

An empirical study about how cultural, ethnic and workforce diversity influences on employees in their workplace with special reference to Jebel Ali international hospital in Dubai

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Abstract

Workforce diversity has been identified as one of the strategic capabilities that will add value to the organizations over their competition. As Dubai is one of the most globally competitive countries, it attracts highly skilled and extremely innovative people to work here. Age, gender and ethnicity are the most commonly diversified demographic variables observed among the workforce of many organizations. Thus, the present study focuses on the effect of the workforce diversity in terms of culture, age, gender and ethnicity. If the diversity of the workforce is properly managed, it will provide positive benefits. If not properly managed, it could lead to negative results. A self-administered questionnaire was used to collect the views of employees in a hospital in Dubai. The reliability of the survey was tested by estimating Cronbach's alpha. The empirical relationship of culture age, gender and ethnicity of the employees with the performance was computed using Software Package for Social Science (SPSS). The analysis reveals that the four variables have a statistically moderate significant impact on the performance of employees.

Keywords: culture diversity, age diversity, ethnic diversity, gender diversity, workforce diversity

Introduction

The United Arab Emirates (UAE) healthcare system is mainly staffed by Non-UAE of professionals who are recruited from all over the world. As UAE is one of the most globally competitive countries. So employees are willing to work here. Now a days UAE has achieved in to a global phase with the influence of foreign collaborations and innovations by the development of various technologies. Globalization and Internet have reduced the gap in the time to market scale. Thus hyper competition is almost unavoidable in every field. At the same time the technical challenge of industrial problems is getting more difficult as well as more complex. UAE's workforce has employees from different countries, cultures, generations and genders. This multiculturalism has positioned for improving organizational performance. It is highly influenced by individual employee performance. So this article focus on the employee's cultural, ethnic and workforce diversity in terms of age, gender, ethnicity, racial background and religious. Hence employees are enhances the organization's growth. If workforce diversity is not handled correctly, the diverse workforces will badly effects organization growth.

An organizational performance is highly influenced by individual employee performance; the positive outcomes of workforce diversity at the employee level would also act as intrinsic as well as extrinsic motivational factors for them and would also increase employee participation. Therefore, this study focuses on the employee's perception gained through their personal experience in dealing with workforce diversity - with respect to culture, age, gender and ethnicity in the context of their organisation in Dubai oriented. Past research findings indicate that diversity is beneficial to performance under facilitating contexts whereas it is detrimental under inhibiting

contexts. In this regard, this study would provide the status of diversity in the working environment in Dubai. Purpose of this study is that to realize cultural, ethnic and workforce diversity affects employee's performance in the UAE with an organization (private hospital) in Dubai.

Problem Statement

A good quality decision can be made from a wider choice of alternatives. When the organization has conducive environment for practising workforce diversity, employees will enjoy all the positive benefits such as motivation, knowledge and skill transfer, creativity and better decision making (Amaram, 2007) [3]. and thus they will become catalysts for the organisation's growth. On the other hand, if workforce diversity is not handled correctly, the formation of various groups will occur; this could lead to miscommunication, emotional conflicts, power struggle and ultimately to high turnover of employees (Jackson et al, 1991; William and O'Reilly, 1998; Jehn, 1995). The diverse workforce will then become an inhibitor for organisation growth. Most of the studies reported in the literature had focused on exploring workforce diversity to improve organizational performance and leadership skills. In this regard, the views of employers and their upper management have been well documented. Very little attention has been paid to study the perception of employees for the inclusion of workforce diversity in their organization. Employees will appreciate and admire the implementation of diversity as a boon to their organization if it brings a positive impact on their performance.

Objectives of the Study

- To understand the relationship between cultural(language, traditions, racial and religious etc.) diversity and employee performance in a private organization(hospital) in Dubai
- To Know the relationship between ethnic diversity and employee performance in a private organization(hospital) in Dubai
- To Know about the relationship between gender diversity and employee performance in a private organization(hospital) in Dubai
- To know about the difference between cultural diversity affects with age, gender, education in a private organization(hospital) in Dubai
- To Know about what is the difference between ethnic diversity with age, gender and mother tongue in a private organization(hospital) in Dubai
- To understand the relationship between work force diversity and employee performance in a private organization(hospital) in Dubai

Research Questions

The research questions are as follows:

- 1) What is the relationship between cultural diversity and employee performance in private hospital in Dubai?
- 2) What is the relationship between ethnic diversity and employee performance in private hospital in Dubai?
- 3) What is the relationship between gender diversity and employee performance in private hospital in Dubai?
- 4) What is the relationship between workforce diversity (cultural diversity, gender diversity & ethnic diversity) and employee performance in private hospital in Dubai?
- 5) What is the difference between ethnic diversity with age, gender and mother tongue in private hospital in Dubai?
- 6) What is the difference between cultural diversity and age, gender and education in private hospital in Dubai?

Research Methodology

The main objective of this research is to analyse that any influences are affected these four variables such as cultural diversity, age diversity, gender diversity and ethnic diversity on employee performance in an organisations. The target population is the employees in Jebel Ali International Hospital In Dubai. 35 samples are taken from the target population. The requirements have been set for the candidates to be qualified as the valid respondents. The questionnaire was designed using the guidelines mentioned in the literature (Jill and Roger, 2009; Patrick and Rajkumar, 2012; Kossek and Zonia, 1993; Miller et al, 1998) [16]. The respondents were requested to provide their opinion in the scale of 1-5, (1) Strongly Disagree (SD), (2) Disagree (D), (3) Neutral (N), (4) Agree (A) and (5) Strongly Agree (SA). The data were analysed using Statistical Package for Social Science (SPSS) software. The Table 1 shows the reliability test

Table 1: Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.842	.825	36

The Cronbach alpha for cultural diversity, age diversity, gender diversity and ethnic diversity was measured using 17,

6, 6 and 7 questions respectively. Cronbach alpha values estimated are higher than 0.70, the internal consistency of the survey is found to be good. The data from the survey questionnaire were entered into Microsoft Excel and SPSS (Statistical Package for Social Sciences) for data analysis.

Results and Discussion

The demographic profiles (namely age, gender, marital status, education qualification, mother tongue, occupation, and years of service) collected on the respondents are tabulated in Table 2.

Table 2: Demographic profile of the respondents

Demographic profile	Frequency	Percentage
Age		
20-30	18	51.4
31-40	12	34.3
41-50	5	14.3
Above 50	-	-
Total	35	100.0
Gender		
Male	22	62.9
Female	13	37.1
Total	35	100.0
Marital Status		
Married	17	48.6
Unmarried	18	51.4
Divorcee	-	-
Widow/Widower	-	-
Total	35	100.0
Education		
Not Complete high school	-	-
Diploma	1	2.8
Degree	22	62.9
Master Degree	10	28.6
Others	2	5.7
Total	35	100.0
Mother Tongue		
Arabic	3	8.6
English	1	2.8
Hindi	3	8.6
Others	28	80.0
Total	35	100
Occupation		
Physician	9	25.7
Administrative Staff	16	45.7
Labour	-	-
Others	10	28.6
Total	35	100.0
Years of Service		
0-1yr	2	5.7
1yr-3yrs	12	34.3
3yrs-5yrs	19	54.3
5yrs and above	2	5.7
Total	35	100.0

The sample size was set to 35. In this study the number of male respondents is about 25% higher than female respondents. The low response of females (37.1%) could be attributed to their un-willingness to respond and to the natural probability of getting the female employees is slightly lower than male counterpart compare to 62.9% of male employees. About 51.4% respondents are 20-30 years old, 34.3% respondents are 31-40 years old, 14.3% respondents are 41-50 years old and no respondents are more than 50 years old. The results of

marital status in married respondent's are 48.6 %, unmarried respondents are 51.4% and no respondents are divorcee & widow/widower. The majority of the respondents are degree holders 62.9%, followed by master degree holders 28.6%, diploma holders 2.8% and others are 5.7%. About 80.0% of respondents are speaking other languages, 8.6% respondents are speaking Arabic, 8.6% respondents are speaking Hindi and 2.8% respondents are speaking English. The majority of the respondents are working as an administrative staff at 45.7%,

28.6% respondents are working in other category, 25.7% respondents are working as a physician. In this survey shows that 54.3% respondents are working more than 3yrs to 5 yrs, 34.3% respondents are working 1yr to 3yrs, 5.7% respondents are working 0 to 1 year and 5.7% respondents are working more than 5 years. The percentage, mean and standard deviation estimated for the responses on the effect of cultural diversity in the workforce is tabulated in Table 3

Table 3: Central tendencies measurement: cultural on employee performance

No	Question	SD (%)	D (%)	N (%)	A (%)	SA (%)	Mean	Std.Dev.
1	This organization is committed to build strong relationships between employees	2.9	-	5.7	82.9	8.6	3.94	.639
2	I am interested in learning about the many cultures that have existed in this world	-	-	11.4	54.3	34.3	4.23	.646
3	I would like to join this organization that emphasizes getting to know people from different countries	-	2.8	8.6	68.6	20.0	4.06	.639
4	Getting to know someone of another race is generally an uncomfortable experience for me	5.7	-	2.9	65.7	25.7	4.06	.906
5	I face some language problems when I communicate with my colleagues and others	2.9	5.7	8.6	62.9	20.0	4.03	.770
6	Persons with disabilities can teach me things I could not learn else where	-	5.7	5.7	77.2	11.4	3.94	.639
7	I would like to know different features from other countries	2.8	-	2.9	62.9	31.4	4.29	.524
8	I can best understand someone after I get to know how he/she is both similar to and different from me	-	-	2.9	82.9	14.2	4.11	.404
9	I often listen to music of other cultures.	-	5.7	22.9	60.0	11.4	3.88	.600
10	knowing how a person differs from me greatly enhances our friendship	-	-	8.6	74.3	17.1	4.09	.507
11	From my workplace I learned new culture activities	2.8	-	2.9	60.0	34.3	4.32	.535
12	Cultural diversity helps to become more innovative.	2.8	-	2.9	71.4	22.9	4.21	.479
13	Cultural diversity brings new ideas and different knowledge to the work place for various units.	-	-	-	74.3	25.7	4.26	.443
14	Cultural Diversity helps us to develop new skills and approaches to work.	2.8	-	2.9	80.0	14.3	4.12	.409
15	We adjust organizational strategies to fit the resources that employees from various backgrounds bring to the organization.	-	-	2.9	71.4	25.7	4.23	.490
16	It feels better to work with similar others	-	-	2.9	71.4	25.7	4.23	.490
17	Promotion is dependent upon employee performance, not on some one's backgrounds	-	-	5.7	68.6	25.7	4.20	.531

Source: Data generated using SPSS

Table 3 shows the percentage, mean and standard deviation estimated for the responses on the effect of cultural diversity. About 82.9% of the respondents agree that their organization has committed to build strong relationships between employees whereas 8.6% strongly agree and 5.7% are neutral with the fact. The majority of the respondents 54.3% accept the learning many cultures whereas 34.3% strongly agree and 11.4% are neutral with that fact. 68.6% employees are agreed to join this organization that emphasizes getting to know people from different countries, 20% strongly agree, where as 2.8% disagree and 8.6% remain neutral. Getting to know someone of another race is generally an uncomfortable experience for me has been well accepted by over 65.7%, while only 5.7% disagree, 25.7 strongly agree and 2.9% are neutral with that fact. Employees are faced some language problems when I communicate with my colleagues and others has been recognized by 62.9%, 20% strongly agree whereas 5.7% disagree, 2.9% strongly disagree and 8.6% remain neutral. About 77.2% has agreed about the Persons with disabilities can teach things I could not learn elsewhere whereas 5.7% disagree, 11.4% strongly agree and 5.7% remain neutral. 62.9% employees are agreed like to know different features from other countries, 31.4% are strongly

agree, where as 2.8% strongly dis agree and 2.9% are neutral. About 82.9% agree that employees can best understand some one after get to know how he /she is similar to and different from me, where as 14.2% strongly dis agree and 2.9% are neutral. 60% employees are agreed about often listen to music of other cultures, 11.4% are strongly agreed, where as 5.7% dis agree and 22.9% remain neutral. 74.3% are agreed about knowing how a person differs from employees greatly enhances their friendship, 17.5% strongly agree and 8.6% are neutral. 60% employees are agreed employees are learned new culture activities from their workplace, 34.3% are strongly agree, where as 2.8% are dis agree and 2.9% are neutral. Majority of respondents 71.4% are agree about cultural diversity helps to become more innovative, 22.9% are agree, 2.8% are strongly dis agree and 2.9% are neutral. 74.3% are agree about cultural diversity brings new ideas and different knowledge to the work place for various units and 25.7% are strongly agree. 80% employees are agree about cultural diversity helps to develop new skills, 14.3% are strongly agree, 2.8% are strongly dis agree and 2.9% are neutral. 71.4% are agree about the adjust organizational strategies to fit the resources that employees from various backgrounds bring to the organization, 25.7% are strongly

agreed and 2.9% are neutral. Employees are agreed 71.4% about the feels better to work with similar others,25.7% are strongly agreed and 2.9 are netural.68.6% are agree to promotion is dependent upon employee performance, not on some one’s backgrounds, 25.7% are strongly agree and 5.7% neutral with this fact. The high standard deviation is.906 observed for this question reflects the higher difference of

opinion among the respondents. The mean value of all questions is in the range of 3.88 - 4.32 and the standard deviation is.404 -.906. The highest mean value (4.32) is observed for mentoring benefit by cultural diversity whereas the lowest mean value (3.88) is observed for emotional conflicts due to cultural diversity.

Table 4: Central tendencies measurement: Age on employee performance

No	Question	SD	D	N	A	SA	Mean	Std.Dev.
1	The expertise of young employees with high tech tools helps older employees to improve their knowledge on the latest technologies.	-	2.9	2.9	80.0	14.2	4.06	.539
2	The risk taken by younger employee contributed to the success of the team	2.9	-	5.7	54.3	37.1	4.23	.808
3	The mentoring by older employees benefited young employees in acquiring job skills.	-	-	5.7	74.3	20.0	4.14	.494
4	Older employees mitigated the friction among younger employees in the team and promoted team cohesiveness	-	-	2.9	74.3	22.8	4.20	.473
5	No emotional conflicts and anxiety within the team due status difference between young and old employees	-	2.9	2.9	71.4	22.9	4.14	.601
6	I did not experience stress in the last 12 months due to age diversity issues in my work place	-	-	5.7	68.6	25.7	4.20	.531

Source: Data generated using SPSS version 21

Table 4 shows the percentage, mean and standard deviation estimated for the responses on the effect of age diversity. About 80% of the respondents agree that they received benefit from the expertise of young employees on high technology whereas 14.2% strongly agree, 2.9% disagree and 2.9% are neutral with the fact. The majority of the respondents accept the contribution from the risk taken by younger employees, 37.1%strongly agree, 2. 9% strongly dis agree whereas only 5.7% neutral with that fact. The advantage of mentoring by older employees during orientation has been well accepted by over 74.3%, while20%stronglyagree where as5.7% is neutral. The mitigation role played by the older employees during the friction in the team has been recognized by 74.3%, whereas

22.8% strongly agree and 2.9% remain neutral. About 71.4% hasagreed about the absence of emotional conflicts and anxiety in the team due to age difference of employees whereas 22.9%stronglyagree, 2. 9% dis agree and 2.9% remain neutral. 68.6% agreed about no experience stress in the last 12 months due to age diversity issues in workplace, 25.7%strongly agree and 5.7% nutral. The mean value of all questions is in the range of 4.06 – 4.23 and the standard deviation is 0.88 -.473. The highest mean value (4.23) is observed for risk taken byyounger employee contributed to the success of the team whereas the lowest mean value (4.06) is observed for young employees on high technology due to age on employ.

Table 5: Central tendencies measurement: Gender on employee performance

No	Questions	SD	D	N	A	SA	Mean	Std. Dev
1	As women tend to be a good listener and men tend to be aggressive, a balanced workforce of both sex offers the best solution of both words	-	-	5.7	60.0	34.3	4.29	.572
2	The transformational leadership style(help each other by give and take policy)of the female employee contributed to the success of the team	-	-	5.7	62.9	28.6	4.24	.554
3	Gender diverse teams showed better problem solving and decision making skills than gender homogenous teams	-	-	2.9	74.3	22.9	4.20	.473
4	Gender diversity is an asset for our corporate image and brand value.	-	-	8.6	57.1	34.3	4.26	.611
5	Gender diverse teams achieved targets due to the good relationship and effective communication.	-	-	2.9	74.3	22.9	4.20	.473
6	I did not experience stress in the last 12 months due to gender diversity issues in my workplace	2.8	2.9	2.9	82.9	8.6	4.00	.492

Source: Data generated using SPSS

Table 5 shows the percentage, mean and standard deviation estimated for the responses on the effect of gender diversity. About 60.0% has agreed that the balance of both genders is good for team progress whereas 34.3% strongly agreed and 5.7% neutral with that. The positive impact of female leadership has been recognized by 62.9%agree&28.6% strongly agree, 5. 7% neutral with that fact. Among all the questions, the problem solving and decision making advantage of gender diversity has received the highest score 74.3% as agree and 22.9% as strongly agree and 2.9% as neutral. About 57.1% agreed to perceive gender diversity as corporate image

and brand value while34.3% have strongly agreed and 8.6% shows neutral. Gender diversity has been viewed as an effective tool for achieving targets by 74.3% agree and 22.9% strongly agree and 2.9% remained neutral.Most of the respondents did not face any gender related stress issues in the work place 82.9% agree &8.6% strongly agree,2.9%neutral,2.9%dis agree and 2.8%stongly dis agree with this fact. The mean value of all questions is in the range of 4.00–4.29 and the standard deviation is.473 -.611. The highest mean value (4.29) is observed that the balance of both genders is good for team whereas the lowest mean value

(4.00) is observed for considering that most of the respondents did not face any gender related stress issues in the work place

Table 6: Central tendencies measurement: ethnicity on employee performance

No	Questions	SD	D	N	A	SA	Mean	Std. Dev
1	The ethnic diversity in our team has enabled to find a creative solution	-	-	2.9	80.0	17.1	4.14	.430
2	The ethnic diversity in our team promoted free flow of information between ethnic groups	-	2.9	8.6	51.4	37.1	4.23	.731
3	The ethnic diversity promoted healthy competition in the team and contributed to outstanding achievements	2.8	2.9	20.0	54.3	20.0	3.94	.736
4	The ethnic diversity in our team promoted free flow of information between ethnic groups	-	2.9	8.6	74.3	14.3	4.00	.594
5	The ethnic diversity did not affect the professional relationship with the team	-	-	8.6	60.0	31.4	4.23	.598
6	The ethnic diversity in our team helped to expedite the completion of our task/projects on time	-	-	2.9	77.1	20.0	4.17	.453
7	I did not experience stress in the last 12 months due to ethnic diversity issues in my work place.	-	2.9	2.9	71.3	22.9	4.14	.601

Source: Data generated using SPSS

Table 6 shows the percentage, mean and standard deviation estimated for the responses on the effect of gender diversity. About 80.0% agree and 17.1% strongly agree had accepted ethnic diversity as an effective tool for finding creative solutions whereas 2.9% remained neutral with the fact. About 51.4% agree and 37.1% strongly agree had believed ethnic diversity had improved information between groups and 8.6% neutral and 2.9%disagree. Very few 2.9% had strongly disagreed with the contribution of ethnic diversity for outstanding achievements while 54.3% agree and 20.0% strongly agree 20.0%neutral and 2.9% disagree recognized the achievements possible with ethnic diversity. About 74, 3% agree and 14.3% strongly agree had a perception that ethnic diversity promotes free flow of information while 8.6% remained neutral and 2.9% disagree with that belief. 60.0% agreed ethnic diversity did not effect on the professional relationship with employees. 31.4%strongly agree and 8.6% neutral with that fact. 77.1 % agree and 20.0% strongly agree that ethnic diversity had helped to meet the timeline of projects whereas 2.9%neutral. About 71.3% agree and 22.9% strongly agree had gone through stress due to ethnic diversity whereas 2.9% remained neutral and 2.9%disagree did not face any ethnic diversity stress issues. The highest standard deviation.736 among all the questions reveals that the respondents with the contribution of ethnic diversity for outstanding achievements. The mean value of all questions is in the range of 3.94 -4.23 and the standard deviation is.430-.736.

Correlation between cultural diversity and employee performance

H0: There is no relationship between cultural diversity and employee performance. So reject the null hypothesis.

In order to determine the relationship between cultural diversity and employee performance the researcher used correlation analysis.

Table 7: Correlations

	Smean (Avgcd)	Avgae
Smean(Avgcd)	Pearson Correlation	1
	Sig. (2-tailed)	.397*
	N	35
Avgae	Pearson Correlation	.397*
	Sig. (2-tailed)	.018
	N	35

*. Correlation is significant at the 0.05 level (2-tailed).

This Table7 shows there is moderate significant relationship between cultural diversity and employee performance. Here P value said to be less than 0.05(P=.018) So there is relationship between cultural diversity and employee performance. The rvalue is finding to be.397.So it is positive moderate correlation.

Correlation between gender diversity and employee performance

H0: There is no relationship between gender diversity variables and employee performance. So reject the null hypothesis.

Table 8: Correlations

	Smean(Avgge)	Avgae
SMEAN(Avgge)	Pearson Correlation	1
	Sig. (2-tailed)	.569**
	N	35
AvgAE	Pearson Correlation	.569**
	Sig. (2-tailed)	.000
	N	35

**.. Correlation is significant at the 0.01 level (2-tailed).

This Table 8 shows that there is moderate significant relationship between gender diversity and employee performance. P value said to be less than 0.05. (P=.000)So there is an association between gender diversity and employee performance. The r value is finding to be.569.So it is positive moderate correlation.

Correlation between Ethnic diversity and employee performance

H0: There is no relationship between ethnic diversity variables and employee performance. So reject the null hypothesis.

Table 9: Correlations

	Avgge	Avgae
Avgge	Pearson Correlation	1
	Sig. (2-tailed)	.540**
	N	34
Avgae	Pearson Correlation	.540**
	Sig. (2-tailed)	.001
	N	34

**.. Correlation is significant at the 0.01 level (2-tailed)

This Table 8 shows that there is moderate significant relationship between ethnic diversity and employee performance.

P value said to be less than 0.05 (here P=.001).So there is an

association between cultural diversity and employee performance. The R value is found to be .540. So it is positive moderate correlation.

Correlation between workforce diversity (culture diversity, gender diversity, ethnic diversity) and employee performance

H0: There is no relationship between workforce diversity variables and employee performance. So reject the null hypothesis.

Table 10: Correlation

Variable Of Workforce Diversity	Employee Performance (Pearson Correlation P Value)	Sig (2tailed)rvalue
Cultural diversity	.018	.397
Gender diversity	.000	.569
Ethnic diversity	.001	.540

This Table 10 shows that there is moderate significant relationship between work force diversity (culture diversity, gender diversity and ethnic diversity) and employee performance. Here the p value is less than 0.05. So we reject the null hypothesis (H0). This table shows r values are

moderate correlated. So there is a moderate significant relationship with workforce diversity and employee performance.

One way Anova between cultural diversity with age, gender and education

Table 11: Anova

		Sum of Squares	df	Mean Square	F	Sig.
Ag1	Between Groups	6.483	10	.648	1.331	.270
	Within Groups	11.689	24	.487		
	Total	18.171	34			
Gend1	Between Groups	4.671	10	.467	3.203	.009
	Within Groups	3.500	24	.146		
	Total	8.171	34			
Edu1	Between Groups	6.166	10	.617	1.848	.105
	Within Groups	8.006	24	.334		
	Total	14.171	34			

This Table 11 shows that significant value of gender is found to be less than 0.05. Here sig. value is .009. So there is significance difference between cultural diversity and gender.

Whereas the age and education (.270, .105 respectively) is found to be non-significant.

One way Anova between ethnic diversity with age, gender and mother tongue

Table 12: Anova

		Sum of Squares	df	Mean Square	F	Sig.
Ag1	Between Groups	5.384	10	.538	1.011	.463
	Within Groups	12.787	24	.533		
	Total	18.171	34			
Gend1	Between Groups	3.084	10	.308	1.455	.217
	Within Groups	5.087	24	.212		
	Total	8.171	34			
MOTHTON1	Between Groups	11.964	10	1.196	1.747	.127
	Within Groups	16.436	24	.685		
	Total	28.400	34			

This Table 12 shows that significant value of age, gender and mother tongue is found to be more than 0.05. Here sig. value is .463, .217, .127 respectively, hence no significant difference between ethnic diversity with age, gender and mother tongue.

Limitations The participants in this research were not representative of all UAE employees. The entire sample, for instance, was drawn from one private hospital, so the results cannot be generalized. The researcher had taken care to avoid the personal error.

Future Research

It is important to recognise the cultural differences which help form people's attitudes: differing local traditions and the diverse economic and political contexts of any country will shape the nature of the workplace. In Arabic cultures in

particular, for instance, such factors will affect the manner in which women are permitted to participate in the workforce. Future research can be expanded to other related and relevant variables, such as orientation strategies, leadership style management, and a firm's business strategy. It may also be useful to consider such as flexible work environments, employee's empowerment, especially of the female employees of the UAE workforce.

Conclusion

This study shows how cultural, ethnic and workforce diversity influences on employees in their workplace in Dubai hospital. The study reveals that the diversity of all three demographic profiles of the workforce - namely culture, age, gender and ethnicity - does moderate significantly impact on the

performance of employees. It is believed that organization culture, human resource practices, nature of work and business strategy of individual firms are different from each other and the differences are likely to mask the impact of variables on the employee performance in one firm with that observed in other firm. Recommendations based on the perspectives of employees for improving the effectiveness of workforce diversity have also been made. A comparison of the effect of workforce diversity on similar or the same organizations operating in different countries would improve the depth of knowledge, especially on the interaction of organizational culture and national environment, and the effect of workforce diversity further.

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