beenta Ashraf

Program: BBA

ID# 111 142 030

Date of Submission

6th June 6, 2021



United International University
QUEST FOR EXCELLENCE

Letter of Transmittal

6th June 6, 2021

Mimnun Sultana

Assistant Professor

School of Business & Economics

United International University

Subject: **Exploring the impact of Workforce Diversity on Employee Performance in Bangladesh: A Case Study of local Company of Bangladesh.**

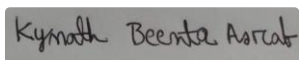
Dear Mam,

I am Kaynath Beenta Ashraf, Bearing ID No. 111 143 030, is a regular Student of School of Business and Economics department at UIU, I would like to submit my project report on: **Exploring the impact of Workforce Diversity on Employee Performance in Bangladesh: A Case Study of local Company of Bangladesh.** For fulfilling the requirement of my Bachelor of business admiration degree.

I have given my best effort for furnishing full report. It will be great to me and I will be highly encouraged if you are kind enough to receive this report.

Thank you

Respectfully yours,



Kaynath Beenta Ashraf

Student Declaration

I am Kaynath Beenta Ashraf, Bearing ID No. 111 143 030, a regular Student of SoBe at United International university. My major is Human resources Management hereby, I declared that the project report on **Exploring the impact of Workforce Diversity on Employee Performance in Bangladesh: A Case Study of local Company of Bangladesh.** This report is fully done by me and this report is not been submitted by me before for any kind of degree requirement.

Acknowledgement

At first, I want to give thank you to almighty Allah for successfully completion of this report. I am grateful to almighty Allah for giving me the strength and patience to complete this work.

Additionally, I also would like to give thank you from my heart to all employees who are helping me to collect data and contribute their experience in my questionnaire of General Pharma, ACI Limited and Ispahani Tea limited and Jaggo who helped me a lot to gather information.

Finally, I would like to give Special thanks to my Supervisor Mimmun Sultana, Assistant Professor, School of Business & Economics at United International University for guiding me 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.

Finally, I want to give thank you to my project supervisor Mimmun Sultana who is Assistant professor at united international university in School and Business & Economics. Mam guided me how to prepared the report she helped me when I am starting my report till finished the report without her help cannot able to finished this report. Only because of her help I am able to successfully complete this report.

Table of Content

Executive Summary.....	vii
Chapter one: Introduction	1
1.1 Background of Study:.....	2
1.2 Scope of the study:	2
1.3 Objective of the Study.....	2
1.4 Methodology:	2
1.5 Limitation:	3
Chapter Two: Literature Review	4
2.1 Diversity	5
2.2 Employee Performance	5
2.3 Age.....	6
2.3 Gender.....	6
2.5 Educational background.....	7
Chapter Three: Company Overview	8
3.1 ACI limited.....	9
3.2 M.M ispahani Limited:	10
3.3 Jaggo Foundation:	11
Chapter Four: Finding and analysis.....	12
4.1 Data analysis:	13
Chapter five: Recommendation and Conclusion.....	33
5.1 Findings:.....	34
5.2 Recommendation:	35
Conclusion.....	36
Bibliography	37

Executive Summary

Bangladesh is a populated country. There are lots of diversified people living in Bangladesh. Diversity in the workplace is fortunate and day by day it increases. It is quite difficult to find out a workplace where no diversity exists. Diversity can be age, gender, religion, culture, and education background. Organizations recruit their employees from different age groups from different cultures to capture the whole market, so in organizations there has been a loss of diversified employees. The study of this report is Exploring the impact of Workforce Diversity (Education, age, gender) on Employee Performance in Bangladesh. The sample size of this report is 50 and data was collected through a questionnaire from three local organizations which are M.M. Ispahani Limited, Aci Limited and Jaggo Foundation. Both primary and secondary data were used for preparing this report. Data analysis indicated that there have been impacts of diversity on employee performance.

Chapter one: Introduction

1.1 Background of Study:

This project is submitted to school of business & economics at UIU. This is the requirement for completing BBA degree.

1.2 Scope of the study:

The emphasis of the project is the impact of workforce diversity on employee performance in different local organization.

1.3 Objective of the Study

Main Objective: The main objectives of this report is analyzing the impact of workforce diversity on employee performance in different organization in Bangladesh.

Specific Objective:

- To find out relationship and impact between workforce diversity and employee performance.
- To know details about workforce diversity
- To fulfill the Degree requirement.

1.4 Methodology:

I have chosen three organization (Aci, Ispahani, and Jaggo foundation) for my project. Basically in all kind of organization there have been different types of diversity among employee. Those organizations have diversity in their workplace. I select respondent from these organization.

- **Topic Selection:** I give ten topic to my supervisor mam and among this ten topic mam selected this topic.
- **Size of sample :** 50 employees
- **Target Organization:** Three local Organizations in Dhaka, Bangladesh.(Aci Limited, M.M Ispahani limited, Jaggo Foundation)

Data Collection Method: There are 2 types of data one is primary another is secondary data. For conduct this report both primary and secondary data has been used.

Primary Data: Primary data collected by formal questionnaire. This questionnaire is distributed by direct hard copy among respondent.

Secondary Data: Secondary data collected from:

- Organizational Website.
- Internet
- Different report
- Relevent journal and book

1.5 Limitation:

Nothing beyond limitation and I had also few limitations for preparing this report effectively. Following listed the major limitations that affected most:

In this world nothing is beyond limitation and I had also face some limitations for preparing this project effectively.

Following limitation affected most:

- Covid-19 pandemic, in this pandemic my family member is affected which impact on my study I were not mentally stale that's why it's take huge time.
- Every employee was not helpful to provide information.
- The secondary sources of data were not sufficient.

Chapter Two: Literature Review

2.1 Diversity

Diversity means understanding, , acknowledging, accepting , celebrating and valuing difference among people with having consideration for class, age, gender, nationality, race, gender identity, physical and mental capacity” ((Baer, 2012)). On the other hand diversity management can be defined as a rational effort made by both the individual and the employer. People of various cultures, societies, backgrounds, colors, education, language, lifestyles, and beliefs are represented by diversity (Abbas, 2010). Diversity has evolved into a proactive definition in recent years. Almost every company now considers diversity and develops policies to handle 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 (Leonard J. , 2006).To meet the needs and requirements of various groups of customers, a business enterprise must be diverse.

2.2 Employee Performance

Diversity in the workplace has been shown to have positive or negative effects on employee performance. (Williams and O'Reilly, 1998Employee diversity is more closely linked to problem-solving ability and innovation, so businesses must cultivate a diverse workforce (Baer, M. N., 2012). Employee diversity is also linked to a lack of teamwork and cohesiveness. Employee and organizational performance improves as good workforce diversity is practiced in human resources management (Maznevski M. , 1994). Aside from that, employee diversity boosted innovation by allowing for better problem definition, alternative solutions, better ideas, and a wider variety of viewpoints. It also discusses how, as the number of employees of the same nature declines, it has become more difficult for a company to implement an equal opportunity and diversity management strategy to handle skilled employees of diverse backgrounds in order to maintain a competitive market place (Aamodt, 2001). Employee tension arises as a result of workforce diversity. Different ideas, actions, perceptions, attitudes, religious differences, unequal distribution of wealth, and political differences all contribute to conflict. Conflict isn't all bad; it can be beneficial. It isn't always negative, and it doesn't always cause strife. It all depends on how you approach conflict. If handled correctly, it can be a source of growth for a company (Jayne, 2004).When a boss or supervisor ignores an employee's disagreement, it escalates into a battle. As a result, the conflicts will become personal and emotional, and they will be detrimental to the company for a long time

because they will affect organizational culture, staff morale, and overall employee and organizational efficiency. It can also affect employee creativity, innovation, and efficiency (Leonard, 2003).

2.3 Age

Employee efficiency and productivity differ depending on their age group. In organizations, age diversity is an inevitable consideration. here are two theories that help to explain the relationship: social personality and self-categorization. On the basis of social personality and self-categorization theory, people are advised to represent themselves into such categories based on dimensions that are personally important to them. A lot of tension arises as a result of the generation gap, which has an effect on employee efficiency (Maznevski, 1994). Different generations' tests and preferences vary from one another. Multiple age groups are involved in inactivity and development as a result of learning opportunities. If supervisors do not treat different age groups correctly, conflicts may occur, and organizational efficiency and productivity may suffer (Gilber, 2000).

2.3 Gender

We live in a society where men are dominant, but this is changing as more women enter the workforce. Many organizations around the world choose to employ men because they believe men work better than women and that women and men have different abilities to manage emergency situations and conflicts (Williams, 1998). According to Carr-Ruffino and Brown, workplace diversity is counterproductive unless gender issues are addressed first and then managed. An organization's major challenge is to successfully resolve the belief that men and women are not equal. According to Kossek et al., only 54% of women are equal to men as compared to men. In order to increase the efficiency of the organization's employees, equal work opportunity is critical. The societal permit eliminates policies that discriminate against certain types of employees, resulting in higher corporate costs and a failure to follow proper equal employment practices. Discrimination in recruiting results in employees having to pay a higher wage, and when workers are in short supply, organizations are forced to employ less productive workers, with talent skilled workers commanding the highest pay.

2.5 Educational background

When an employee lacks knowledge, experience, or a strong educational history, employers are more likely to reject them. That is to say, education is the most critical factor in determining employability. Employees who lack adequate qualifications will be unable to find work and will be unable to perform satisfactorily (Knight, 1999). Employee efficiency and results differ depending on their educational context. More schooling provides an employee with more skills, allowing them to be more productive and manage their workload more efficiently. The higher the number of educated employees, the greater the company's economic growth (Daniel, 2009).

Chapter Three: Company Overview

3.2 ACI limited

ACI Profile

In 1968, ACI was established as a subsidiary of Imperial Chemical Industries (ICI). The company has diversified into four major Strategic Business Units since its inception in Bangladesh on January 24, 1973, as ICI Bangladesh Manufacturers Limited, as well as a Public Limited Company. This company was also listed on the DSE on December 28, 1976, and its shares were first traded on March 9, 1994. Later that year, on May 5, 1992, ICI plc sold 70 percent of its stock to local management. Advanced Chemical Industries (ACI) Limited is a leading corporation in the chemical industry.

Mission:

The mission of ACI is to improve people's quality of life through the responsible application of information, technology, and skills. ACI is dedicated to providing the highest level of customer satisfaction by pursuing excellence through world-class goods, creative processes, and motivated employees.

Vision:

Pursue a position of leadership in each of the company's market categories. To achieve a high level of efficiency in all of its activities by making efficient use of resources, implementing appropriate technology, and staying focused on our core competencies. Encourage employee empowerment and reward creativity to help them develop. Develop an environment that stimulates workers to learn and develop as individuals. Provide high-quality, reliable goods and services to its customers, ensuring that they get good value for their money. Encourage and assist its manufacturers and distributors in improving the quality of their services.

Market Size:

In Bangladesh, just a few companies leading the market in beverage industry. Transcom Beverage Limited, Partex Beverage Limited, Akij Food & Beverage Ltd, AMCL), and Globe Soft Drinks Ltd are the companies involved. Transcom Beverage Limited dominates the beverage industry with a 41.10 percent market share. According to data collected from a Nielsen Report dated

February 2015, Coca-Cola has a 28.40 percent market share, while Akij Food & Beverage Ltd has an 11.50 percent market share.

3.2 M.M Ispahani Limited:

Since 1820, the Ispahanis have been doing business in South Asia. In 1900 Ispahani limited was founded in Calcutta by Mirza Mohammad Ispahani, Mirza Mohammed Ispahani's eldest son, entered the partnership in 1918 and formed M.M. Ispahani Limited with his younger brothers, Mirza Abol Hassan Ispahani and Mirza Mahmood Ispahani in 1934. The corporate headquarters were relocated to Chittagong in 1947, in which it remains today. The Group employs nearly 10,000 people through its tea, garment, jute, land, poultry, and shipping divisions, which have offices in Chittagong, Dhaka, and Khulna.

The Ispahani Group is a revolutionary in a number of fields and is still one of Bangladesh's most profitable and popular business houses. It is the country's largest tea trading firm, controlling the domestic tea market with nearly 50% of the national packaged tea market and 80% of the branded tea-bag market.

The Ispahani ideology places a strong emphasis on corporate and social responsibility. We have worked hard to promote and advance worthy causes throughout our history. In Bangladesh, we've established schools and colleges, and also the renowned Islamia Eye Institute and Hospital. It also is a national leading centre for modern, efficient, and cost-effective eye care, with heavily subsidized rates for low-income patients. Since its inception, Islamia Eye Institute and Hospital has served hundreds of thousands of Bangladeshis with a specialized team of up to 50 ophthalmic surgeons, as well as physicians, qualified nurses, paramedics, and other staffs.

The Group also sponsors a number of cricket, football, golf, and tennis tournaments, and even the National Cricket League.

The Ispahani Group is still committed to providing high-quality products and services while also making a positive effect on the environment after decades of doing business in South Asia.

3.3 Jaggo Foundation:

The JAAGO Foundation is a civil society organization based in Bangladesh that was established in April 2007. JAAGO operates with the assistance of its staff and works to improve the lives of people living in poverty. The JAAGO Foundation currently operates schools in Bangladesh that provide free education to 3,000 underprivileged children. JAAGO FOUNDATION focuses on offering education to those who are typically excluded from government and non-governmental organization-sponsored educational opportunities. We believe that by educating the poor, we can provide them with the resources they need to break the cycle of poverty And improve their lives and living conditions. JAAGO Foundation works for the betterment of Bangladesh by meeting the educational needs of children from socially and economically deprived backgrounds, empowering youths, and encouraging volunteerism.

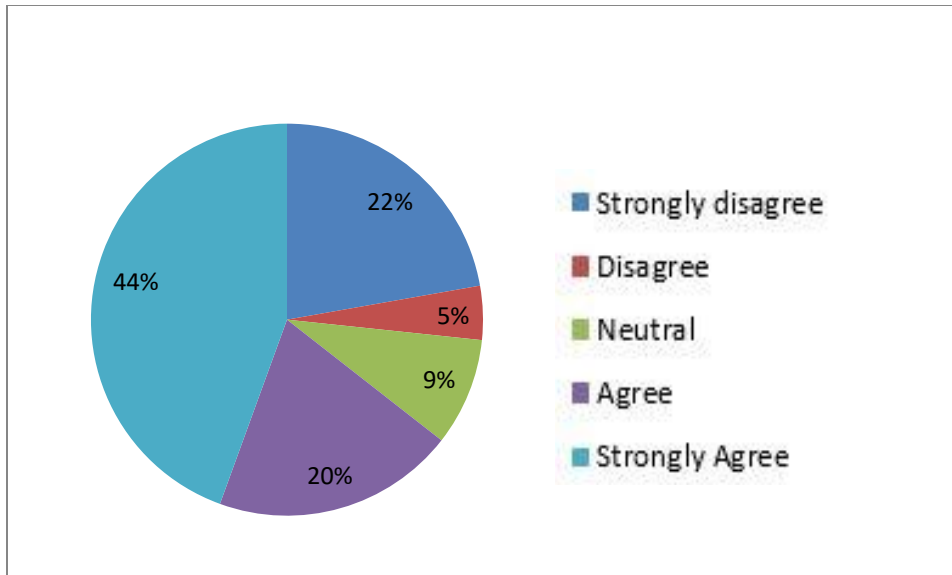
Chapter Four: Finding and analysis

4.1 Data analysis:

Data are collected through 20 question, here analysis of 20 questions.

1. During the hiring and recruitment process the deserving employees have not discriminated by the authority for any gender issue.

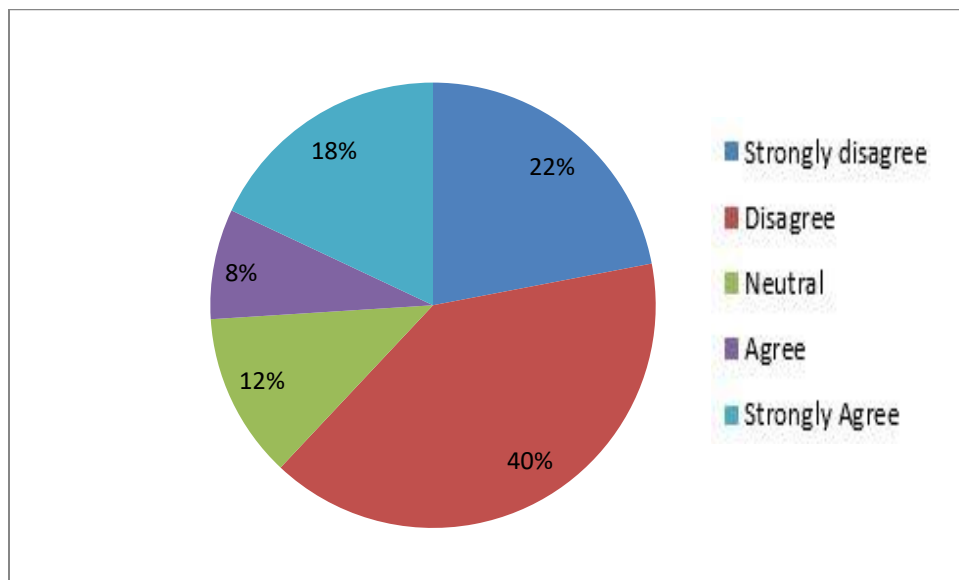
	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
Respondents Number	12	2	4	9	20



According to employee respond the result show that 44% of respondent strongly agree that there is no discrimination happen based on gender when organization hire and recruit employee and 20% of employee are agree that no discrimination happen but more than 22% respondent disagree with this question that's means they believe that organization did discrimination when they hire and recruit employee. So here we can conclude that majority percent (64%) of employee believe that there is no gender issue during hire and recruitment.

2. Organization don't focus on their employee age for provide right opportunities for strategic learning and development.

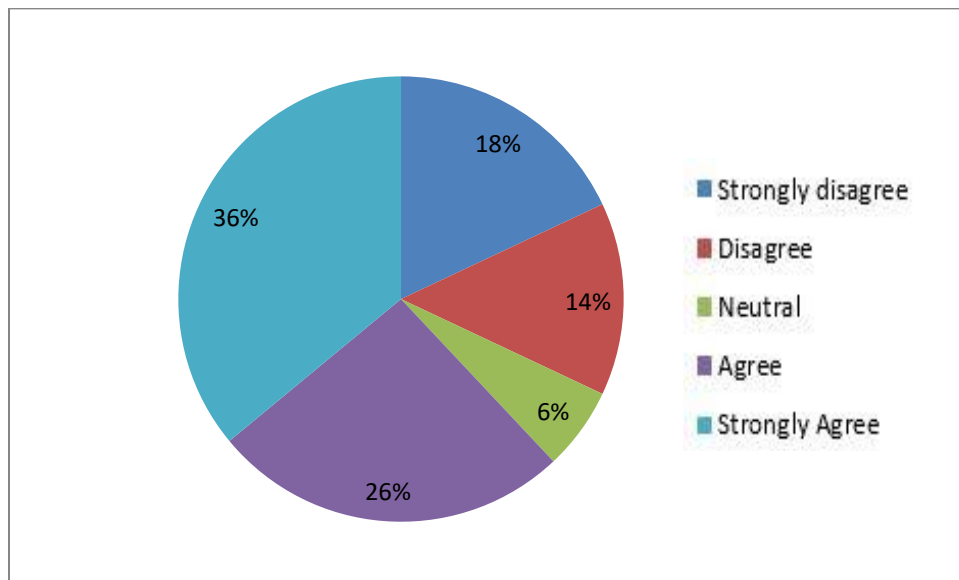
	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
Respondents Number	11	20	6	4	9



According to respondent data we can say that 40% of disagrees with question they believe that organization focus on employee age for provide right opportunities for strategic learning and development. 22% of employee strongly disagree with that only 18% employees strongly agree with that from here conclude the majority percent of employee believe that age does matter to get opportunities for strategic learning and development.

3. Team leader as well as all employees from their different age doing problem solving and decision making.

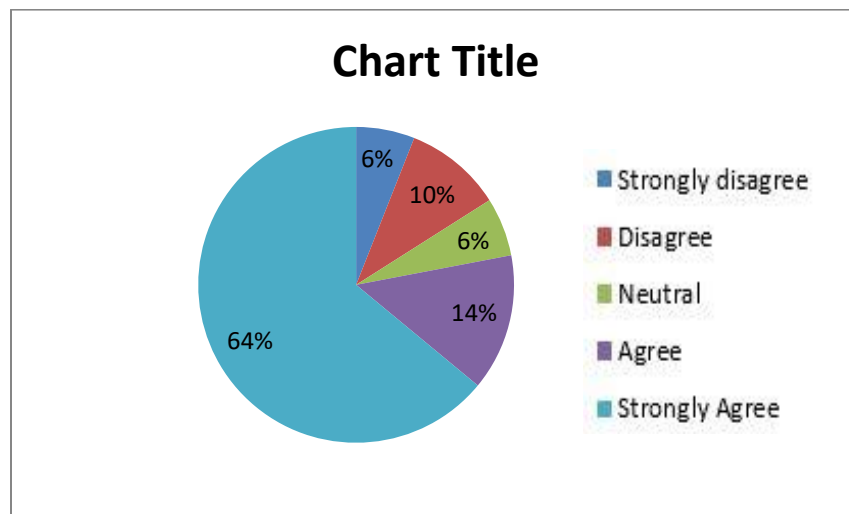
	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
Number of respondents	9	7	3	13	18



According to respondent response Majority percent of employee were agree that organization include different age people when organization take any decision or solve any problem all ages employee can give their opinion. But here some people don't believe that organization give enough opportunity to give their opinion based on age they believe employee who have older they only can give opinion.

4. For making work group age doesn't create any problem.

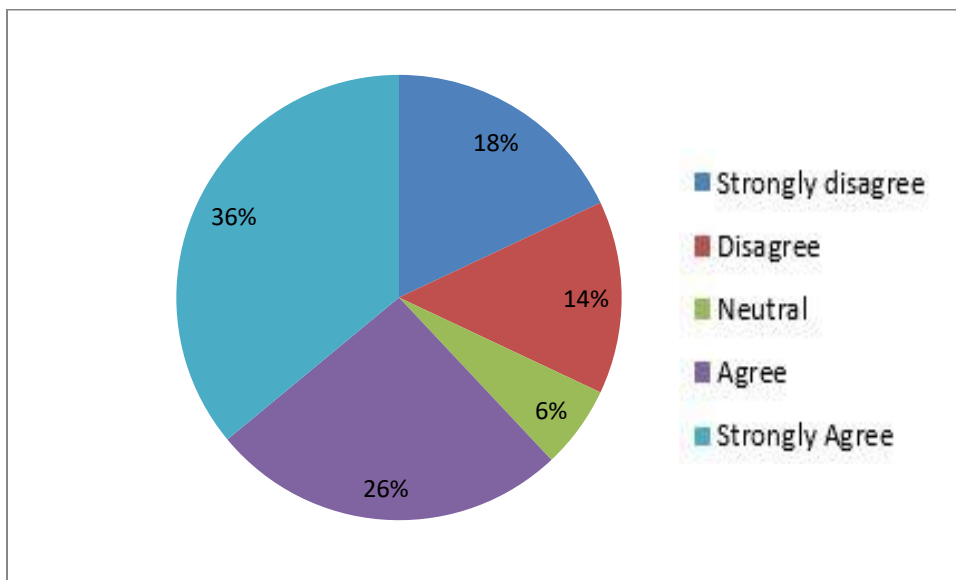
	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
Number of respondents	3	5	3	7	32



Age is directly related with work experience, because based on age people getting involved in different task so when organization create group they will give more focus who are highly experienced but it should be concern that those employee who are new in the organization they will learn from older so when organization create group they should mix up with older. In this matter majority percent of respondent strongly agree that age is not a matter for creating group only few percent employee are disagree but they are few. Their overall opinion was age does matter in the organization

5. At work place, age gap creates lack of bonding among the employees.

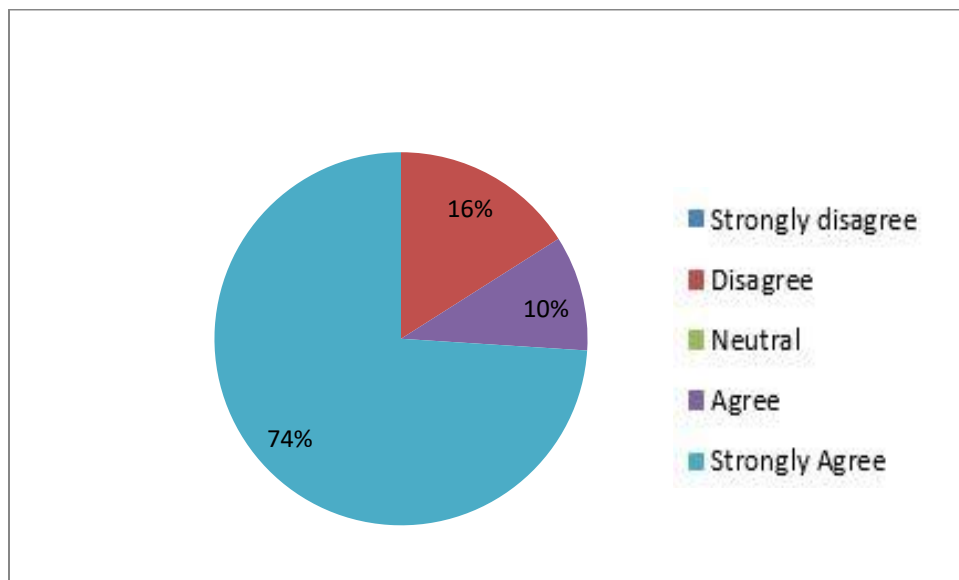
	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
Number of respondents	7	4	4	9	26



Age gap create some problem among employee because here a generation gap is happened and its creates problem in understanding, decision making and also in work experience. People want create a bonding that are in their age. Employees don't want create bonding with his or her Junior or senior rather with same age or nearest age. Minority of employee disagrees with that but it's not a big deal for organizational working environment.

6. I am always positive for age diversity in the workplace.

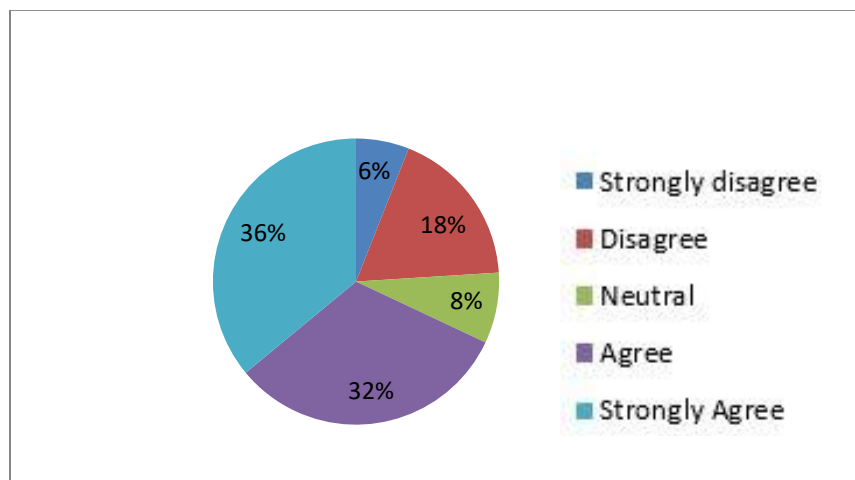
	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
Number of respondents	0	8	0	5	37



According to collection data from respondent, we can easily conclude that maximum respond have no problem on age diversity in work place. It indicate that they want age diversity in work place. It is good for an organization if they have no issue on age diversity because sometimes junior employee get promotion for better performance then senior employee . If senior give obligation then some conflict may arise in organization.

7. For my promotion I face difficulties for reason of age.

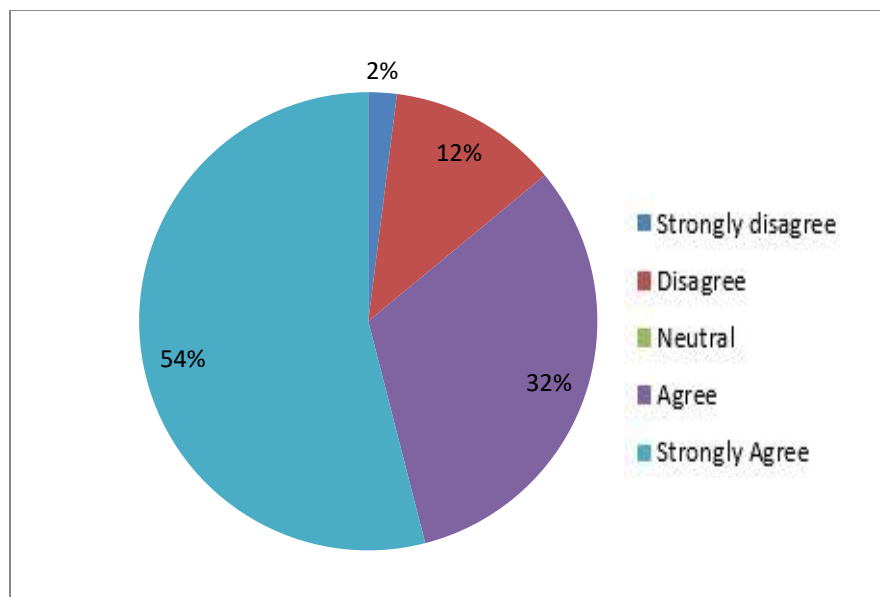
	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
Number of respondents	3	9	4	16	18



In above question result we can say that there no problem in employee diversity. But here we can see that employees are facing problem when they need promotion almost 68% employee agree and strongly agree that they are facing problem for promotion because of age. Only 24% employees believe that in organization for promotion age doesn't matter based on employee qualification anyone can get promotion.

8. Leadership doesn't depend on age.

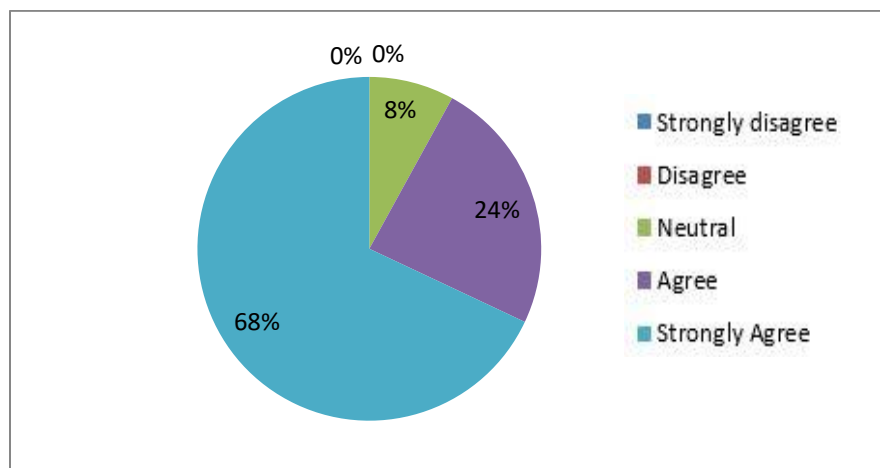
	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
Number of respondents	1	6	0	16	27



There is a question does leader born of made. Some scholar believes that leader is born and some are believed that leader is made. But here we see that our majority of respondent believe that leader are born age does not matter in leadership. But here few respondents believe that age does matter in leadership because when a leader gets experienced he will be more capable in his leading.

9. The requirement process of any organization should be based on employee's education background and their experience.

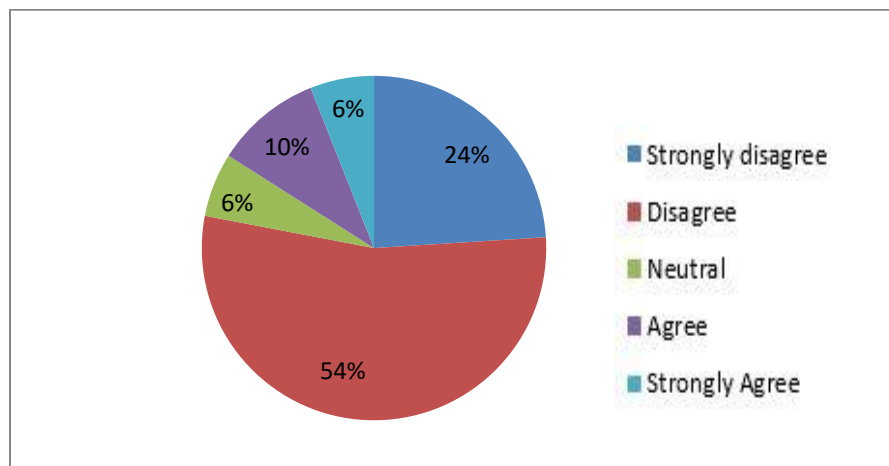
	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
Number of respondents	0	0	4	12	34



Almost every respondent are agree with this statement that when organization recruit employee it should be more transparent and based on quality and education background. They also told that authority should be more concern in this matter sometimes authorities recruit some unskillfully employee that make problem in organization.

10. For employee higher studies organizations arrange paid study leave.

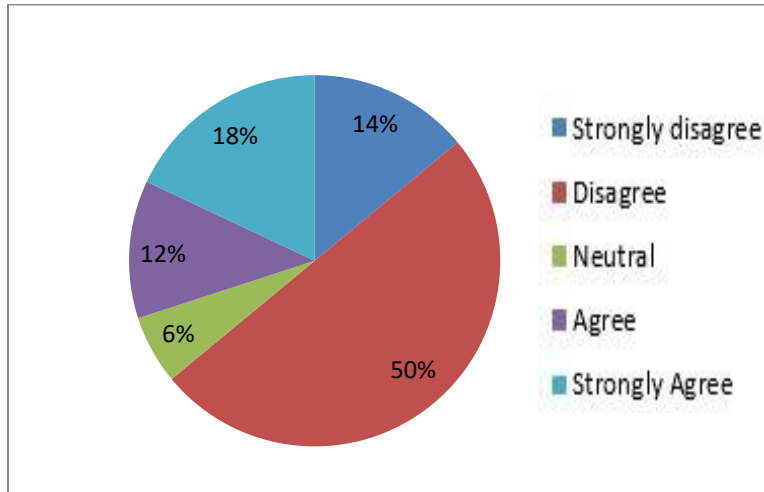
	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
Number of respondents	12	27	3	5	3



Most of the respondents are not agree with this statement almost 78% of respondent don't get any paid study leave. They said that they don't even get any leave for study without payment. Only few employee get paid study leave who are in top position there is a discrimination to get this kind of leave.

11. Organization tries to focus on lower qualification in education for developing their interpersonal skill and growth.

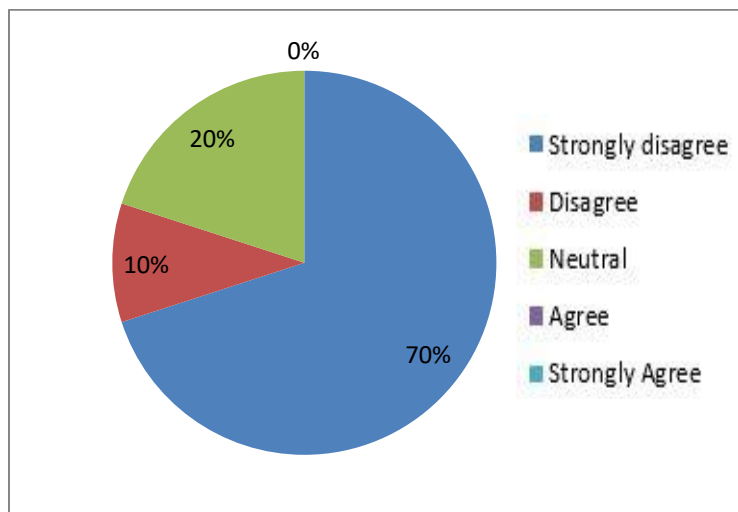
	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
Number of respondents	7	25	3	6	9



On the basis of respondent response almost 64% of respondent are disagree with this statement they think organization don't give focus on lower qualified employee for developing their interpersonal skill and growth. But who are in manager position they think organization tries enough for employee development they don't focus who are less qualified in education or highly qualified in education. They believe Organization provide development opportunities based of need basis analysis.

12. For my educational level I feel lack of confidence at my workplace.

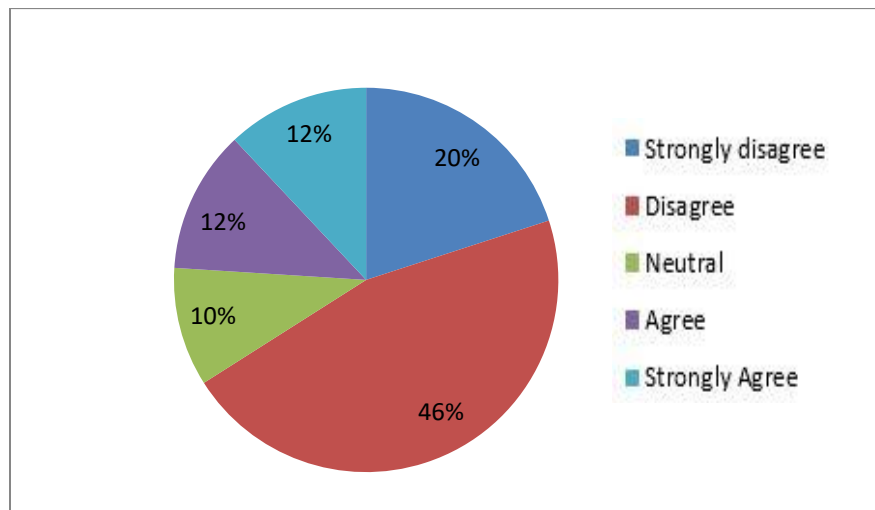
	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
Number of respondents	35	5	10		0



Almost all respondent disagree with this statement that they feel lack of confidence for educational level at their workplace. This indicates that if anyone have proper education background he or she have enough confidence to do the work. Here 20% of respondent were neutral they don't give any opinion on this.

13. Do you believe that educational background of the employee encourage conflict among the employee inside the organization.

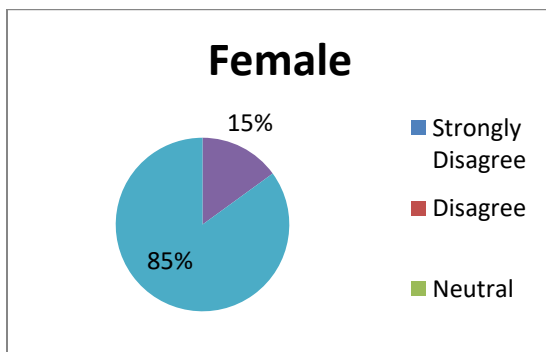
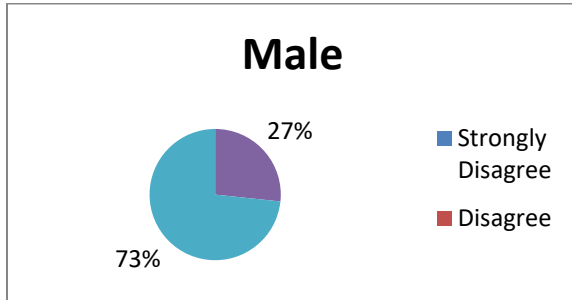
	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
Number of respondents	10	23	5	6	6



From above chart we can easily say that 66 percent of respondent don't believe that educational background of the employee encourage conflict among the employee inside the organization. But 24 percent respondents believe that that educational background of the employees encourages conflict among the employee inside the organization. Sometimes organization give more focus on some employee based on their work experience rather than their education level here some conflict may who are more educated than focused employee he may rise question I am better than him in education level why he get more focus than me.

14. Fair treatment should give priority for all employees whatever male or female and their position.

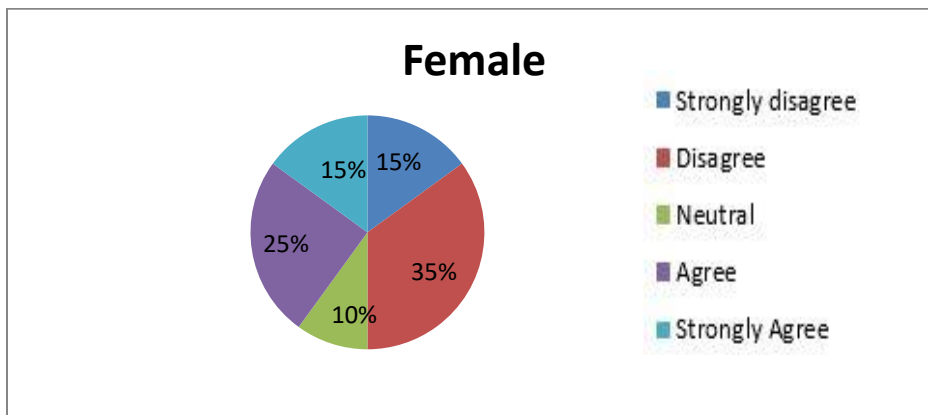
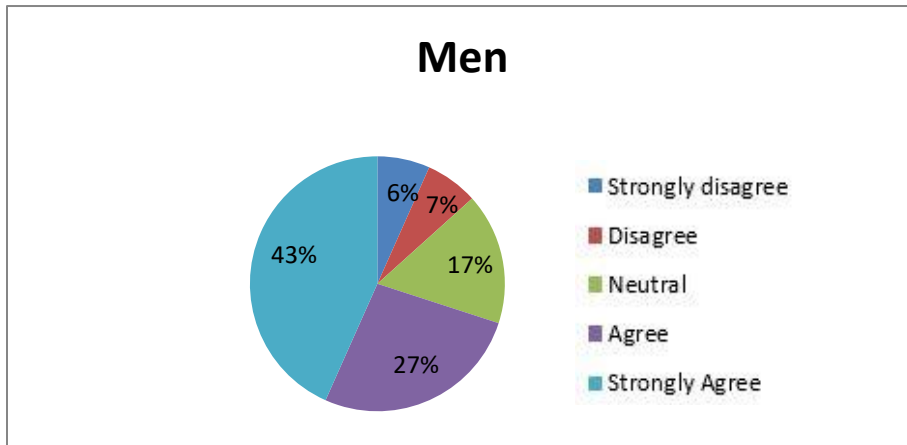
	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
Men				8	22
Female				3	17



Both Male and female respondent agree that fair treatment should give priority for all employees whatever male or female and their position. In Bangladesh there people believe that organization don't give equal treatment both male and female in here our respondent believe that it every organization give fair treatment to their employee.

15. Organization give equal opportunities for growth and learning of their female employee.

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

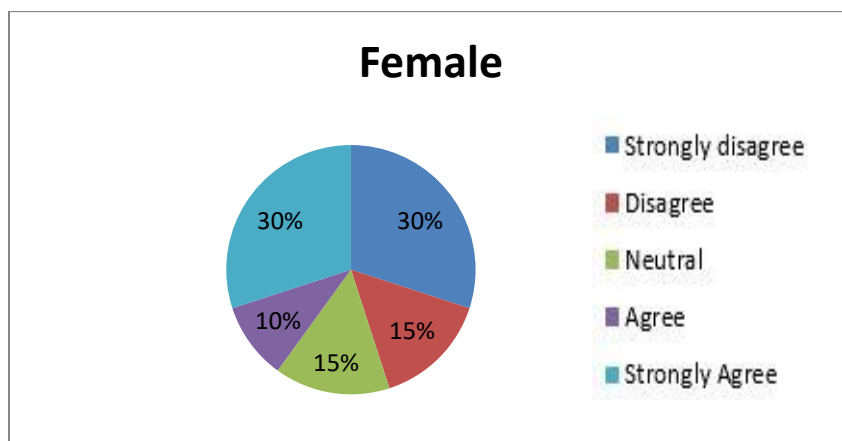
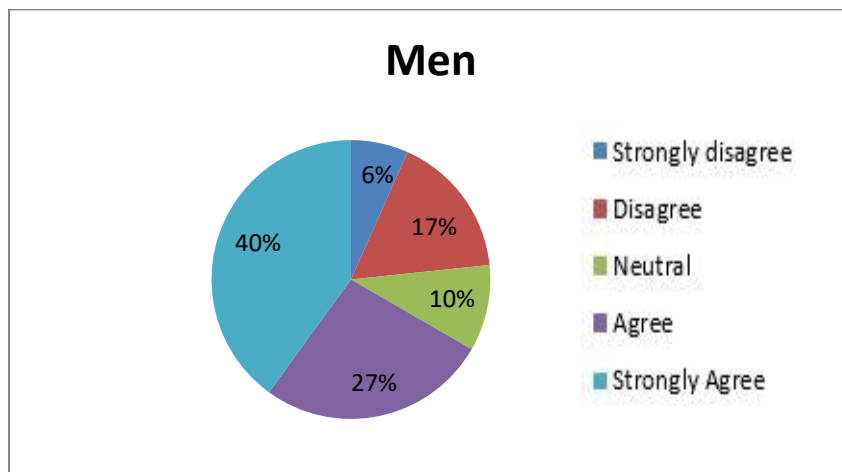


Here from 30 male respondents almost 70% respondent agree that female employee gets equal opportunities for their career growth organization don't focus on gender rater organization focus on performance of employee. Only few male employee disagree that organization don't give equal opportunities for female.

In this question we saw mixed reactions among 20 female respondents 50% of female employee disagree that they don't get equal opportunities for growth and learning ass like male employee. But 40% of female employees agree that they get equal opportunities as like male employee.

16. Do you agree that organization give decision making right to female employee.

	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
Men	10	4	5	4	12
Female	6	3	3	2	6

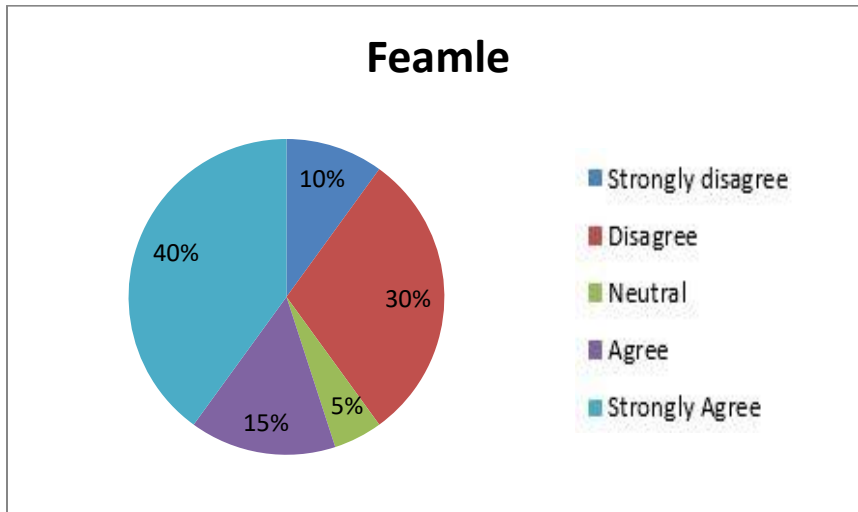
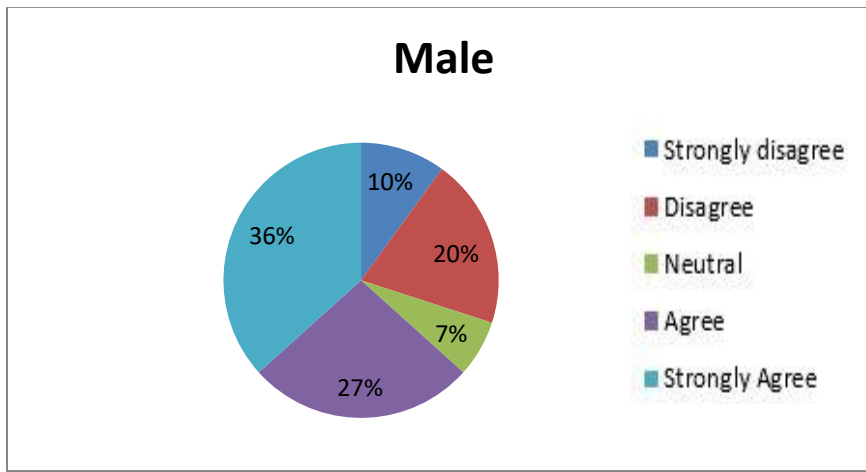


Give right to women for decision making ins vary organization to organization but now days in every organization women are in top position they take decision about organization Majority percent of male employee believe that in organization female employee have decision making right in the organization. Few are believe that female employee don't have right to take decision.

In this questionnaire 40% female employee believe that organization give then opportunities to take decision and 45% female employee believe that organization don't give them opportunities for taking decision.

17. The overall performance criteria for success are predicted to be higher for men than for women.

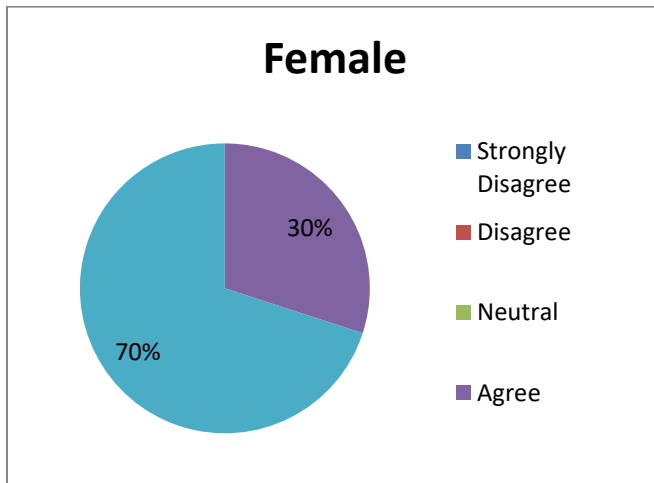
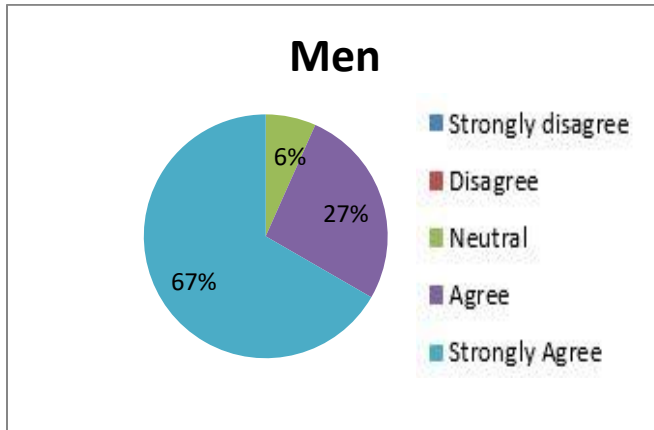
	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
Men	4	9	2	8	7
Female	2	6	1	3	8



Among 30 male respondent 63% of respondent believe that performance criteria for success are predicted to be higher for men than women. Some of respondent are disagree with this statement they believe there is no prediction in success criteria. As like male respondent 55% female respondent agree that performance criteria for success are predicted to be higher for men than for women but are not agree with this statement.

18. I am positive about gender in work station.

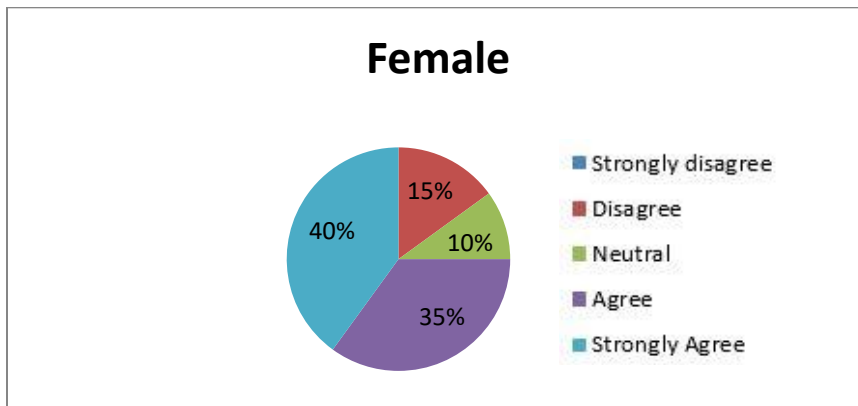
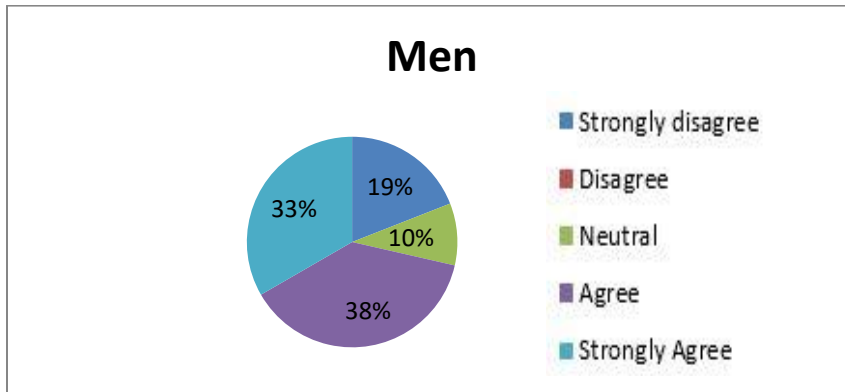
	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
Men			2	8	20
Female				6	14



Both male and female respondents agree that they are positive in gender diversity in the workplace that's indicating that there is a good working environment both for male and female.

19. Working pressure and environment is same for both male and female employee.

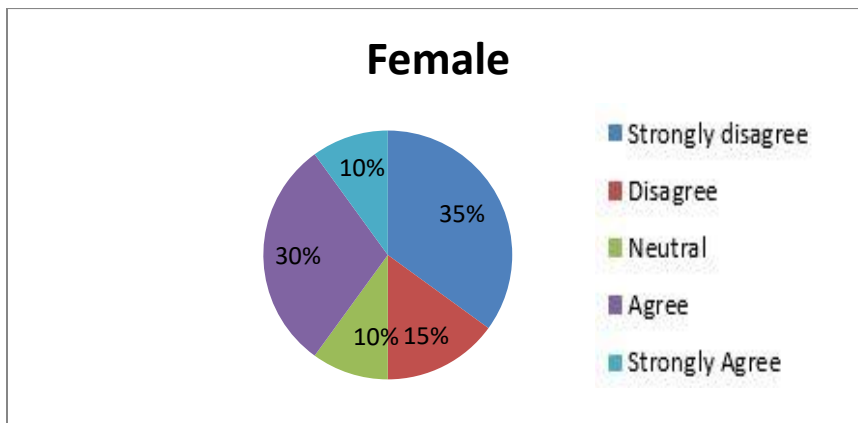
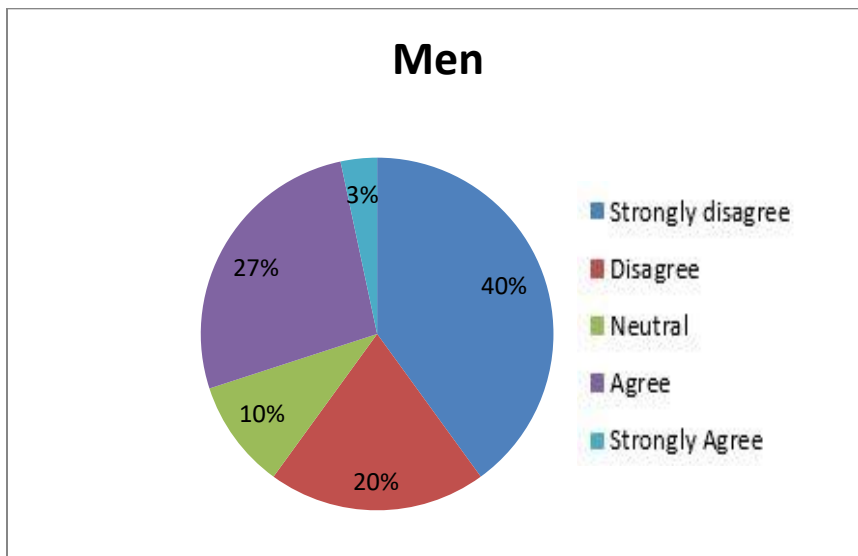
	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
Men	4		2	8	7
Female		3	2	7	8



Majority percent of male employee believe that working pressure and environment are same for both male and female but there have mix reaction of some employee they believe working environment is not same for all. Majority percent of female respondent believe that work environment is same for all there is no gender issue here.

20. When Supervisor do performance appraisal he or she provide fair rating. Don't be based in terms of male and female.

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



Almost 60% percent male respondent disagree that in terms of rating gender does matter they think supervisor are biased when they rated female employee. But 30% of male employee believe that supervisor are fair when they rate employee there is no gender issue. On the other hand half percent of female employee believe that supervisor don't fair enough for them when he or she do performance appraisal .but 40% female employee believe that supervisor are fair enough when the do performance appraisal.

Chapter five: Recommendation and Conclusion

5.1 Findings:

- There has been relationship between education background and employee performance.
- Age doesn't matter in terms of promotion.
- Leaders are born, age doesn't influence leadership.
- Organizations don't give study leave they only give it to some employee who is in high position.
- Lower educated employee doesn't get opportunities for developing interpersonal skill.
- Employee doesn't feel lack of confidence for their education.
- All employees are positive in gender diversity.
- Women are equally getting priority for decision making.
- Senior and top position employee get priority for making decision and solving the problem.
- Employees get promotion based on their performance but sometimes age does matter.
- Organization highly concern about Educational background when they recruit employee.
- Build employee bonding based on age.
- Employees are positive about age diversity.
- Sometimes Educational background may cause organizational conflict.
- Work environment same for everyone.

Based on following finding we can conclude that there have been impacts on employee performance and diversity in workplace.

5.2 Recommendation:

- Organization should give study leave to their employee. Because its helps employee to become more knowledgeable.
- Organization should take opinion of lower level employee.
- Organization should engage both male and female employee in decision making.
- Organization should ensure Learning and development opportunity for all.
- Supervisor should be fair in for both male and female.
- Performance appraisal should be fair.

Conclusion

Now, it's quite difficult to find out any organization where there is no diversity. This report clearly indicates diversity management is most important issue for any kind of organization. The data analyses clearly give result that employee performance is impacted by age, educational background. When organization takes strategy for run the organization diversity should be one of the big part for strategic planning. Proper commutation among employee from different diversity can easily solved the problem which are arise from diversity. When one employee communicate with others and appreciated one another any kind of may not arise. Finally, we can say that workforce diversity directly linked with Human resource management. Because organization recruit employee from different diversified culture, place.

Bibliography

- Aamodt, M. (2001). Relationship between education level and cadet performance in a police academy. *Applied H.R.M. Research*, 75-76., 75-76.
- Baer, M. N. (2012, December 10). Retrieved April 10, 2021, from The impact of work group diversity on performance: <http://www.cfr-cologne.de/download/workingpaper/cfr-07-16.pdf>
- Baer, M. N. (2012, June 17). *The impact of work group diversity on performance: Large sample*. Retrieved March 15, 2021, from <http://www.cfr-cologne.de/download/workingpaper/cfr-07-16.pdf>
- Compensation and Benifits*. (2015, August 15). Retrieved from <http://docslide.us/business/compensation-and-benefit-chapter-1.html>
- Daniel. (2009, January 3). *The effects of higher education policy on the location decision of individuals*. Retrieved March 14, 2021, from Regional Science and Urban Economics:
- G, D. (2012). *Human Resource Managment* . Pearson.
- Gilber. (2000). Retrieved from <http://dx.doi.org/10.5465/AME.2000.2909842>
- Jayne. (2004). Leveraging diversity to improve business performance research finding Human Resource Management. *Human Resource Management*, 409–424.
- Knight, D. P. (1999, December 18). *Top management team diversity, group*. Retrieved March 17, 2021, from Strategic Management Journal: <http://dx.doi.org/10.2307/3094164>
- Leonard. (2003, june 27). *Diversity, discrimination and performance*. Retrieved March 14, 2021, from Institute For Research on Labor and Employment
- Leonard, J. (2006, April 1). *Diversity, discrimination and performance*. Retrieved march 15, 2021, from nstitute For Research on Labor and Employment:
- Maznevski. (1994, 26 august). *Performance in decision-making groups with diverse members*. Retrieved March 14, 2021, from Human Relations: <http://dx.doi.org/10.1177/001872679404700504>.
- Maznevski, M. (1994, April 2). *Performance in decision-making groups with diverse members*. Retrieved March 14, 2021, from Human Relations: <http://dx.doi.org/10.1177/001872679404700504>.
- Prime Bank*. (2015, August 15). Retrieved from www.primebank.com.bd
- Sharp, B. (1999, May 13). *HRsoft, Inc.* Retrieved April 10, 2019, from HRsoft, Inc.: <https://hrsoft.com/blog/the-definition-of-compensation-management/>
- Williams. (1998). Demography and diversity. *Research in Organizational Behavior*, 77-14.