

The effect of workforce diversity on job performance among private sector employees in Malaysia

ABSTRACT

Workforce diversity has been gaining concern from organizations worldwide, as it is viewed as the foundation for innovation and creativity that can result in positive organizational outcomes such as excellent job performance. Therefore, the present study aimed to examine the effect of workforce diversity (gender diversity, age diversity, ethnic diversity and educational background diversity) on job performance among private sector employees in Malaysia. Workforce Diversity Scale (WDS) and Individual Work Performance Questionnaire (IWPQ) were used in the study. Data were collected using Google Form. Snowball sampling technique was applied in this quantitative cross-sectional study to recruit 150 private sector servants aged 20 years old and above with at least one year work experience. Data analysis showed that all four-workforce diversity significantly predicted job performance and overall explained 22.6% of the variance ($R=.226$, $F(4, 145) = 10.56$, $p<.05$). Specifically, gender diversity ($\beta=.36$, $p<.05$), age diversity ($\beta=.42$, $p<.05$), ethnic diversity ($\beta=.42$, $p<.05$) and educational background diversity ($\beta=.29$, $p<.05$). Results indicated that it is essential for organizations to value the diversity among workforce and implement effective diversity management to ensure positive organizational outcomes.