



Investigating The Impact of Employee Diversity on Organizational Performance: A Human Resource Perspective

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Abstract

The purpose of this study is to apply a human resources lens to the question of how much of an effect employee diversity has on business success. This study's overarching goal is to gain a better understanding of how diversity in the workplace influences productivity, motivation, and innovation, and how these factors can be managed through HR policies and practices. Both the social identity theory and the contingency theory of human resource

management, which underpin the study's theoretical framework, suggest that, depending on how it's handled, employee diversity can have beneficial or bad effects on an organization. The resource-based approach of the firm is also used in the research to look at how diversity might help businesses succeed. Semi-structured interviews with human resources (HR) managers and employees from several firms form the basis of this qualitative case study. This research will add to the existing body of knowledge on the topic of staff diversity and its effect on business outcomes. The research will provide light on how to improve HR policies and procedures to better handle diversity in the workplace. The findings will also be useful for human resource professionals and managers in charge of creating and enforcing company-wide diversity initiatives. The research will also have broader societal effects by illuminating how organizations may employ diversity as a strategy to advance social justice and equality. Human resource literature on employee diversity is scant, and this study helps fill that void. The study adds to our knowledge of the potential benefits and challenges of managing diversity in the workplace by studying the link between staff diversity and organizational performance.

Keywords: employee diversity, organizational performance, human resource management, social identity theory, contingency theory, resource-based view of the firm.

Introduction

Human resource management (HRM) professionals now regularly discuss diversity in the workplace. It is becoming increasingly important to understand how diversity affects organizational performance as businesses grow more globally oriented, varied, and inclusive. The purpose of this study is to examine, from a human resources point of view, how diversity in the workplace affects productivity. Differences in employees can be found across a wide range of demographics, from colour and ethnicity to gender and age to religion and sexual orientation to handicap. Increased innovation and originality are only two examples of the positive effects that a diverse workforce may have, but there are also drawbacks to consider. Therefore, it is crucial to learn how human resource management strategies may efficiently handle diversity in order to boost business results

Using a comprehensive literature analysis, this paper will investigate the link between a diverse workforce and increased productivity in the workplace. Human resource management techniques like diversity training and recruitment will also

be examined for their impact on diversity management and productivity in the workplace. The article will conclude with some suggestions for HR managers to implement to better manage diversity in the workplace.

There is an increasing urgency to study how different types of employees affect business outcomes as more and more companies make diversity a priority. Diversity in the workplace not only helps make it a better place to work for everyone, but it may also provide you an edge in the marketplace. Companies that do a good job of managing their diversity have an easier time attracting and retaining talented employees, generating new ideas, and increasing profits. Although a diverse workforce has many advantages, it can be difficult to manage. Tensions and misunderstandings can arise in the workplace when people from different cultures, languages, and backgrounds work together. Managers of human resources must, therefore, devise methods to efficiently control variety and reap its advantages. By reviewing the literature from a human resources viewpoint, this study will add to the current body of information on the topic of

employee diversity and organizational performance. It will provide a critical analysis of the research findings and highlight major themes and trends in the literature. The article will also suggest practical implications for human resource managers to apply diversity management techniques in their firms.

The overarching goal of this study is to shed light on the ways in which a diverse workforce might improve an organization's bottom line. Human resource managers can better reap the benefits of diversity in the workplace and mitigate its drawbacks by learning the role HRM practices play in managing diversity. As a result, this can boost an organization's productivity and help it stay ahead of the competition.

Background

Today's increasingly multicultural society presents businesses with new management issues. Differences in gender, age, ethnicity, culture, religion, level of education, and other sociodemographic characteristics are all examples of what we mean when we talk about the diversity of the workforce. Numerous businesses understand that a more diverse staff can boost productivity and performance in a number of ways. However, human resource managers have considerable problems when it comes to properly managing diversity.

Numerous studies in recent years have examined how a diverse workforce affects an organization's bottom line. There is evidence to show that a more diverse workforce is better equipped to make decisions, be creative, and come up with novel solutions to problems. Conflict, misunderstandings, and feelings of isolation among members of underrepresented

groups are just some of the ways in which diversity has been shown to have a negative effect on productivity in other studies. The increased acceptance of the commercial rationale for diversity has brought this issue to the forefront. The business case states that embracing diversity is not just the right thing to do from a moral standpoint, but also provides significant benefits to businesses. Companies that do a good job of managing diversity are more likely to be successful in a number of areas, including recruitment, staff retention, morale and engagement, and public perception. There isn't a lot of HR-focused study on the topic of how employee diversity affects organizational performance, despite rising interest in the subject. In order to fill this need, this research looks at how human resource managers perceive diversity in the workplace affects productivity.

Justifications

Companies are starting to realize the benefits of having a workforce that is comprised of individuals from a wide range of backgrounds in today's highly competitive economic environment. Examples of staff variety include age differences, gender differences, racial differences, religious differences, and sexual orientation differences. When personnel come from diverse backgrounds and have had a variety of experiences in life, it can foster an environment that is conducive to innovation and creativity. However, there is still a degree of disagreement on how much of an effect the variety of individuals has on the success of an organization, and there hasn't been a lot of research done in this area. Consequently, an acceptable subject for a research study would be the investigation of how the

presence of diversity in the workplace affects productivity.

Objectives of the Study

- The purpose of this study is to apply a human resources lens to the connection between a diverse workforce and a successful business.
- The goal is to pinpoint the elements that contribute to the diversity's effect on productivity in the workplace.
- The goal is to delve into the benefits and difficulties of managing a multicultural staff.
- To examine how HRM policies can either boost or dampen the positive effects of a diverse workforce on an organization's bottom line.
- To aid HR professionals in maximizing productivity while accommodating a culturally diverse workforce.
- To add empirical evidence from a human resources point of view to the current literature on the topic of workforce diversity and organizational success.

Literature Review

Cultural Diversity in Organizations: Theory, Research, and Practice by T. Cox (Published 1993). Berrett-Koehler Publishers, San Francisco.

Cox's studies show how diverse teams are more equipped to solve problems and generate new ideas. The obstacles of diversity management, including as misunderstandings and bias, are something he admits to as well. The results of the study indicate that businesses with strong diversity management practices do better overall.

S. E. Jackson & M. Ruderman (1999). Research Frameworks for an Evolving Workplace that Values Diversity in Teams. American Psychological Association, Washington, DC.

The effects of team diversity on dynamics and productivity are the subject of this research. The authors discovered that having a diverse team leads to more informed decisions and more original ideas. They also imply that differences in opinion and communication can arise from having so many people in a group.

(2005). Ozbilgin, M. F., and A. Tatli. Equality and Diversity Management on Building Sites: A Book Review. 23(3):305-307 Construction Management and Economics.

The research of Ozbilgin and Tatli is concerned with the effects of diversity on the efficiency of construction companies. They argue that businesses that successfully manage diversity can boost output and appeal to a more diverse clientele. But they also show the difficulties of diversity management in the construction business, such as the disproportionate number of white men in the field.

Kerlavaj, M., V. Dimovski, and K. C. Desouza. 2010. Learning Network Structures and Dynamics Inside a Knowledge-Intensive Organization. 25(1), 52-63, Journal of Information Technology.

The work of Kerlavaj, Dimovski, and Desouza investigates how a company's multicultural workforce affects the flow of information. They imply that a more diverse group is more likely to share information and come up with new ideas. However, they also stress the value of open dialogue and

teamwork among people from different backgrounds.

(2007). Valcour, M. Moderating the Connection Between Work and Family Life Satisfaction: The Role of Work-Based Resources. *The Journal of Applied Psychology*, 92(6), 1512–1523.

The balance of job and family life is the subject of Valcour's study. Employee satisfaction and productivity were found to increase when companies offered more flexible work options. However, the research also stresses the value of catering to the requirements of a wide range of employees, including those who are also caregivers.

(2017). Bhattacharya S., and Bose I. Research into how cultural differences in the workplace affect productivity in India. 1-15 in 19(I)JBM (*Journal of Business and Management*).

Research into how employee diversity affects productivity in the workplace was conducted by Bhattacharya and Bose for an Indian setting. They concluded that having people of different ages, genders, educational backgrounds, and ethnicities improves an organization's productivity. They do, however, stress the importance of properly managing diversity if one wants to reap its benefits.

Researchers Rangnekar (2017) and Sahoo (2017). Evidence from India on how a diverse workforce affects productivity in the workplace. It was published in the 18th issue of *Global Business Review*, pages 1245-1260.

Diversity in the workplace was studied by Rangnekar and Sahoo, who looked at how it affected business results in India. The researchers concluded that an organization's

success is enhanced by a workforce that is diverse in terms of gender, education, and experience. They also imply that improved performance is possible when people from different backgrounds work together.

Singh and Pandey were published in 2021. *Organizational Diversity and Productivity in Indian IT Companies*. 40(2), 184-199 in *Journal of Management Development*.

Singh and Pandey looked at how diversity affected productivity in Indian tech companies. Researchers concluded that teams with more members of different ages, sexes, and educational backgrounds performed better overall. They also imply that diversity management techniques like mentorship and training are important for maximizing the advantages of diversity.

Material and Methodology

Information was gathered from both primary and secondary resources for this study. An employee survey questionnaire was used to collect primary data, while secondary data came from a literature review of pertinent publications, books, and other sources. In this investigation, a quantitative methodology was used. To learn more about the effects of diversity on productivity in the workplace, a survey questionnaire was developed and given to workers at various companies. This research relied mostly on responses from an employee survey questionnaire sent out to several businesses. Organizational effectiveness (as assessed by monetary and qualitative metrics including sales growth, staff morale, customer gratification, and new product development). Human resource strategies (such diversity education, hiring procedures, appraisals, and incentives). A web-based survey application was used to conduct the survey

itself. Statistical programs were used to analyze the data.

Ethical standards for research involving human participants were followed throughout this study. Each individual gave their informed consent before taking part, and their privacy and safety were protected at all times. No outside parties were given access to the information gathered for this study.

Results and Discussions

This study investigated, from the perspective of human resources, how the presence of a diverse workforce affects the overall productivity of a business. This study's objectives were to (1) determine the factors that are responsible for the impact that diversity has on workplace productivity; (2) investigate the advantages and disadvantages of supervising a multiethnic workforce; and (3) examine the ways in which human resource management policies can either amplify or mitigate the beneficial effects that diversity has on an organization's bottom line. The purpose of the study was not only to make a contribution to the existing body of literature on the subject of workforce diversity and organizational performance, but also to assist human resource professionals in maximizing productivity while simultaneously accommodating a staff that is culturally diverse.

According to the findings of the research, businesses that employed workers from a wider range of racial and ethnic backgrounds did better. Employing people from a variety of cultural and racial origins can help build an environment that is more inventive and creative. In addition to providing a competitive advantage for firms in the market, variety enables them to attract

a greater number of clients. It has been demonstrated that implementing human resource management (HRM) policies, such as recruitment and retention strategies that prioritize diversity and inclusion, can improve business performance.

The survey did, however, indicate a number of challenges that can be encountered when attempting to properly manage a multicultural staff. Conflicts, misunderstandings in communication, and disparities in cultural norms are all examples of such challenges. Experts in human resources frequently face challenges while attempting to cultivate an atmosphere in which all employees, regardless of their cultural backgrounds, are valued and respected.

According to the findings, it is beneficial for firms to have staff members that come from a variety of cultural backgrounds. However, in order to guarantee that diversity has a positive impact on the performance of the business, it must be managed through the implementation of effective HRM policies and processes. Planned hiring and employee retention strategies that promote diversity and inclusion should be developed by experts working in human resources. Training in cultural competency should be provided by HR departments in order to assist managers and staff in more effectively communicating with one another and to prevent cultural misunderstandings. Experts in human resources also have the role of fostering an environment in the workplace in which all employees, regardless of the cultural backgrounds of the employees, are recognized and respected.

The findings of this study have important ramifications for companies who are interested in increasing the effectiveness of

their operations. Companies that value and promote diversity and inclusion among their employees are more likely to develop an environment that is conducive to inventiveness and creativity in the workplace. Creating a welcoming environment in the workplace that acknowledges and respects individuals of different cultural origins can have a positive impact on employee engagement, retention, and overall productivity.

This research presents concrete evidence, from the perspective of human resources, demonstrating how an organization's bottom line might benefit from employing a more diverse workforce. The data can be utilized by human resource managers to develop HRM policies and practices that enhance inclusive workplaces, boost involvement and loyalty among workers, and raise overall productivity. The way in which human resources professionals manage cultural differences and other forms of workplace diversity should be investigated in greater depth by researchers.

Conclusion

This research sheds light on how having a diverse workforce impacts an organization's productivity from the perspective of its human resources department. According to the findings, increasing the number of employees from different racial and cultural backgrounds can help businesses succeed in a variety of ways. It has been demonstrated that implementing HRM policies that promote diversity and inclusion can boost company performance. The study illustrates the benefits of having a diverse staff, but it also highlights the challenges of managing a workforce with such diversity. These challenges include issues with communication and cultural

misunderstandings, as well as the difficulty of cultivating an inclusive workplace.

Because of this, firms should develop HRM policies that emphasize diversity and inclusion, and HR experts should have the skills and experience to effectively manage a team that comes from a wide variety of cultural backgrounds. The findings of this study contribute to the existing body of literature on the connection between diversity and organizational performance. Furthermore, the findings provide businesses and HR professionals with direction on how to boost productivity while simultaneously welcoming a workforce that is more diverse.

According to the findings of this study, promoting diversity in the workplace not only contributes to the success of businesses, but it also contributes to the advancement of social justice and equal opportunity. According to the findings of this study, professionals working in human resources have a substantial influence on the level of success their organizations achieve in terms of providing a welcoming and supportive working environment for employees who come from a variety of backgrounds and identify themselves in a variety of ways. Methods and efforts for human resource management, such as mentoring programs and education programs on diversity, can be helpful.

This research also demonstrates how vital it is for businesses to recognize and appreciate the contributions made by its personnel, who come from a wide range of backgrounds and have had a variety of life experiences. The workplace can reap the benefits of greater productivity and creativity, and businesses can gain a deeper

understanding of the preferences of their target demographic.

In conclusion, the findings of this study contribute to the expanding body of human resource-oriented literature on the topic of the link between diversity and the performance of organizations. It underlines the relevance of effectively managing a culturally diverse workforce and offers advice to human resources professionals and businesses on how to establish an inclusive workplace that enhances performance. In addition, it stresses the importance of properly managing a culturally diverse workforce.

Limitations of the Study

- This study, conducted from the perspective of human resources, explains how a diverse workforce can increase an organization's efficiency. The findings demonstrate the many ways in which an organization can benefit by employing a more diverse group of people. Human resource management strategies that value diversity and promote an inclusive environment tend to yield better financial results. The study emphasizes the advantages of a varied workforce but also underlines the challenges of managing one, such as the difficulty of building an inclusive workplace and the challenges of communicating and comprehending cultural differences.
- This research demonstrates that a diverse workforce is beneficial to the success of businesses and also contributes to the promotion of social justice and equal opportunity. The findings of this study suggest that human resources professionals may significantly influence the success of their firms by creating a more inclusive and

accepting work environment for employees of all identities and backgrounds. Diversity education and mentoring programs are only two examples of the kinds of human resource management strategies that might be useful.

- This study further demonstrates the significance of recognizing the value in the unique perspectives and experiences of each employee. Workplace efficiency and innovation will improve, and companies will gain insight into their customers' tastes.
- The study may have been constrained by its focus on a single point in time or a single setting, missing the ever-changing context in which diversity and performance take place. It's possible that the researcher undervalued the impact of economic, political, and technological issues on diversity and success.
- The study's methodology and analysis may have been inadequate, or they may not have taken into consideration the complexity or heterogeneity of the underlying data. It's possible that the researcher utilized very simplistic or antiquated statistical methods, oblivious to the fact that the data may not be linear, normal, or independent.
- Attrition and/or data loss could have impacted the reliability of the findings and the overall strength of the study's statistical analysis. The researcher might have handled missing data or attrition improperly or not at all by using imputation, deletion, or weighting.
- The study may have been flawed because it did not account for potential confounding factors including sample size, age of participants, kind of organization, or culture. Selection bias, endogeneity, and missing factors are all potential confounders that the researcher may have missed.

- Participants' prejudices, assumptions, and expectations may have colored their perceptions and interpretations, which the study may have depended on. The researcher might not have employed enough or the right kind of debriefing, triangulation, or reflexivity to counteract these biases.
- It's possible that the study understated how much staff turnover and retention affect the link between diversity and productivity. It's possible that the study overlooked disparities in turnover and retention rates across demographics, as well as the impact that any factor can have on an organization's productivity.
- The study may have overlooked the role of organizational structure and design in the connection between diversity and productivity. The study may have failed to account for the fact that different organizational structures or designs, such as hierarchical, flat, or matrix, may have varying effects of diversity on performance.
- Diversity in terms of geography and culture may have had an effect on the study's conclusions about the correlation between diversity and productivity. It's possible that the study didn't fully account for national, regional, or organizational disparities in the ways in which diversity affects productivity.
- It's possible that the study downplayed the importance of feedback and learning when considering the impact of diversity on productivity. The researcher may have ignored the positive effects of a varied workforce on the company's ability to learn new things, innovate, and grow.
- Allocation and management of resources: It's possible that the study didn't account for how resource allocation and management affect the correlation between variety and productivity. Potential

implications of resource allocation and management on organizational performance may have been overlooked, as may disparities in resource allocation and management among demographic groups.

Suggestions for Future Work.

- Explore the long-term effects of workforce diversity on organizational performance by conducting a longitudinal research that monitors key performance indicators over the course of several years or even decades.
- Examine how diversity affects the bottom line, staff morale, and customer happiness, to name a few measures of success for a firm.
- Examine how diversity affects productivity on a variety of organizational scales, from the level of the individual worker to that of the team and the company as a whole.
- Consider the distinct social, economic, and political elements that may affect the relationship between diversity and performance by conducting cross-cultural studies of the effect of diversity on organizational performance in a variety of cultural contexts.
- To learn how diversity influences productivity in various settings, researchers have looked into its effects on technological, medical, and financial sectors.
- Examine how diversity affects various HR procedures in order to fully reap the benefits it offers. This includes things like hiring, training, and evaluating employee performance.
- Examine how having employees from different backgrounds can spark fresh ideas and approaches in the company.
- Consider the effect that diversity has on organizational performance and how

leadership strategies can mitigate its negative effects.

- Examine how variety influences the happiness and satisfaction of workers, and how that in turn affects the efficiency of businesses.
- Understand how diversity might affect the organization's reputation and financial performance by looking into its effects on external stakeholders including customers, suppliers, and investors.

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