



## **Workforce Diversity and Organizational Performance during COVID-19: Evidence from Pharmaceutical Companies**

**Ikramuddin Junejo<sup>a\*#</sup>, Saba Shaikh<sup>b†</sup>, Jalil Ahmed Thebo<sup>c‡</sup> and Syed Salahuddin<sup>d¶</sup>**

<sup>a</sup> Department of Management Sciences, SZABIST Hyderabad campus, Sindh, Pakistan.

<sup>b</sup> Department of Management Sciences, NUML Regional campus Hyderabad, Sindh, Pakistan.

<sup>c</sup> Department of Management Sciences, SZABIST Larkana campus, Sindh, Pakistan.

<sup>d</sup> Government S. S Arts and Commerce College, Hyderabad, Pakistan.

### **Authors' contributions**

*This work was carried out in collaboration among all authors. All authors read and approved the final manuscript.*

### **Article Information**

DOI: 10.9734/JPRI/2021/v33i60A34550

### **Open Peer Review History:**

This journal follows the Advanced Open Peer Review policy. Identity of the Reviewers, Editor(s) and additional Reviewers, peer review comments, different versions of the manuscript, comments of the editors, etc are available here: <https://www.sdiarticle5.com/review-history/79366>

**Original Research Article**

**Received 15 November 2021**

**Accepted 18 December 2021**

**Published 20 December 2021**

### **ABSTRACT**

The aim of this study is to identify the impact of workforce diversity on organizational performance. For achieving research objectives and testing hypothesis the primary data collected with help of adopted questionnaire. The respondents were considered from Pharmaceutical companies which are operating in Sindh, Pakistan. Sample was consisting of 300. Findings of this study confirmed all proposed hypothesis are found to have significant impact of Gender diversity during covid-19, Age diversity during covid-19, Education diversity during covid-19 and Experience diversity during covid-19 on Organizational performance during covid-19 in pharmaceutical companies. However, new insights of this study revealed that gender diversity during covid-19 has more positive and significant impact with respect to other workforce diversity variables due to higher beta value. For better future performance this study results suggest to top management of Pharmaceutical companies should manage the workforce diversity.

<sup>#</sup> Faculty Member;

<sup>†</sup> Lecturer;

<sup>‡</sup> Faculty Member;

<sup>\*</sup> Associate Professor;

<sup>\*</sup>Corresponding author: E-mail: [ikramuddin.junejo@hyd.szabist.edu.pk](mailto:ikramuddin.junejo@hyd.szabist.edu.pk);

*Keywords: Gender diversity during COVID-19; Age diversity during COVID-19; Education diversity during COVID-19; Experience diversity during COVID-19.*

## 1. INTRODUCTION

The pervious study conducted by [1], author mentioned in that study that those excessive self-esteem, suitable employer tradition & powerful worker appointment all prospers with inside the complete and various place of job. Notwithstanding this excessive degree of interest to recognize how range forms the paintings setting with inside the business enterprise and the way those may be interpreted hooked on the comprehensive broad weather that adoptive the employees' overall performance on the excessive measure. As said via way of means of [2] that nowadays cultural variety is rather dominating subject matter to look at as it transports loads of advantages with inside the place of work which include novelty, creativity and better performance. According to [3], researchers have completed this study to examine gender discrimination and its impact on organizational performance between tutorial workers. This analysis helps the managers, HRM specialists in distinguishing the difficulty associated with gender discrimination and resolution, them by that worker capability to perform can increase. The diversity of skill has a positive impact on organizational performance [4]. the function of human resources is greatly affected by discrimination that prevails in the workplace. The past researches achieved with aim of measuring the impact on workforce diversity on employee performance. However, aim of this study to examine the role of workforce diversity on organizational performance during COVID-19 in developing country of Pakistan from pharmaceutical companies.

## 2. LITERATURE REVIEW

### 2.1 Gender Diversity

This study explored the problem of gender discrimination in authorities' universities in Sindh and its effect on worker overall performance and productivity. The cause of this studies is to sell essential elements and dimensions of gender discrimination, which have an effect on overall performance productivity. Discrimination variables upload data approximately how they have an effect on worker overall performance. These variables consist of discrimination in

employment, promotion, wages, and fringe advantages. The quantitative studies approach used on this examines. Aims to lay out questionnaires to gather facts on respondents; information is gathered from personnel of various universities in Sindh. An overall of two hundred replies have been acquired from decided on universities. SPSS-26 model is used to investigate facts through making use of unique strategies to recognize the connection among impartial variables and established variables. The studies outcomes display that there's a considerable courting among the impartial variable and the based variable. Any discrimination among genders will at once have an effect on worker overall performance. Organizations ought to comply with the Employee Discrimination Law, Equal Employment Opportunity Law and different employment laws, and remember both genders equally [3].

Current study explores the feasible effect of place of work diversification on Alama Iqbal Open University's overall performance. The reason of this observe is to assess the effect of place of work variety on overall performance. The studies pattern covered one hundred and five branch heads and 545 ordinary personnel (BPS-2 to 15), contract workers, day workers, and workers running with inside the AIOU major campus and local campuses. A stratified random sampling plan turned into used to choose members. Collect statistics thru questionnaire surveys. Pearson correlation check and regression evaluation have been used to check and extract the outcomes. The outcomes display that the age is diverse. gender variety and ethnic variety are negatively associated with overall performance. The variety of revel in has a fine effect on overall performance [5].

The function of human resources is greatly affected by discrimination that prevails in the workplace. The types of discrimination are different, and an in-depth analysis of discrimination based on gender, age and race has been conducted to analyze its existence in the Thai pharmaceutical industry and its impact on employee job satisfaction and performance. The study used quantitative data analysis methods and distributed 300 questionnaires amongst personnel of pharmaceutical companies. The results display that every one 3

kinds of discrimination may have a bad effect on worker task satisfaction and overall performance. However, in Thailand's pharmaceutical enterprise, most effective discrimination primarily based totally on race has been found [4].

The newsletter describes the diversity of personnel' team of workers from the factors of way of life, age, gender, race, ethnic background, and personnel' needs, improvement and effectiveness. The research reveals while the corporation has right worker variety exercise education. Therefore, personnel can sell the growth of the employer. If the varieties of the staff and training aren't treated properly, the varied team of workers will severely have an effect on the improvement of the enterprise. This studies additionally targets to recognize how "team of workers' variety (tradition, age, gender, race), worker education and improvement have an effect on worker overall performance" in their administrative centre", staff variety, education and improvement are taken into consideration impartial and variable" overall performance." Therefore, this observe investigated the connection among team of workers' variety (tradition, age, gender, and race), education improvement, and overall performance. IT companies, and body of workers' variety, education and improvement have an effect on IT employer personnel [2].

## 2.2 Work Experience Diversity

The overall performance is something like that have to be preserved thru every worker, wherein in personnel normal overall performance may be very crucial within the productivity of a corporation. Employee overall performance in a company is like recommended thru various factors which includes work motivation, work revel in. Thus the cause for those research is to determine the effect of motivation and work revel in on worker overall performance. The examiner technique is essential related to a measureable technique. Results of respondents in this research were forty personnel of PT tritaken canatata warna Bengkulu curious approximately an entire technique. There is information assessment method in research which makes use of multiple regression. The effects of this research have been as follows in 1, work motivation has been a powerful and large impact on worker overall performance. 2, work enjoy has been a nice and big effect on worker overall performance. Three the combination of labour motivation and work revel in they together have

an impact on overall performance with the assist of 32.4% and through manner of way is 67.6% stimulated through manner of way of variable outside this research [6].

Business enterprise to expand ought to be reinforced through its human sources. The companies that have experienced human assets have been proven via the outcome of the worker overall performance turned into taken into consideration to be influenced by the aid of using a worker's honesty. They aimed to investigate and decide the impact of honesty and work experience on employee performance. Other side they have a looked at might additionally examine and decide the impact of honesty and work experience on employee performance. This take a look at makes use of a measureable approach. They observe turned into performance with inside the Bungo District, jambi province. They take a look at populace changed in to all employees on the Bungo District office. The pattern on this look at became decided thru the formula. They get data on this examine have been evaluated with regression formula. The consequences confirmed that honesty & work experience had a great effect firm's performance [7].

The achievement of an employer so one can gain a great degree of employee performance is in really prejudiced through the rebel in work experience and ethical controls via way of means of employees with exceptional stages. In include repayment has an essential position in enhancing work experience in employee performance. This has to take note of the precept of complementary worker truths and responsibility. They look at goals to decide the impact of labor level and agreeably as repayment in workers' overall performance. There had been 50 respondents concerned on this look at who had been casually allocated. The logical device recycled is more than one linear evaluation this is managed with SPSS 25. The consequences of the look at said work experience rebel in a large impact on work experience on employee performance. The effort, ethic, moral has a delightful impact on employee performance and the recompense is treated to have a giant impact on employee performance. Instantaneously the 3 unbiased variables have a large impact on employee's performance and the 3 impartial variables, the settlement variable has a main impact on overall performance [8].

## 2.3 Age Diversity

The age heterogeneity in western employees is increasing, producing ability evidence advantages in addition on dangerous age primarily based totally social classification. Once they can companies gain from heterogeneity? Structure at the classification amplification typical, researchers recommend the common age distance among workers as an essential possibility. Authors found that organizations with exorbitant age heterogeneity are substantially less proficient. When the Internet test directed by 260 American candidates has passed, the normal distance of laborers turns into the five-star data, and we will show that workers of various ages are less able to take part in age-confined contacts and discussions of information in a higher normal age. The Aftereffects of the examination support that the laborers are broadly isolated in age, which depends on an overall arrangement, that is, a point by point portrayal of the creation data between representatives of various ages. These widen our comprehension of surmising about age variety in the labor force and assist associations with understanding when they can get efficiency gains from their age variety labor force. Besides, in this hypothesis, deduction is identified with different kinds of variety, since heterogeneity and distance are huge ideas. Authors will likewise talk about the down to earth surmising from this learning [9].

The motive at turned into decide the effect of age on employee overall performance in an organization. The studies layout became implemented with Zambia compulsory standards agency (ZCSA) on the point of interest in organization. The goal of people in organization encountered of 103 employees from numerous appliances of the organization. There has a satisfying method turned into used to attract a pattern length of fifty respondents from diverse hierarchical stages. The primary records series devices have been open and closed interview and survey conductor. The records used to make tables, bar graph and pie chart to give the effect of the usage of SPSS version18. The findings confirmed that everyone factors of personnel variety used with inside the look at a big courting with worker. They observed that the control of ZCSA has maintained to advocate and promote variety rules and given significant and blessings these variety presents in organization. Organization needs to similarly retain to all employment possibilities for profession increase

for all men and women. The ranges have to create bendy operation rules that could assist women personnel to manipulate their private life [10].

The diverse firm elements firm age is showed as a spirited. But, the maximum of the experimental studies on this discipline has been achieved in advanced nations, even as they have an impact on firm's age on it and the overall performance in evolving international tested in plenty lesser locations. Therefore, the intension to supply influence on challenges and increase the information of companies' overall performance as companies get older, this plays energetic sheet evaluation primarily based totally on a pattern of 959 companies running in Croatian meals enterprise. The end result of the evaluation confirmed that age harmfully impacts firm's overall performance. Nearby firm's age different firm unique elements manipulating profitability of the corporations working in Croatian teatime's enterprise consist of scope, liquidness and solvency [11].

## 2.4 Education Diversity

This examination pointed toward putting forth the attempts to gather information and data and to investigate the inspiration, authoritative responsibility, monetary pay, inside correspondence, work fulfilment, and worker execution factors. The after-effects of this examination were required to be valuable for the turn of events of hypothesis and the useful advantages were helpful for overseeing business associations, particularly for the course organization in Pare English Village - Kediri, Central Java, Indonesia. The multivariate investigation with expressively and explanatorily-quantitative technique was utilized for this exploration. The examples of the examination were 60 people. Information assortment was done utilizing poll instrument was thusly broke down by utilizing Structural Equation Modelling (SEM). The consequences of the exploration inferred that inspiration influenced the work fulfilment, yet not essentially influenced the exhibition, authoritative responsibility altogether influenced the work fulfilment and employee performance, monetary remuneration altogether influenced the presentation, be that as it may, not essentially influenced the work fulfilment, inside correspondence fundamentally influenced the work fulfilment, yet not altogether influenced the exhibition, work fulfilment essentially influenced the execution, and the strength

estimations of ward variable appeared by the figuring consequences of the different connection squared ( $R^2$ ) estimation of both occupation fulfilment and employee performance were critical [12].

The investigation expects to break down and evaluate the impact of education and preparing, work discipline and authoritative culture on the exhibition of Maros locale Public Employee representatives. The exploration strategy utilized in this examination is expressive investigation and Multiple Linear Regression examination, with an aggregate test of 142 respondents. The after effects of the examination showed that education and training furthermore, preparing, employee discipline and authoritative culture had an optimistic and critical impact on the employee's performance of Maros District Public Works employees [13].

The reason for the overview is to dissect and settle on the accompanying Choices: 1) the impact of instruction level and occupation office on work inspiration West Sumatra Employee Education Office. 2) The impact of instructive level, work office, and occupation inspiration on worker execution in the West Sumatra Office of Education. 3) Through the impact of work inspiration on instructive level and work office, it in a roundabout way influences the presentation of West Sumatra Office of Education staff. Using settling conditions, the all-out number of individuals in this output arrived at 266, an illustration of 160. The review utilized is a study led by the SEM Plus data examination technique. The consequences of assessments and hypothetical tests basically affect the various degrees of instruction of workers' presentation, their schooling level, their exhibition, and the work office of the agent office. This implies that instruction level will impact execution through work motivation. Be that as it may, work offices won subtly impact execution through work motivation. The check after-effect of the wellbeing factor ( $R^2$ ) is 0.29, 1 and 0, 069, which implies that the degree of direction and work offices for work inspiration and representative execution is 29, specifically 1% and 6.9% [14].

### 3. MATERIALS AND METHODS

A quantitative research approach is used in order to claim the hypotheses of the research. Moreover, qualitative research approach indulges with predefines set of techniques [15].

With the help of quantitative research approach, the impact of workforce diversity during covid-19 on organizational performance during covid-19 is determined. Also, the findings are supported with empirical evidence from Pharmaceutical Companies. There are 300 employees who have been working in Pharmaceutical Companies in Sindh, Pakistan. Research sampling techniques can be quota, convincing and random or clusters [16]. In the following research simple random sampling techniques was incorporated to select the respondent at a random basis. This technique was selected because it provides an equal opportunity to the respondents to complete the questionnaire.

## 4. RESULTS AND DISCUSSION

### 4.1 Demographic

The Table 1 above shows gender of the total participants used in this study. It shows that the majority of respondents were male, as these individuals accounted for 178 out of 300 participants (59.3%). On the other hand, the female participants of this research were only 122 out of 300, and accounted for only 40.7% of the population pool. The age of the participants is discussed in the table above, which shows that the least number of individuals who participated in the study belonged to the age bracket of above 26 with 8.7%. Individuals who are between 25 to 30 years of age make the majority of the population pool, where these individuals account for 65.3% of the total. Individuals who belong to the age bracket of 30 to 35 years' account for 13.3% of the total population used for this research while those who are in between 35 to 40 years of age account for only 12.7% of total. The participants of the research were asked about their level of experience as an attempt to know about their level of experience. According to the table above, it is found that 66.7% of the participants have 1-5 years of experience which made the majority of the population used for this study. It was followed by the 8.3 % individuals who have above 16 years of experience of the total population.

### 4.2 Reliability Analysis

The reliability of each of the constructs used in this study were discussed to ensure that the results are accurate and valid. The reliability of any construct is evaluated based on the value of

Cronbach’s alpha against the number of items used in the questionnaire. Following are the results obtained through for reliability statistics. The reliability of each of the constructs used in this study were discussed to ensure that the results are accurate and valid. The reliability of any construct is evaluated based on the value of Cronbach’s alpha against greater than 0.70 the number of items used in the questionnaire. Following are the results obtained through for reliability statistics. See the Table 2.

### 4.3 Hypothesis Testing

In the Table 3 of coefficients above, it can be seen that the relationship between gender diversity and organizational performance is significant as the value of sig is 0.000 which is less than 5%. Moreover, the said relationship can also be viewed as a positive one as the value of beta gender diversity during covid-19 is 0.456. In addition to this, the relationship between education diversity during covid-19 and organizational performance during covid-19 is also found to be significant and positive as the value of sig is below 0.005 and the value of beta is 0.381. Additionally, the relationship age diversity during covid-19 with organizational performance during covid-19 is positive and significant as the value of beta is 0.381 and value of sig in 0. 000. Lastly, the work experience diversity during covid-19 and organizational performance during covid-19 is significant since its significant value is also less than 0.05 and beta value is 0.231.

**Table 1. Demographics profile**

Gender	Frequency	Percent
Male	178	59.3
Female	122	40.7
Total	300	100.0
Age	Frequency	Percent
25-30	196	65.3
30-35	40	13.3
35-40	38	12.7
40-above	26	8.7
Total	300	100.0
Experience	Frequency	Percent
1-5 years	200	66.7
11-15 years	30	10
16-above	25	8.3
6-10 years	45	15
Total	300	100.0

### 4.4 Discussion

According to previous research older staff may be less effective or failing strength to age. Therefore, completely different age teams within the geographic point will have an effect on performance completely. Thus, it is determined that there is a weak positive relationship that justifies the research hypothesis as well as also accepted the null hypothesis. With the results of analysis, the pervious researcher show work experience incorporates a positive and important result this maintenances analysis showed by [17], who notice that work experience incorporates a positive result on organizational performance. According to previous researcher education is expected to encourage employee motivation

**Table 2. Reliability analysis**

Variables Name	Cronbach’s Alpha	No of items
Gender Diversity during covid-19	0.780	6
Age Diversity during covid-19	0.755	6
Education Diversity during covid-19	0.779	6
Experience Diversity during covid-19	0.801	6
Organizational Performance during covid-19	0.721	6

**Table 3. Coefficient**

Variables Name	Beta Value	Significant Value
(Constant)	0.001	.000
Gender diversity during covid-19	0.456	.000
Education diversity during covid-19	0.321	.001
Age diversity during covid-19	0.381	.000
Work experience diversity during covid-19	0.231	.000

*Dependent Variable: Organizational Performance during covid-19*

in a better direction [14]. The variety of reveal in has a fine effect on worker overall performance. the function of human resources is greatly affected by discrimination that prevails in the workplace [4]. However, in Thailand's pharmaceutical enterprise, most effective discrimination primarily based totally on race has been found. Worker overall performance is something like that have to be preserved thru every worker, wherein in personnel normal overall performance may be very crucial with in the productivity of a corporation [6]. The need of business enterprise to expand ought to be reinforced through its human sources [7]. The achievement of an employer so one can gain a great degree of organizational performance is in really prejudiced through the rebel in work experience and ethical controls via way of means of employees with exceptional stages [18]. in the age heterogeneity in western employees is increasing, producing ability evidence advantages in addition on dangerous age primarily based totally social classification [10].

## 5. CONCLUSION

Human resource is one of the strong and essential pillars of an organization, every organization implement some strategies to retain and motivate them in achieving the organizational goals. This study focused on determining the impact of workforce diversity during covid-19 based on 4 independent variables of workplace diversity such as Age during covid-19, Gender during covid-19, Work experience during covid-19, and Education during covid-19 while the organizational performance during covid-19 as a dependent variable. The results of this study determined that all these variables impart an important role in the organizational performance during covid-19 and our data will be qualified for further analysis. In this study, the beta value relationship between dependent and independent variables determined a positive relationship between all these variables. Thus, it is concluded that Workforce diversity during covid-19 imparts a remarkable effect on the organizational performance during covid-19 in Pharmaceutical Companies of Sindh, Pakistan.

## DISCLAIMER

The products used for this research are commonly and predominantly use products in our area of research and country. There is

absolutely no conflict of interest between the authors and producers of the products because we do not intend to use these products as an avenue for any litigation but for the advancement of knowledge. Also, the research was not funded by the producing company rather it was funded by personal efforts of the authors.

## CONSENT

As per international standard or university standard, respondents' written consent has been collected and preserved by the author(s).

## ETHICAL APPROVAL

It is not applicable.

## COMPETING INTERESTS

Authors have declared that no competing interests exist.

## REFERENCES

1. Li W, Wang X, Haque MJ, Shafique MN, Nawaz MZ. Impact of Workforce Diversity Management on Employees' Outcomes: Testing the Mediating Role of a person's Job Match. 2020;5(2):1–16.
2. Kamales N, Knorr H. Leaders with managing cultural diversity and communication, Asia Pacific Journal of Religions and Cultures. 2019;3(1):63-71.
3. Soomro FA, Syeda A, Shaikh S, Dayo A, J. An Empirical Study of Gender Discrimination and Employee Performance among Academic Staff of Government Universities: Evidence from Pakistan. International Journal of Disaster Recovery and Business Continuity. 2020;11(1): 2336–2344.
4. Kerdpitak C, Jermisittiparsert K. Impact of Gender-Based, Age-Based, and Race-Based Discrimination on Satisfaction and Performance of Employees. A multifaceted review journal in the field of pharmacy. 2020;11(2):612-620.
5. Ahmad S, Rahman FA. Effect of Workplace Diversity on Employees' Performance in Allama Iqbal Open University. Pakistan Journal of Distance & Online Learning. 2019;5(2):85-100.
6. Ratnawati E, Sukidjo S, Efendi R. The Effect of Work Motivation and Work Experience on Employee Performance.

- International Journal of Multicultural and Multireligious Understanding. 2020;7(8):109-116.
7. Rosmi R, Syamsir S. The Influence of Integrity and Work Experience on Employee Performance. *International Journal of Research and Analytical Reviews*. 2020;7(1):789-794.
  8. Arifin S, Putra AR. Employee Performance Development through Work Experience, Work Ethic, Compensation. *IOSR Journal of Business and Management*. 2020;22(7):39-45.
  9. Meulenaere KD, Kunze F. Distance matters! The role of employees' age distance on the effects of workforce age heterogeneity on firm performance. *Hum Resour Manage*. 2020;6(2):1-18.
  10. Mulenga M. Impact of age and gender diversity on employee performance in an organization - A case study of Zambia compulsory standard agency. *International Journal of Scientific and Research Publications*. 2019;8(4):1-78.
  11. Mubarak E, Syahrullah FS, Salam R. Determinants of Job Satisfaction and Employee Performance of Informal Education Institution in Pare English Village. *Journal of Human Resources Management and labor studies*. 2020;8(2):12-23.
  12. Pervan M, Pervan I, Ćurak M. the Influence of Age on Firm Performance: Evidence from the Croatian Food Industry. *Journal of Eastern Europe Research in Business and Economics*. 2017;5(6):10-18.
  13. Mukminin A, Semmaila AB, Ramlawati R. Effect of Education and Training, work discipline and Organizational Culture on Employee Performance, point of view research management. Universitas Muslim Indonesia, Urip Sumohardjo KM. 5, Panaikang, Makassar, 90231, South Sulawesi, Indonesia. 2020;19-28.
  14. Agussalim YN, Sirait H. The Impact of Motivation Mediation and Its Effect on the Level of Education and Work Facilities on Employee Performance. *Systematic Reviews in Pharmacy*. 2020;11(9):1025-1034.
  15. Snyder, H. Literature review as a research methodology: An overview and guidelines. *Journal of Business Research*. 2019; 104(1): 333-339.
  16. Mohajan HK. Qualitative research methodology in social sciences and related subjects. *Journal of Economic Development, Environment and People*. 2018;7(1):23-48.
  17. Lengkong F, Lengkong VP, Taroreh RN. Pengaruh Keterampilan, Pengalaman dan Lingkungan Kerja terhadap Kinerja Karyawan di PT. Tri Mustika Cocominaesa (Minahasa Selatan). *Jurnal EMBA: Jurnal Riset Ekonomi, Manajemen, Bisnis dan Akuntansi*. 2019;7(1):25-30.
  18. Jaffer U, Shafiq DM. Relationship between Age, Gender and Conflict management styles and its effect on employee performance in the major universities of Quetta City. *Bi-Annual Research Journal "BALUCHISTAN REVIEW" ISSN 1810-2174 Baluchistan Study Centre, University of Baluchistan, Quetta*. 2017;8(2):163-172.

© 2021 Junejo et al.; This is an Open Access article distributed under the terms of the Creative Commons Attribution License (<http://creativecommons.org/licenses/by/4.0>), which permits unrestricted use, distribution, and reproduction in any medium, provided the original work is properly cited.

*Peer-review history:*  
The peer review history for this paper can be accessed here:  
<https://www.sdiarticle5.com/review-history/79366>