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DEPARTMENT OF COMMERCE**

**THE IMPACT OF DIVERSITY MANAGEMENT ON
EMPLOYEES' PERFORMANCE IN
MYANMAR AIRWAYS INTERNATIONAL**

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**THE IMPACT OF DIVERSITY MANAGEMENT ON
EMPLOYEES' PERFORMANCE IN
MYANAMR AIRWAYS INTERNATIONAL**

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ABSTRACT

This study aimed at exploring the impact of workforce diversity management on employees' performance in Myanmar Airways International (MAI). The data were obtained from the questionnaires used to assess the diversity management impact. The survey respondents of 119 employees were represented as the population of employees in MAI. The respondents were selected by using Simple Random Sampling Method. The Descriptive Statistics was applied to test the impact of workforce diversity on employees' performance. Similarity Theory and Social Identity Theory are applied in this study. According to the findings, the age diversity and education background diversity have significant influence on employees' performance. There are some sorts of inequality when different aged employees work together. Most of the decisions are taken by keeping only senior employees and more experienced employees in loop. Employees from different regions and belonging to different religions have not been faced serious diversity issues because of their region and religion. There are no major problems when different gender bases work together. Gender diversity and Ethnicity diversity does not have an impact on employees' performance. Overall, the results showed that the employees in Myanmar Airways International are moderately satisfied to work there. MAI has a lot to do to improve diversity management in age diversity and education diversity. The result will be useful for improving and well managed about the diverse workforce in the community. The study suggests for the organization to realize the need to capitalize on these categories in order to stay ahead of other organization.

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CHAPTER I

INTRODUCTION

Advances in technology and the competitiveness bring the economy into competitive one globally. Organizations must pay attention to the most important resources like skills of workforce with the increasing richness of workforce diversity to survive in a competitive business environment and gain competitive advantage over competitors. It requires to grasp the workforce decent variety culture to survive in a competitive business environment and gain competitive advantage over competitors. Workforce diversity in organization is concerned with different employee in the organization. Successful organizations stand ready to use vast resources to ensure managing diversity at their workplace. These days, associations are getting to be mindful the significance of perceiving and esteeming differing attributes too like character, practical foundation, handicap, age, instruction, etc. Workforce diversity is a critical tool that adds value over their rivals.

Workforce assorted variety alludes to organizations that are ending up increasingly heterogeneous with the blend of individuals as far as gender, age, ethnic and education foundation. The diverse pool of employees has been working together each day. Griffin and Morran (2014) said that workforce diversity refers to significant differences and similarities exist among employees in the organization. It represents uniqueness which include personality, age, gender, ethnicity, religion, marital status, income, work experience and others which maintains the organizations' missions and core values (Nwinami, 2014). Robbins & Judge (2013) state that organizations that are becoming more varied with respect to workforce composition. Dora and Kieth state that diversity is an absolute and also an ongoing phenomenon.

Moreover, the expanding selection of workforce diversity is certainly not a custom however an indication of its unavoidable ramifications of worldwide financial, statistic changes and others. Workforce variety could exhibit huge difficulties just as chances to the association regarding successful administration. A portion of the difficulties are individual versus bunch reasonableness, protection from change, disdain, bunch cohesiveness and relational clash, backfire and rivalry for circumstances. It is consequently essential to comprehend the effect of decent variety

on hierarchical results, for example, authoritative execution, representative fulfillment and turnover.

Organizations select workers from various societies, qualities and convictions. Workers' compelling performance is noteworthy for association's prosperity. It is along these lines critical to consider the impact of variety on worker yield. Workforce variety could introduce huge difficulties just as chances to the association as far as viable administration. Coming up next are a portion of the difficulties that variety could present to an association, individual versus bunch reasonableness, protection from change, bunch cohesiveness and relational clash, divided correspondence systems, kickback and rivalry for circumstances Madiha, (2003). It is accordingly imperative to comprehend the effect of assorted variety on hierarchical results, for example, authoritative execution, worker fulfillment, and turnover (Sungjoo, 2010).

Diversity brings conflicts between employees. Conflicts occur due to differences of perceptions, ideas, behaviors, interests, attitudes, religious differences, political differences and unjust distribution of resources. Conflict isn't constantly negative and doesn't generally make threats. It relies upon how it handles. Whenever took care of appropriately, it will end up being a rich wellspring of improvement. Without legitimate administration by management, that will bring about conflicts among representatives. These conflicts will be changed over into individual and enthusiastic clash over the long harm hierarchical culture, laborer assurance and generally execution of the workers and the association. It prompts decrease in innovativeness, creative thoughts, quality and negative impacts on association's profit.

Diversity management has been viewed as the way to developing the exhibition of any associations and guaranteeing the satisfaction of workers. The idea of workforce diversity is utilized to better the exhibition of the individual, group or association. Kirton and Greene(2009) characterize workforce diversity as "the methodical and arranged responsibility with respect to association to enlist and hold representatives from differing foundations. Workforce diversity is a procedure whose point is to make and keep up a positive work environment where the correlations and complexities of employees are regarded. Overseeing workforce diversity infers making an atmosphere in which a heterogeneous workforce performs to its best potential and the best fulfillment of hierarchical objectives.

Workforce diversity management has turned out to be one of the most striking administration issues in associations from all parts. Pioneers and directors are

fundamentally committed for the accomplishment workforce variety arrangements since they should guarantee that approaches are compelling. The most basic issues of workforce variety are to address the issue of separation as far as sexual orientation, age, ethnicity and education foundation. Associations with abnormal state of all around oversight diversity are viable and directing at last creating corporate societies that have new points of view, spearheading new capacities and crisp thoughts important to endure. Workforce diversity management practices upgrade association execution, profitability, viability and continued aggressiveness. Workforce diversity management can be accustomed to unite individuals with various thoughts and way thinking along these lines improving execution.

The administration of its HR is additionally a significant issue for hierarchical pioneers. How workforce diversity is overseen in associations may decidedly or contrarily impact the exhibition of representatives. In the event that it is overseen appropriately, it might bring about improved basic leadership, higher imagination and improved profitability. At the point when decent variety isn't overseen appropriately, there will be a potential for high turnover, troublesome in correspondences and relational clashes and even advert to association's exhibition, benefit and notoriety. In this way, workforce diversity management is gainful to both organization and its employees. Associations have perceived the way that it is through the aggregate exertion of its enhanced workforce to accomplish authoritative objectives.

It is basic that organization leaders see exactly how the social workplace affect the employees' convictions about work and they should have compelling relational abilities to have the option to build up the confidence and trust in the entirety of its individuals. Consequently, to accomplish and keep up upper hand over contenders, management must have the option to draw from the most profitable assets for example the skills of its laborers. In light of the developing richness of diversifications in the workforce, directors need to spread out their viewpoint and utilize imaginative way to deal with make progress.

It distinguishes the factors that can affect the employee's performance mainly focuses the airline. This research would also act as a guideline for the potential new entrants who wish to enter the industry on issues that need to be considered before starting business. From the researcher's analysis, Myanmar Airways International (MAI), the national flag carrier of Myanmar, is no exception even though it has been recognized as a provider of better service and more convenience to passengers since

1993. As a company, Myanmar Airways International draws its workforce from diverse backgrounds. Therefore, it faces pertinent issues such as demographic changes, increasing number of women joining its workforce, company restructuring, and the implementation of the equal opportunity legislation, which requires the institution review their management practices and develop new and creative approaches to people management. All these issues play out on the employee and can affect his or her work performance.

1.1 Rationale of the Study

Workforce diversity management patterns establish in mid 1980 and broadcast as an open door for associations to turn out to be increasingly imaginative, to arrive at beforehand undiscovered markets and abilities and to accomplish and keep up an upper hand (Roberson 2007). Dahm (2007) states that decent variety inside the work environment can summon a variety of emotions. Despite the fact that workforce diversity conscious organizations increase the value of the worker and association. The workplace is winding up progressively complex because of a workforce made up of individuals with changing age, involvement, information, and foundations to expand upper hand. Organizations that need to increase upper hand need to wide its point of view about workforce decent variety and assorted variety the executives.

Broadened workforce is the most recent and current pattern in each association. The significant worry for each association is to upgrade efficiency by producing more benefits. Because of broadened workforce, individuals are confronting a great deal of more issues at the work environment. There is less cooperation and collaboration from certain associates. Anyway so as to accomplish the hierarchical objective, all individuals must be viable as far as the jobs they perform inside the office. Getting representatives of various races, ethnic gatherings, instruction and sexual orientation, and so forth in any association is a potential wellspring of bias, stereotyping and ethnocentrism. Bedi (2014) demonstrates a portion of the outcomes of disregarding assorted variety in an association is undesirable strains between people of various culture or race, loss of profitability because of expanded clash and powerlessness to hold skilled workers.

Esteeming and perceiving workforce diversity management is basic so as to keep up upper hand. Organizations that advance and accomplish a various workforce will pull in and hold representatives and client reliability. The emphasis on contrasts

in individual attributes prompting disparity has posted the test of accomplishing solidarity in decent variety and improves representative execution. Most organizations have grasped workforce decent variety with a mean to improve benefits and profitability. The significance of workforce decent variety the board, various models have been set up and executed in different associations. Most consideration on assorted variety the board concentrated on the authoritative chief who is one-sided against specific gatherings and who enables these inclinations to impact how the individual treats workers.

Myanmar Airways International (MAI), the national flag carrier of Myanmar, is no exception even though it has been recognized as a provider of better service and more convenience to passengers since 1993. The entry of low cost airlines in Myanmar has rapidly increased in number. Still, the company has to compete against those low cost airlines which fly to similar destinations. Being a national airline, it has to overcome its competitors by creating an environment which all employees and their talents are valued. Rapidly expanding nationally and internationally, there are many diverse employees in the organization. MAI has employees from different regions like five foreigners and 364 local employees with different cultures and religions. To gain competitive advantage with diverse workforce over competitors, MAI needs to understand the impact of diversity on organizational outcomes such as organization performance, employee satisfaction and turnover. MAI has focused on diversity management to increase employees' performance to improve their profitability.

Providing a superior diversity management of workforce should be the main agenda for all airlines in order to survive and remain competitive in the market. MAI now focus on this management to improve diverse workforce to be efficient and effective in organization. Because of different workforce diversities in MAI like foreigners, employees from different religions, culture and languages, they recognize that diversity and equal opportunity are required now more than ever to spearhead the strategic development of a customer-centric, learning-oriented workforce that is capable of adapting quickly to the strategic goals and change imperatives facing the airline industry.

The primary feature of this research is to recognize the elements that influence the workforce diversity management towards employees' performance in an association. It recognizes the elements that can influence employee's performance for the airline industry. This exploration will likewise go about as a rule for the potential

new contestants who wish to enter the business on issues should be considered before beginning the organizations. It additionally wishes to build up a philosophy that can be applied to the investigation of workforce assorted variety towards representatives' presentation.

Decades of research on the impacts of workforce diversity management show that workforce diversity can have negative impacts, just as positives ones proposed by Kochan (2003). Besides, they expounded that the absence of proof connecting workforce diversity management to representative execution might be that the connection among workforce diversity management and the primary concern is more complex than is inferred by the mainstream discourse. Along these lines, this investigation centers around the relationship among sexual orientation, age, ethnicity, and instruction foundation towards employees' exhibition in MAI.

Thus, this study aims to fill the perceived gaps in empirical studies on the area of Myanmar context on effect of workforce diversity on employee performance area focuses on the researched company and propose a definition of diversity and model of diversity management that can be applicable to related context. To examine the factors of workforce diversity, firstly, a brief review of the factors such as gender, age, ethnicity and education. Secondly, the past research findings on workforce diversity will be summarized and applied to employees' performance. Then, the result of an empirical study of airline industry, which examines issues related to workforce diversity and employees' performance. Finally, recommendations will be provided concerning the effect of workforce diversity towards employees' performance in an airline industry.

1.2 Objectives of the Study

The objectives of this study are as follows.

1. To identify the diversity management in Myanmar Airways International and
2. To analyze the impact of each diversity factor on employee performance in MAI

1.3 Method of the Study

The research is composed of both primary and secondary source of information. Primary data were gathered from Myanmar Airways International by using structured questionnaires. The questions were focused on investigating the organization's dimension on workforce diversity in characteristics like gender, age, ethnic and education and how they impact on employees' performance. Secondary data were gathered from annual records of Myanmar Airways International, Department of Civil Aviation, journals, conference papers and Myanmar Hotel and Tourism Industry. The secondary data were also collected by surfing the internet, reviewing related academic materials to get hold of reliable information for the research.

1.4 Scope and Limitation of the Study

This research tries to decide the effect of workforce diversity on worker execution in Myanmar Airways International. The investigation emphasizes on couple of workforce varieties age, sexual orientation, ethnicity and education foundation. The review was centered around employees currently working in Myanmar Airways International and chosen by utilizing simple random sampling technique. Data collection were conducted from 119 employees from different backgrounds who are 18 years and above and currently working in MAI. Among 119 employees, the respondents include top level, middle level and low level for this research. The respondents from all levels are chosen to cover for this research.

A major issue during producing data is respondent's opposition. Absence of ability to take part in the study was tedious and seen as it didn't carry any advantages to them. Accordingly, the inert and latent conduct of the respondents may influence the research. The examinations of this investigation were exclusively founded on the data given by respondents and auxiliary information. Another imperative is that the researcher only took a look just a few dependent variables. There might be different factors that can influence employees' performance. There are likewise a few respondents who neglected to bring back the surveys for the researcher in time. They lacked the capacity to deal with taking care of the considerable number of things in survey to their tight timetable and substantial outstanding burden.

Another constraint during toward finishing this investigation is disposing of the respondents' bias during the filling of the survey. The questionnaires intend to quantify the attitude of the employees toward diversity and work execution. It is difficult to evaluate their objectivity in answering the items since they were relied upon to tick. In future, a poll which would demand some clarification is increasingly fitting for measuring the objectivity of respondents. It was normal that a few workers would be awkward uncovering their own/execution data with the inclination that would be utilized against them. The researcher anyway agreed the respondent guaranteed them their data would be kept private and no individual names would be taken to feel loosen up them.

1.5 Organization of the Study

This thesis divides into five chapters for analysis and comprehension. Chapter one is introduction and it includes rationale for the study, objectives of the study, scope and limitation of the study, method and organization of the study. Chapter two focuses on the literature review of the theoretical argument from secondary sources such as books, journals, articles and etc. The empirical studies in this chapter enable the researcher to construct the hypotheses and conceptual framework of the research. In Chapter Three, background history of MAI, the nature of international airline businesses in Myanmar and organization structure of MAI is also included. Chapter four describes the analyses and interpretation of the data collected. The last chapter of research, Chapter five gives the summary of research findings, conclusions and provides recommendations.

CHAPTER II

LITERATURE REVIEW

This section shows the purpose of this investigation and a comprehensive theoretical framework of workforce diversity. It highlighted the conceptual framework which showed the connection between the various variables. The independent variables included ethnicity, age, gender and education while the dependent variable was employee job performance. An empirical review of relevant literature was discussed on the previous studies on the topic of workforce diversity and its effect on employee performance. A crucial analysis of independent variables was undertaken which examined their effects on employee job performance and their overall attitude.

2.1 Diversity Management

Diversity Management is a human resource technique (Groschi and Doherty, 1999) and its reason for existing is to make a workforce, heterogeneous in nature that will display and will arrive at its potential in a reasonable, fair-minded condition. Moreover, Kandola and Fullerton (1999) accept that a different population of the workforce, and that by saddling their disparities, a beneficial situation can be made where everybody is esteemed and the set authoritative objectives are accomplished. Diversity Management has advanced from the prior ideas of Equal Opportunity and Affirmative Action, diversity management sees contrasts among employees in a positive way (Maxwell, Blair and McDougall, 2001).

Arrendondo (2005) clarifies that the proceeded with need and spotlight on diversity management is because of both outer and inside factors: the previous incorporate the expanding pace of movement, the presence of developing markets, progress in the field of innovation and the requirement for new ranges of abilities. Interior factors are changes in the working environment (expanded social and phonetic diversities, developing number of ladies and individuals of various foundations in administrative jobs, and so on), the requirement for powerful relational correspondence, rehearses that expansion the inspiration of a differing workforce and reward it and proceeded with business achievement. Diversity Management is

considerably more than only a multicultural issue: it is tied in with grasping various sorts of individuals, who represent various things and speak to various societies, ages, thoughts and thinking (Llopis, 2011).

Diversity Management includes the acknowledgment, compelling organization and harmonization of individual employees mannerisms. Effective diversity management encourages supervisors to expand employees' information and ability to more readily accomplish authoritative destinations (Allen, 2004). Diversity Management can originate from a wide scope of components including sex, ethnicity, character, social convictions, social and status or sexual direction (Shen, 2009). Diversity Management is tied in with exploiting individuals' uniqueness and distinction. This move the organization towards progress and achievement. Overseeing diversity as a preferred position and not as disservice makes an assembled working environment culture. It can drive the organization towards profitability and improvement.

Scott and Byrd (2012) express that diversity management has developed as a powerful procedure for taking care of diversity issues. Esteeming and overseeing diversities is getting significant for conveying more significant level of execution and imagination, upgrading critical thinking and basic leadership. Scott and Byrd (2012) referring to Roosevelt (1990) said diversity management doesn't mean containing, controlling or smothering diversity. Hierarchical endeavors and interests in the purposeful administration of diversity keep on developing (Herdman& McMillan-Capehart,2010)

Diversity Management implies that the level of intra-hierarchical representation of people with various bunch affiliations of social significance. Cox (1994) and can fill in as a vital asset to the organization in verifying an upper hand (Kirby and Richards, 2000). Diversity management activities include in employees enlistment and advancement methodologies to both tap the idle points of view inside organization and, at last, apply them as a powerful influence for organization strategy choices (Herdman& McMillan-Capehart, (2010).

2.2 Benefits of Diversity Management

If diversity management is acknowledged and esteemed, it help employees' adequacy, organization's efficiency, and guarantee the organization's constant competitiveness. Managers support and advance a differing workplace constantly pull in and hold significant workforce and upgrade the dependability of clients.

Loewy &Guffey (2011) suggested the benefits of diversity management. They are;

- **Work Team:** In organizations, workers are now and again bunch into groups. These groups are comprised of individuals from various foundation. At the point when individuals from various foundation meet up in a group, it gives space for imagination, compelling critical thinking strategies and speedy basic leadership.
- **Business Organization:** Diversity management is a critical primary concern business procedure for organization to improve employees' relationship and augmentation of their proficiency. Organizations that make time and put aside resources for create, seat and endeavor diversity will experience less isolation claims, less affiliation difficulty and less government regulatory exercises.
- **Consumers:** Customer values are everyday changing. When organizations have teams made up of people from various backgrounds and experiences, they are better equipped to create products that the consumers needed and wanted. Having employees from various foundations furnishes the organizations with cluster of abilities and encounters in suggesting thoughts that are adaptable in acclimating to changing consumers' requests (Saxena, 2014).
- **Increased productivity:**At the point when workers feel regarded, included and esteemed in the association, they become focused on its objectives and accomplishing this objective.

- **Less claims:** There will be less claim since both administration and workers have been prepared on the best way to regard and esteem contrast and treat each one similarly without separation.
- **Retention of business:** Organizations currently give cautious consideration to different associations that they execute with. Searching out for organizations that guess consideration.
- **Improved basic leadership:** Different workforce have the potential for settling on astounding choices since they should manage contradicting sees before the push ahead.

2.3 Barriers to Diversity Management

There are a few obstructions to that could upset effective diversity management in the work environment. Some of such barriers are

- **Stereotypes:** These are the arrangement of convictions individuals have about the individual properties of gatherings of individuals.. It comes because of learning, thinking and recalling the contrasts between different set operation. The reason behind why there is stereotypes in the work environment is that job task as per gender orientation still endures. Stereotyping are the firm ways of thinking about a gathering of individuals.
- **Preference:** People, whose bias or adverse frame of mind towards individuals from different gatherings are participating in an enthusiastic movement. Bias can appear in changed structures. It can appear during the procuring procedure, advancement, or even the day by day communications that happen with the workplace. Hubbard (2004) characterized partiality as a biased inclination. It can show up as kickback.
- **Discrimination:** The fear of encountering separation could make a few people to feel hesitant with regards to going after positions where there are different nationalities other than their own. It is the demonstration of treating

individuals adversely, distinctively and inconsistent. Segregation in the working environment tends to influence employees' vocation progress, their trust level, inspiration, and their association with their collaborators and furthermore their efficiency level (Hubbard, 2004). Segregation influences employees in each stage and part of their work involvement.

- **Resistance to Change:** Some employees might be feel comfortable with the old framework that they will not acknowledge another arrangement of work, procedures, techniques or even new approaches or new principles set by the Management. To demonstrate their distress and objection, they may defy the association by subverting the board endeavors to change (Foma, 2014).

2.4 Theoretical Foundation

Researchers have identified four theories of diversity management that states all over the world tend to adopt: (1) Social Identity Theory, (2) Similarity/Attraction Theory, (3) Human Capital Theory, (4) Information and Decision Making. These theories describe how people react to observable demographic characteristics. They shape people's perception and behavior without regard to work-task relevance. According to O'Flynn, Ricciotti, Nicholas, Lau, Sammaritino, & Fisher (2001), the two most commonly used theories of diversity are the social categorization theory and the similarity attraction paradigm. All these theories explain how diversity management impact on employees' performance. These theories according to the researchers all produce inconsistent and contradictory results. This research is based on two theories; Similarity/Attraction Theory and Social Identity Theory.

2.4.1 Similarity/Attraction Theory

Similarity attraction theory expect that individuals like to connect themselves with those whom they see to resemble them on statistic qualities, for example, age, ethnicity, and so forth. It is accepted that this fascination advances union, correspondence and collaboration among colleagues (Kunze, Boehm, and Bruch, 2011). But, employees who are either more seasoned, moderately aged or more youthful than such bound together gathering may infer that the motivation behind why they are not welcomed or acknowledged in such gathering. This is because of their

age and may begin producing and showing age biased frames of mind in the organization (Kunze, Boehm, and Bruch, 2011). This worldview additionally accept that individuals will generally apply negative suspicions and mentality to their partners who are unique in relation to them. The theory clarifies how factors, for example, education foundation, social foundation can be a motivation which a set of needs hold for a particular employee.

The theory keeps up the conviction that character attributes and interpersonal aptitudes are wealthy in forming the conduct of employees especially the way where workers see issues. Similarity constrained thoughts and perspectives but dissimilarity triggers addressing about issues while discovering reason for problems. The conditions where an individual gets the opportunity to participate with people from different establishments; it is more straightforward and speedier to achieve a response for an issue (Berman, et al, 2001; Cassel, 2001). This empowers the employees to effectively cooperate and create thoughts to take care of issues. Conversely, this can make constraint on employees thinking where a few workers will in general rely upon others.

2.4.2 Social Identity Theory

This theory predicts that individuals will generally gathering themselves into explicit gatherings dependent on certain zones which are of personal significance to them, for example, statistic attributes like training, sexual orientation, and so forth. Turner (1982) recommended that when people engage in and include in the program of characterizing themselves and other individuals into social categories utilizing most significant outcomes; it enables them to characterize themselves as far as the social personality that connects to a specific social gathering. It is a theory that clarifies the conditions under which an individual sees the assortment of individuals (in addition to themselves) as a gathering as the results of seeing individuals in bunch terms.

When people allocate themselves to a specific gathering, it raises the apparent likeness between their social character and the group gathering and the apparent contrasts between their gathering and different group gatherings is expanded. Thus, individual doesn't consider him or herself as an exceptional individual any more and considers as a delegate individual from the gathering where the person has a place and that their conduct symbolizes the gathering's model social personality. The

individual doesn't consider themselves to be a special individual and sees as an representative individual from the group that the person has a place. Additionally their conduct symbolizes the gathering's model social personality.

2.5 Diversity Management Dimensions affecting employees' performance

The determinants of workforce diversity management that are reviewed have been conducted for their influence on employees' performance. These variables in this study have been investigated in combination with one after another. In this thesis, they are investigated separately and they are grouped into education diversity (diversity training, education related task), gender diversity (fair treatment, hiring and promotion), ethnicity diversity (ethnic, religion) and age diversity (inclusion of all ages, experience).

(a) Diversity Training: Diversity Training is a factor related with training diversity. Training is a hands-on technique for showing the aptitudes, information, and capabilities required for employees to play out a particular occupation inside the working environment. Lai and Kleiner (2001) clarify that in diversity training, employees are educated about different contrasts that may exist among them and how to acknowledge and utilize them, with the goal that the workplace is viable. Its primary objective are empowering the smooth joining of minority bunches by giving the workforce with the important aptitudes, information and inspiration to work close by with them and decreasing and finishing the segregation of minority gatherings.

(b) Task Related Skills: The reasonableness of the job position of employees with the correct aptitudes level is essential for the adequacy of a group and even to the association because it is separated from utilizing their own skills, aptitudes and capacities to profit the association. Ayoko and Hartel (2006) incorporate specialized aptitudes being comfortable with techniques, market, calculated aptitudes having the option to examine the unpredictable occasions, changes and issues; and managerial aptitudes having the option to plan and delegate. These skills can comprehend one's very own and receptiveness to difference, less clash, significant level of attachment and execution.

(c) **Fair Treatment:** The workplaces that have gender diversity about reasonable treatment produce advantages to employee. Equivalent opportunity is utilized inside HR to portray the actions and measures made to guarantee fairness in work and enlistment. All individuals are treated as people without being made a decision as indicated by gender diversity. Individuals of all sex bases feel esteemed and acknowledged. Also, this can improve employees' exhibition.

(d) **Hiring and Promotion:** Gender diversity builds inspiration in three zones: self-advancement, impression of equivalent compensation and profession openings. Employees are destined to feel they can self-advance and convey their desire in the working environment as well as there is equivalent compensation paying little heed to sexual orientation. If female employees feel increasingly certain to self-promoter, they are bound to advance in their career prompting an equivalent gender orientation in senior jobs. The presence of sexual orientation diversity approaches positively affects the two people to bound. There is equivalent possibility of enlisting and advancement between different genders.

(e) **Ethnicity:** Ethnicity is a gathering of people whose members relate to one another through such factors as common legacy, culture, family line, language, lingo, history, character and geographic origin. Employees and organizations for solid ethnic diversity approaches, guaranteeing that all employees appreciate equivalent opportunity at all phases of the work cycle, including access to business, preparing, advancement and retirement. Employees have a significant job in bringing issues to light among themselves on the privilege to a working environment free from racial segregation and in supporting when they issue protests.

(f) **Religion:** Resistance and acknowledgment of religious perspectives is crucial, just as having the option to suit the individuals who may require additional downtime or may have unique needs that are directed by their religious inclination. By following a few rules, it is conceivable to have a working environment that is enhanced by its diversity. Religion is a hot button issue and when two religions impact the outcomes can be wrecking. It is imperative to offer preparing to all employees and to examine what is worthy in terms of discussing about confidence in the work environment. It can empower the finding of shared belief between employees.

(g) Inclusion of all ages: Age diversity in the workplace is hard to maintain. This is because everyone is at such different stages in their life and career. But this type of diversity is the key to a successful business. To help engage workers of all ages, it's important to understand what they want from their career and your workplace. everyone is at different stages in their life and allowing them to fit their personal life around work can be extremely beneficial for both parties. Plus, this is something all ages can get on board with.

(h) Experience: Work experience is often favored by employers and can help employees decide to have the career they want to have or not. It is any experience that a person gains while working in a specific or occupation. It must make the necessary efforts to proactively recruit employees from different ages with experiences. Recruitment practices may include advertising for open positions on experience job boards. A company must be willing to acknowledge the existence of diversity issues and implement practices that encourage workplace diversification.

2.6 Previous Studies

There are a lot of previous studies concerning with the workforce diversity on employee's performance. These studies identified many factors affecting the employees' performance in different areas from different perceptions. There can be a harmful correlation linking diversity and group effectiveness.

According to Weiliang, Mun, Fong & Yuan (2011), University of Tunku Abdul Rahman's master thesis states that the harmful effect of age dissimilarity seem stronger than the positive effects based on previous studies' conclusions by several researchers. Groups with increased age dissimilarities are often characterized by a bad climate (e.g. lower job satisfaction, less cohesion), have less communication, a higher turnover rate (older people especially leave the group earlier), more problems in decision making and lower performance.

Kurtulmus (2016), in his MBA research found that diversity management affects the organization citizenship practices of the workforce. The discoveries uncovered that when diversity is esteemed in the working environment, the commitment of employees is relied upon to be high. Diversity management can assist the board with predicting the organizational citizenship practices of the representatives.

Abbas (2010) gives clarification that the continuation of sexual orientation segregation and aggressive labor market and dissect the consequences for employees' performance. The research demonstrates that all things considered average women gets lower profit than men. The distinction endures even when controlling hours for work, industry of work and human capital attributes propose this gives proof of pay victimization women.

According to Sprainer et al.(2000), it is stated that the purpose of the reanalysis is to develop a grounded theory of the role that race plays in the self-perceived communication effectiveness of nursing care teams. His study stated that while conventional leadership approached deny or fail to address ethnical dynamics in NCTs, appear to contribute to the social isolation that reinforce different perspectives and alternative realities as diversity leadership.

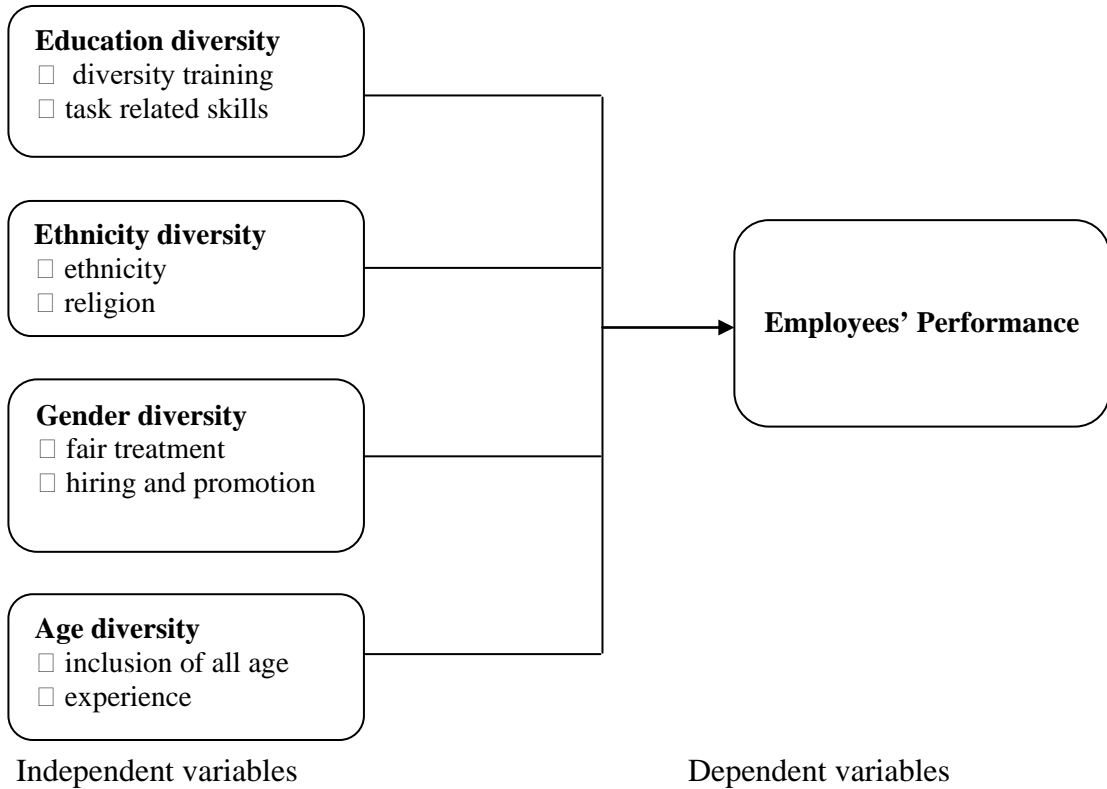
2.7 Conceptual Framework

A conceptual framework is a logically developed, described and elaborated network of interrelationships among variables integral in the dynamics of a situation being investigated. It explains the theory underlying these relationships and describes the nature and direction of these relationships. The conceptual framework is adopted from Weiliang, Mun, Fong & Yuan (2011). In this model, the workforce diversity management practices on employees' performance can be grouped into four groups: education diversity, age diversity, gender diversity and ethnicity diversity. The conceptual framework of figure 2.1 is organized of dependent and independent variables to identify the impact of workforce diversity on employee performance.

Figure (2.1) Conceptual Framework

Dimensions of workforce

diversity management



Source: Weiliang, Mun, fong& Yun(2011)

From the findings, the study established that the workforce diversity management practices positively impacted on employees' performance at Nigerian Banking Industry. Workforce diversity management practices are the influential factors on employees' performance in this study. The conceptual framework of the study is proposed to explain workforce diversity management and employees' performance in MAI. The independent variable are gender diversity, education diversity, ethnicity diversity and age diversity. The factors are considered in conformity with the situations in Myanmar Airways International. In current study, these factors are to be investigated in the context of MAI airline with a view to improve the management of workforce diversity for employees.

CHAPTER III

WORKFORCE DIVERSITY PRACTICES OF MYANMAR AIRWAYS INTERNATIONAL

This chapter is composed of four parts: background of MAI airline, organization profile, organization structure and management practices of MAI for diversity management.

3.1 Background History of Myanmar Airways International

The airline was founded by the government before independence in 1946 as Union of Burma Airways. IT initially operated domestic services only. International services were added in 1950. The name was changed to Burma Airways in December 1972, and then to Myanmar Airways on April 1, 1989, following the renaming of the country from Burma to Myanmar. International services were transferred to Myanmar Airways International, which was set up in 1993.

Myanmar Airways International (MAI) took off in August 1993, initially created as a joint venture between Myanmar Airways and Singapore-based Hi-sonic Enterprises, with the support of Royal Brunei Airlines. It boasted a Singapore management team (many ex-Singapore Airlines staff), new Boeing aircraft, all-expatriate cockpit crews, improved training for flight attendants and new UK Civil Aviation Authority operating standards. Eventually, the original joint venture was terminated and MAI became a wholly owned Myanmar company. In January 2001, a new joint venture was formed in which Region Air Myanmar (HK) Ltd., took a 49% stake and a local businessman through his company Zan CO. took an 11% share and Myanma Airways retained 40%.

In 2001, a new corporate identity and aircraft livery were rolled out and the company completed its first major cabin-crew-upgrading program. IN 2002, the airline obtained new international Air Transport Association (IATA) airline designator codes and joined both the IATA Multilateral Interline Traffic Agreement (MITA) and IATA Clearing House. The airline sent 122 employees on training courses at Malaysia Airlines and Royal Brunei Airlines training centers. In 2003, MAI launched a code -share agreement with Thai Airways International on the Bangkok-

Yangon-Bangkok route. The company also has code-sharing with Malaysia Airlines, Qatar Airways and Jetstar Asia Airways. In 2004, the airline took delivery of new uniforms for ground staff and recruited a further 16 new cabin-crew trainees.

In February 2007, the foreign management team under Region Air Myanmar (HK) Ltd. Transferred its control to MAI. Just before the 2010 general elections, the government sold an 80% stake in MAI to one of the biggest private bank in Myanmar, Kanbawza Bank Ltd and 20% is retained by state-owned domestic carrier, Myanmar Airways. MAI did not have any aircraft of its own and had to lease short-haul aircraft from neighboring countries when it was under Myanmar Airways. It was in 2009 that MAI received its first own fleet and second aircraft joined later that year. MAI had a long history of government run international air travel when MAI was founded in 1993 as a joint venture company between Myanmar Airways and Singapore base company.

The running of the international airline really did not radically change until 2010 when the KBZ group attends an 80% share of MAI bringing in an era of sector and route changes. Since then, MAI has been expanding its fleet and currently the flag carrier has total of 5 Airbus A320s and 2 Airbus A319s. it also leased Airbus A321s from Air mediterranee in the winter of 2010-2011 and dep;oyed them on Bangkok-Singapore services. Non-hub routes between Bangkok- Singapore and Siem Reap- Phnom Penh were successfully inaugurated in 2010 and 2011 respectively. In 2013, MAI received IOSA certificate, the only recipient in Myanmar of the IATA Operational Safety Audit Program (IOSA) Operator.

3.2 Organization Profile

In 2014, MAI is the complete member of Kanbawza (KBZ) Group. With the KBZ group acquiring 100% of MAI the future of the airline is definitely optimistic and encouraging. Since 1993, MAI has a record of 100% safety and accident free in aviation history. Recently, MAI has been awarded “2014 ASEAN BUSINESS AWARDS” as the National Winner (Myanmar) for Most Admired ASEAN Enterprise, ASEAN Centricity by ASEAN Business Advisory Council (ASEAN-BAC).

(A) Schedule flight operation

MAI is operation to following destinations in ASEAN countries as schedules flights. However MAI flies charter flights and scheduled charter flights as and when there is a business opportunities.

- Yangon / Bangkok / Yangon
- Yangon /Singapore /Yangon
- Yangon /Kuala Lumpur /Yangon
- Yangon /Gaya /Yangon
- Yangon /Guangzhou / Yangon

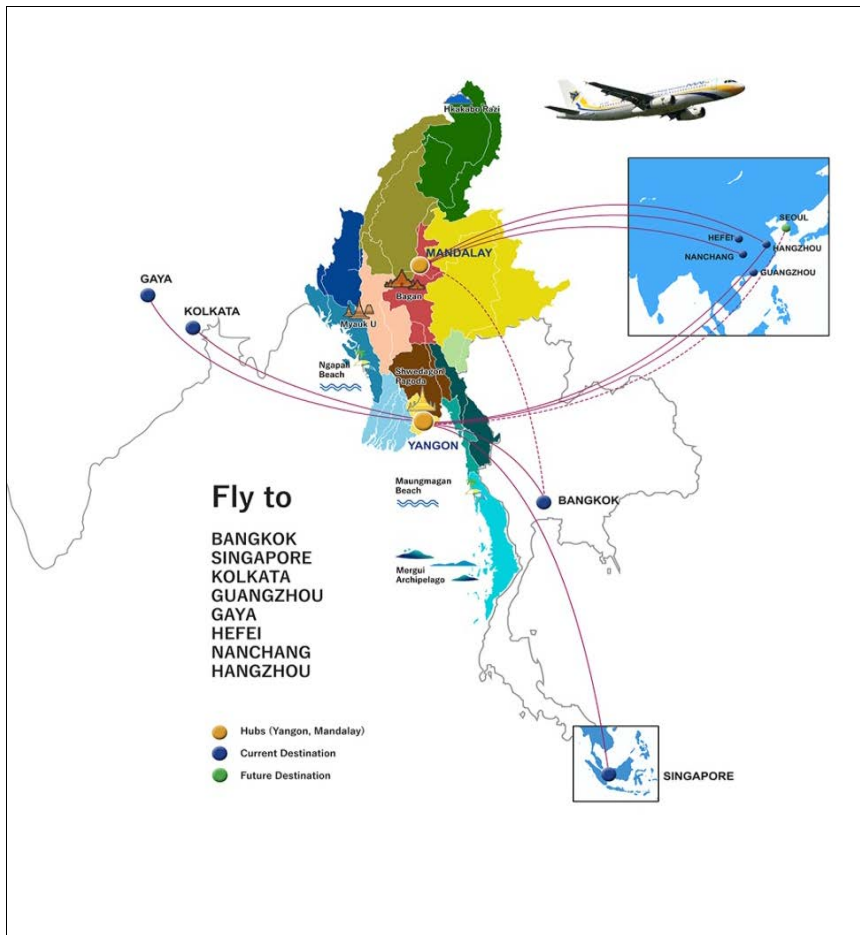
(B) Charter /Scheduled Charter Operations

- Yangon / Osaka / Yangon
- Yangon / Incheon/ Yangon

(C) Future routes

- Yangon / Hong Kong / Yangon
- Yangon / Osaka / Yangon
- Yangon / Seoul / Yangon
- Yangon / Kunming/ Yangon
- Yangon / New Delhi/ Yangon
- Yangon / Dhaka /Kuala Lumpur / Yangon

Figure (3.1) Routes of Myanmar Airways International



Source: MAI official website www.maiair.com

3.2.1 Mission, Vision, Value, Moto and Service Concept

Mission: “To be a reputable airline”

Vision: “We will strive to be excellent in every aspect of the aviation business, from traditional hospitality to modern technology”

Value(RICE)

- Respect
- Integrity
- Commitment
- Excellence

Moto: “Modern Comfort, Gentle Traditions and Safe Manneas”

Service : “Excellence in everything we do”

3.2.2 The Nature of International Airline Business in Myanmar

Airline-related business in Myanmar is getting a boost. The nation's leading airlines, Myanmar Airways International and Golden Myanmar Airline are placing volume orders for aircraft, paving the way for new routes. They hope to serve the rapidly increasing numbers of foreign visitors since the nation's shift towards democracy.

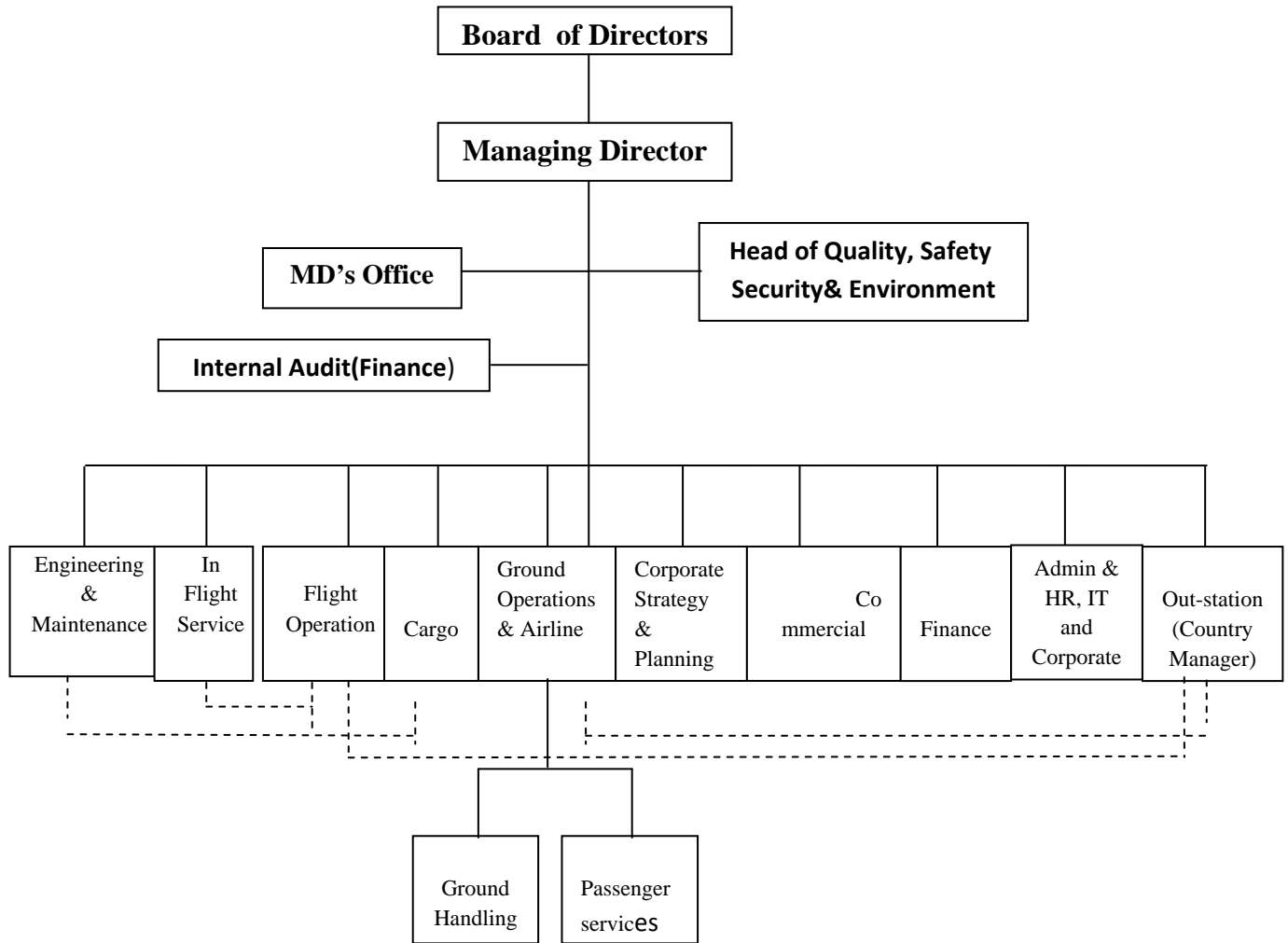
As of December 31, 2013, eight airline firms were operating in Myanmar, and several others are considering entering the market. All hope to attract foreign visitors. Since the spring of 2011, when the nation shifted toward democracy, the number of foreigners entering Myanmar by air has been growing steadily. The nation's Central Statistical Organization reports that about 2.25 million people visited Myanmar from abroad in fiscal 2013 (April 2013 to March 2014), up 70% year-on-year. The airlines are pursuing that rising demand, hoping to attract customers.

The airport-management business is also considered promising in Myanmar. This year the government plans to privatize operations at about 30 airports nationwide, projecting auctions for management rights. In addition to Yangon, the nation's largest city, and the capital city of Naypyitaw, regional airports near the Thai and Indian borders are projecting growth in business passenger traffic. "Airports where there is lot of room for improvement in management efficiency can easily project sales and profit," said a trading-house source, illustrating the rising hopes of the industry.

3.3 Organization Structure of Myanmar Airways International

Myanmar Airways International is national flag carrier. Currently MAI is providing its services to airline operations and ground handling services operation. Organization Structure of Myanmar Airways International is shown in figure (3.2).

Figure (3.2) Organization Structure of Myanmar Airways International



Source: Myanmar Airways International

In Myanmar Airways International, there are 369 employees working from different backgrounds like different regions, religions, culture, education, ethnicity, age and etc. There are 4 foreigners in top level management who are from different regions and 365 local employees from different positions, ethnicity, religions, age and etc. Its Board of Directors govern the company through managing director. All operational departments report directly to managing director. MAI split operational division and commercial division to get specific control of implementation of its business strategy.

Mr. Tanes Kumar who comes from Penang, Malaysia work in Myanmar Airways International as Commercial Director in January 2, 2018. Prior to his current appointment as Commercial Director in MAI, he held several other key roles in

Malaysia Airlines as regional director, senior manager and guest service manager. He believe with strong collaboration between all stakeholders to promote Myanmar as a key destination for both business and tourism alike in the region. Mr. Awal from India take the Finance Director position in Myanmar Airways International and his religion is Hindi. He direct financial planning and strategy, report financial performance, develop accounting policies and train accounting staffs to be adaptable with the diverse work environment.

Mr. Sathit Rodnimit who comes from Thailand work in MAI as Customer Service Manager. He supervises day-to-day operation in the customer service department, respond to customers' issues in a timely manner, create effective customer service procedures, policies and standards to be adaptable in a diverse work environment. Ms. Jiratha Jaroenlucksana who also comes from Thailand work in MAI as Sales and Operation Manager. She identify bottlenecks in the sales process and find ways to reduce them to make sales go faster. She own the end-to-end process of tracking the sales process and conversion rates throughout the sales funnel.

The remaining employees are local employees born in Myanmar but their ethnic groups and religions are different. There are 282 Bamars, 15 Rakines, 15 Karen and 53 people who are other ethnic groups like Kachin, Kayah, etc in Myanmar Airways International. Most of the employees in MAI are Buddhism because of 89.2% of employees' religious. 15.1% of employees in MAI are Christians and the remaining 2.5% are Hindi, Islam and etc. Also the education levels of MAI differ in the organization. Most of the employees around 233 people are finished Bachelor degree. 55 people hold Master Degree and 3 people are PhD holders. The remaining 78 people hold diploma, certificate and etc.

3.4 Workforce Diversity Practices of MAI

Myanmar Airways International (MAI) adopts various strategies to achieve workforce diversity. They adopted a balance recruitment process, minority group support and diversity training. They aimed to enhance group representation that misses to consider empowered workforce diversity to participate fully in MAI's decision making. They become to realize workforce diversity practices are essential and crucial for their organization to survive in the competitive business environment.

They adopted workforce diversity on four major aspects: gender aspect, age aspect, ethnicity aspect and education background aspect.

3.4.1 Education Diversity Practice

Myanmar Airways International aware that the composition of workforce is changing because of the diverse workforce from different backgrounds. So MAI recognize that it is critical to make diversity training a priority. MAI train diversity training with three levels: individual level, group level and organization level. In individual level, MAI foster positive attitudes to diversity, educate employees about diversity, and assist employees in overcoming the diversity obstacles. In group level, MAI use inclusive activities to promote teamwork, promote respect and tolerance of differences, and re-examine practices. In organizational level, MAI provide mentoring and coaching programs, develop organizational policies for diversity and organize diversity workshops. MAI use mentoring programs to bridge the gap and encourage inclusion.

Myanmar Airways International's Accountable Manager U Kyaw Thet Han recognize that the suitability of the job position of employees with the right skills level is crucial for the effectiveness of a team and even to the organization. The top level of MAI helps their employees to develop their competencies and skills through the process of coaching, mentoring and feedback. The CEO of MAI announce the related department directors and managers to monitor the diverse employees are working their jobs that are related and suitable for their education. MAI also provides flexible arrangements to improve the diverse employees' performance. When new applicants join into MAI, it gives job training to be adaptable and suitable in the organization. And also when a person promotes to a higher position, they also provide training to enhance their skills, knowledge, abilities and responsibilities. MAI also provide employees from different education backgrounds to gain more and more educated by offering oversea job training, study leave and other sponsorships.

3.4.2 Ethnic Diversity Practice

Myanmar Airways International's board of directors believes that the diversity isn't just an ethical consideration – there can be tangible benefits from expanding the breadth of perspectives within their organization. The management of MAI train

employees to ensure the improvement of the awareness of racial discrimination and ethnic diversity in the organization. The BOD of MAI help build the capacity of managers to ensure that the ethnic diversity policy is applied effectively within the organization. MAI take a structured approach that involves assuaging feelings of uncertainty about the future of the company and effectively communicating policies aimed at protecting employees belonging to certain racial and ethnic groups. MAI has a policy to treat all employees with equality and diversity management like offering health insurance, compensation and rewards and punishments.

The Human Resource Manager Ms. Yadanar provide employees to have an important role in raising awareness amongst themselves on the right to a workplace free from racial discrimination and supporting when they issue complaints. She helps the employees to realize their own potential to enable them to effectively utilize it. She communicate new racial and ethnic diversity policies by creating a consistent message delivered and sent to all hierarchical level through emails, internal media networks. MAI design message to accommodate the different languages and literacy levels of employees. MS. Yadanar gives equal chance and fair treatment to people with their position and abilities without seeing their ethnic groups and religions. If there is a discontent over religious issues, MAI encourage the two parties to discuss their faith and problems in a safe environment so that they may come to a better understanding of one after another. MAI encourage the finding of common ground between employees.

3.4.3 Gender Diversity Practice

Recognizing the gender imbalance, MAI's Director General and CEO U Aung Htet Oo said that the air transport industry must strive for change when it comes to diversity. Women are under-represented at senior levels and in some professions within airlines. MAI understand the value that a diverse and gender-balanced workforce delivers. MAI provides a global context and encouragement for the many initiatives employees are already taking to address the gender imbalance. MAI airline promotion of diversity, including the Forum for Engaging Men, Advancing Women programme, which brought together leaders from a range of industry segments to share dialogue about what men can do to support and advance women in the workplace.

Mr. Ryan Zwe, Chairman of Myanmar Airways International said that the

inclusion mean that the door is open for everybody to participate. It always starts at the top. If the leadership doesn't truly embrace differences, they're not being authentic, and the company culture will never change. So he decide to train the HR managers about gender diversity management practices and to embrace the organization to become a heterogeneous environment. MAI offer equality and affirmative action to all gender bases without biasing and one-sided. MAI also allow the working parents to take occasionally a day off or request a decrease in working hours. MAI take the form of formalized programs like paid maternity leave or a flexible work schedule, efforts can also become part of the organization's informal culture when the organization is supportive of a parent's need to care for a sick child. MAI pay the equal chance of all gender base to put more efforts to improve in the organization.

3.4.4 Age Diversity Practice

Myanmar Airways International examine organizational attractiveness to potential applicants as an outcome variable because it is related to an organization's ability to attract talented individuals that can help the organization succeed. MAI strongly espouses values that promote age diversity but its workforce is highly age-homogeneous, potential applicants may wonder whether the diversity-oriented message is truthful and whether they will find representatives of their own identity group in the organization. Generation gaps, new ideas and different perspectives are more likely to be well rounded by a diverse workforce. Mr. Ryan Zwe connects this broader perspective with commercially successfully airlines, which they found had both a clearly defined business model and vision, and that this stems from more diverse leadership teams. He believes that a more diverse team can be a strong defense against groupthink and stale ideas, therefore producing better innovation.

Myanmar Airways International Human Resource Manager Ms. Yadanar was supervised by Board of Directors to create and communicate a clear non-discrimination and inclusion policy. Not only does this lay the framework for an organization that doesn't tolerate age discrimination but it can also help with recruiting, as workplace inclusiveness may play a prominent role in a candidate's decision. MAI plan to use the different ages of employees to build a team of professionals whose skill sets complement one another. Myanmar Airways

International offer benefits that attract a great pool of candidates are more likely to age diversity. MAI gives equality to all ages group that are suitable with their job position like oversea job training, scholarship, sponsorship, health warranty and etc. Mr. Ryan Zwe believes that the composition of age diverse groups is perfect way to achieve in a competitive airline industry. Also MAI always consider the policy to be available and without biasing on age groups. MAI also pay the right position to the right applicant with equal treatment without focusing on age bases.

CHAPTER IV

ANALYSIS ON THE IMPACT OF WORKFORCE DIVERSITY PRACTICES ON EMPLOYEES' PERFORMANCE IN MYANMAR AIRWAYS INTERNATIONAL

In this chapter, research design and analysis of survey data are presented. To complete this research, methodologies are developed to refine the study that enables researchers to generate information needed. This section includes parts; research design, demographic information of respondents, measurement of the constructs, reliability test, Pearson's correlation coefficient analysis and summary.

4.1 Research Design

In this study, descriptive research was conducted with qualitative and quantitative methods. The study focused on investigating and examining factors of workforce diversity towards employees' performance in organization. The sample population of the study was selected 119 employees of Myanmar Airways International out of 369 employees by simple random sampling. It limit the sample employees of currently working in MAI. A sample frame is a list of all those within a population who can be sampled out and should reflect the whole population. Gay 1992 stated that 10 percent of accessible population is adequate to serve a sample. Cooper and Schindler 2003 argued that if well chosen, samples of 10% to 30% of a population could give reliable finding. Based on the argument by Cooper 2003, the researcher took a sample of 119.

4.2 Data Processing and Analysis

After the questionnaires were received, the data was descriptively analyzed and presented in the form of tables, charts and graphs. According to Latham and Locke 2006, Likert scale responses are treated as ordinal data. All the data collected through the questionnaires was analyzed statistically by using the Software Package for Social Science (SPSS). The variables used in this research served as key points for the researcher to find out if the objectives of the study were tenable. Pearson's

Correlation Coefficient was used to determine the relationship between independent variables and the dependent variables.

4.3 Demographic Characteristics

This provides demographic information of the respondents of the study. The characteristics include gender, age group, marital status, ethnicity, religious, education qualifications, work experience and respondents work level in the organization.

Table (4.1) Demographic Factors of Respondents

Sr.	Demographic Factors	Frequency	Percent	Cumulative Percent
1.	Gender			
	Female	53	44.5	44.5
	Male	66	55.5	100.0
Total		119	100.0	
2.	Age			
	18-30	74	62.2	62.2
	31-40	38	31.9	94.1
	50 and above	7	5.9	100.0
Total		119	100.0	
3.	Marital Status			
	Single	58	48.7	48.7
	Married	61	51.3	100.0
Total		119	100.0	
4.	Ethnic Groups			
	Bamar	92	77.3	77.3
	Rakhine	5	4.2	81.5
	Karen	5	4.2	85.7
	Other Ethnic Groups	17	14.3	100.0
Total		119	100.0	

5.	Religious			
	Buddhism	98	82.4	82.4
	Christian	18	15.1	97.5
	Other Religions	3	2.5	100.0
	Total	119	100.0	
6.	Education			
	Bachelor	76	63.9	63.9
	Master	18	15.1	79
	PhD	1	0.8	79.8
	Other	24	20.2	100
	Total	119	100	
7.	Position			
	Entry Level	9	7.6	7.6
	Junior	57	47.9	55.5
	Senior	46	38.7	94.1
	Manager	7	5.9	100
	Total	119	100	
8.	Experience			
	0-4	51	42.9	42.9
	5-8	46	38.7	81.5
	9-12	18	15.1	96.6
	13 and above	4	3.4	100.0
	Total	119	100	

Source: Survey Data, 2019

According to above table, 44.5% of respondents are female and 55.5% are male. It is found that the majority age levels of respondents are between 18 years and 30 years. Even though, the most of respondents are younger age level, it can vary age group in different position level of the company. 48.7% of respondents are single and 51.3% are married. Majority of people are getting married in MAI. The majority ethnicities of respondents are Bamars. Even though, the most of respondents are Bamars, it can vary ethnicity in different position level of the company. The majority religious of respondents are Buddhism. In terms of percentage, 63.9% of respondents

are bachelors, 15.1% are master degree holders, 0.8% are doctorates and 20.2% are others. Graduate levels is the largest group in MAI airline. The majority of respondents work between 0 to 4 years. Out of a total of 119 respondents, 7.6% are entry levels, 47.9% are junior, 38.7% are seniors and 5.9% are manager levels. Largest portion is shared by juniors and senior levels.

4.4 Analyzing Diversity Management Practices and Employee Performance

The measurement of central tendencies was used to determine the level of agreement of the respondents on each item of the constructs, age diversity, gender diversity, ethnic diversity and education background diversity.

Table (4.2) Analyzing Construct of Gender Diversity on Performance

Statement / Item	Mean	Std. Deviation
Employees have not been discriminated by employer during promotional opportunities based on gender	3.55	.831
Employees have not been discriminated by employer while hiring and recruit process on the gender basis	3.66	.728
Workforce of the same gender can easily form working groups	3.54	.871
Women are involved in the organization's decision making as much as men	3.82	.732
The performance criteria for success is expected to be higher for male employees than females.	3.09	.965
There is a proper mix of male and female in organization	2.99	.961
Overall Mean	3.4416	

Source: Survey Data, 2019

Based on the findings in Table (4.2) above, the respondents agreed that “women are involved in the organization's decision making as much as men” (mean=3.82; SD= .732), “employees have not been discriminated by employer while hiring and recruit process on the gender basis” (mean= 3.66; SD= .728), “employees have not been discriminated by employer during promotional opportunities based on

gender” (mean= 3.55; SD= .831), “workforce of the same gender can easily form working groups” (mean= 3.54; SD= .871) and “The performance criteria for success is expected to be higher for male employees than females” (mean= 3.09; SD= .965). On a different note, the respondents gave a neutral response on that “there is a proper mix of male and female in organization” (mean= 2.99; SD= .961).

Table(4.3) Analyzing Construct of Age Diversity on Performance

Statement/Items	Mean	Std. Deviation
There is a proper mix of employees from all the age group in the organization.	3.98	.582
Employees from all age groups involved in decision making and problem solving processes	3.70	.859
Age differences affect group effectiveness.	3.43	.743
I have no problem working with people of different group	3.72	.843
I feel motivated to work with employees of the same age group.	3.38	.920
Overall Mean	3.6420	

Source: Survey Data, 2019

From the table (4.10) above, the results indicate that the respondents agreed that “there is a proper mix of employees from all the age group in the organization” (mean= 3.98; SD= .582), “employees from all age groups involved in decision making and problem solving processes” (mean= 3.7, SD= .859) and “I have no problem working with people of different group” (mean= 3.72; SD= .843). On the other hand, the respondents gave a neutral response on that “Age differences affect group effectiveness” (mean= 3.43; SD= .743) and “I feel motivated to work with employees of the same age group” (mean= 3.38; SD= .920).

Table (4.4) Analyzing Construct of Ethnicity Diversity on Performance

Statements/Items	Mean	Std. Deviation
The organization does not discriminate to hire minorities	4.08	3.747
There are employees from different religions in the organization.	3.93	.607
The team leader includes all members at different ethnicity in problem solving and decision making.	3.72	.596
Top management consists of employees from different religions.	3.76	.647
I cooperate well with my colleagues of different ethnicity	4.01	.617
Overall Mean	3.90	

Source: Survey Data, 2019

From the results in table above, the respondents agreed on “The organization does not discriminate to hire minorities” (mean= 4.08; SD= 3.747), “I cooperate well with my colleagues of different ethnicity” (mean= 4.01; SD= .617), “There are employees from different religions in the organization” (mean= 3.93; SD= .607), “Top management consists of employees from different religions” (mean= 3.76; SD= .647) and “The team leader includes all members at different ethnicity in problem solving and decision making” (mean=3.72; SD= .596).

Table (4.5) Analyzing Construct of Education Diversity on Performance

Statements/ Items	Mean	Std. Deviation
There are employees with different educational backgrounds in the organization	3.89	.533
The recruitment plan is based on the educational background of applicants	3.92	.645
Differences in educational background do not bring conflicts among employees.	3.51	.723
Opportunities for growth and advancement exist for low educational qualification employees	2.94	1.152
Organization paid study leave to employees who further their education	2.82	1.157
Overall Mean	3.416	

Source: Survey Data, 2019

Based on the results in table above, the respondents agreed on “The recruitment plan is based on the educational background of applicants” (mean= 3.92; SD=.645), “There are employees with different educational backgrounds in the organization” (mean= 3.89; SD= .533) and “Differences in educational background do not bring conflicts among employees” (mean= 3.51, SD= .723). The respondents gave a neutral response on “Opportunities for growth and advancement exist for low educational qualification employees” (mean= 2.94; SD= 1.152) and “Organization paid study leave to employees who further their education” (mean= 2.82; SD= 1.157).

Table (4.6) Analyzing Construct of Employee Performance

Statements/ Items	Mean	Std. Deviation
Working in a diverse group helps me increase my productivity	3.52	.723
I can communicate and connect well with my colleagues of different ethnicity	3.93	.563
Opposite gender can perform well and I enjoy working with them.	3.51	.711
I feel that my performance is a reflective of my abilities	3.76	.713
By learning more skills through training, I can improve my work performance.	4.00	.701
My performance level affects my salary level	3.30	1.005
Good employee work performance is important for the future growth of MAI	4.31	.698
I am motivated to complete the task that is assigned to me	4.41	.588
Overall Mean	3.8425	

Source: Survey Data, 2019

From the table above, the results indicate that the respondents agreed that “I am motivated to complete the task that is assigned to me” (mean= 4.41; SD= .588), “Good employee work performance is important for the future growth of MAI” (mean= 4.31; SD= .698), “By learning more skills through training, I can improve my work performance” (mean= 4.00; SD= .701), “I can communicate and connect well with my colleagues of different ethnicity” (mean= 3.93; SD= .563), “I can communicate and connect well with my colleagues of different ethnicity” (mean= 3.76; SD= .713), “Working in a diverse group helps me increase my productivity” (mean= 3.52; SD= .723) and “Opposite gender can perform well and I enjoy working with them” (mean=3.51; SD=.711). The respondents gave a neutral response on “My performance level affects my salary level” (mean= 3.30; SD= 1.005).

4.5 Validity and Reliability

Internal consistency is a part of the reliability of a study, which is a necessity for measures to be valid (Saunders 2012). Internal consistency measures the consistency of the answers of the questions from the questionnaire and one of the most used methods to calculate the internal consistency is Cronbach's alpha. Cronbach's alpha is a reliability coefficient that indicates how well items in the set are positively correlated to one another (Sekaran 2003).

Table (4.7) Internal Consistency (Coefficient Alpha)

Coefficient Alpha	Level of Reliability
0.8-0.95	Very good reliability
0.7-0.8	Good Reliability
0.6-0.7	Fair Reliability
<0.6	Poor Reliability

Source: Hair, Money, Samouel and Babin (2003), *Essential of Business Research Methods, Wiley International Edition: LeynPublishing LLC*, (page 172)

Table (4.8) Reliability Test

No	Constructs	Cronbach's Alpha	No. of items
1	Gender	0.862	6
2	Age	0.662	5
3	Ethnicity	0.6233	5
4	Education	0.611	5
5	Employee Performance	0.603	8

Source: Data generated by SPSS version 22

From the table (4.8), it shows there are five constructs and total of 29 items were measured by reliability test and Cronbach's alpha in the questionnaire. the Cronbach's alpha was used to test the internal consistencies and stability of the multi-item scale. The closer the Cronbach's alpha to value of 1, the higher the internal consistency of the particular item. The constructs of gender is measured by using 6 items and shows coefficient alpha at 0.862. Second constructs which is age, measured by using 5 items giving coefficient alpha at 0.662. Thirdly, ethnicity shows coefficient alpha at 0.6233 and measured by using 5 items. Fourth, the education background is

measured by using 5 items and coefficient alpha at 0.611. Finally, the employee performance shows coefficient alpha 0.603 which is measured by using 8 items. Overall, the constructs of gender gives a very good reliability. The remaining four constructs fall under fair reliability in the questionnaire. Overall, the reliability coefficient (Cronbach's Alpha) of all examined constructs in the questionnaires is acceptable. All the constructs show a Cronbach's alpha more than 0.6 which signifies the consistency and reliability of the questionnaire. The questionnaire is distributed to 119 targeted respondents.

4.6 Inferential Analysis

This section provides the correlation analysis and regression analysis.

4.6.1 Correlation Analysis

Pearson's correlation coefficient is known as a method of measuring the correlation and it is based on the method of covariance. Pearson's correlation coefficient will indicate the direction, strength and significant of the bivariate relationship among all the variables that all the variables that were measured at an interval or ratio level. The number representing the Pearson correlation is referred to as a correlation coefficient. A correlation coefficient was run to investigate the relationship between variables.

Pearson's correlation coefficient indicates the significance, direction, strength and significance of the bivariate relationship among all the variables that were measured at an interval of ratio level (Sekaran 2003). The correlation coefficient ranges from -1.0 to +1.0. When the value is -1.0, there is a perfect negative linear relationship while r value is +1.0, there is a perfect positive linear relationship. When r value is equal to 0, there is no correlation among the variables.

4.6.2 Correlation of Independent Variables and Employee Performance

Table (4.9) Correlation of the Independent Variables and Employee Performance

		Employee Performance
Gender Diversity	Pearson Correlation	.239
	Sig. (2-tailed)	.009
	N	119
Age Diversity	Pearson Correlation	.303
	Sig. (2-tailed)	.001
	N	119
Ethnicity Diversity	Pearson Correlation	.223
	Sig. (2-tailed)	.001
	N	119
Education Diversity	Pearson Correlation	.427
	Sig. (2-tailed)	.000
	N	119

Source: SPSS outputs

Table (4.9) demonstrates the correlation coefficient for independent variables-gender diversity, age diversity, ethnicity diversity and education diversity and dependent variable- employees' performance. The correlation coefficient (0.239) between gender diversity and employees' performance falls under coefficient range from ± 0.21 to ± 0.40 . Therefore the relationship is small but definite relationship. The relationship is not significant. It is because .009 (nearest 0.01) is not less than 1%. The correlation coefficient (0.303) between age diversity and employees' performance falls under coefficient range from ± 0.21 to ± 0.40 . Therefore the relationship is small but definite relationship. The relationship is significant. It is because 0.001 is less than 1% level of significance. The correlation coefficient (0.223) between ethnicity diversity and employees' performance falls under coefficient range from ± 0.21 to ± 0.40 . Therefore the relationship is small but definite relationship. The relationship is not significant. It is because 0.015 is not less than 0.01. The gender group variable has a 0.427 correlation with the employee performance variable. This correlation

coefficient (0.427) falls under coefficient range from ± 0.41 to ± 0.70 . Therefore the relationship is moderate. The relationship is significant. It is because 0.000 is less than 1%.

4.7 Linear Regression Analysis

Multiple regression analysis is an analysis of association in which the effects of two or more variables in the single, interval-scaled dependent variables are investigated simultaneously (G. Zikmund 2010). We use multiple regressions when there is more than one independent variable to explain the variation in the dependent variable. Multiple regression is applied to investigate the relationship between workforce diversity management and employees' performance.

Table (4.10) Coefficients

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig
	B	Std. Error	Beta		
Constant	1.850	.344		5.375	.000
Gender diversity	.136	.069	.166	1.966	.052
Age diversity	.171	.083	.184	2.064	.041
Education diversity	.256**	.057	.385	4.522	.000
Ethnicity diversity	.007*	.035	.017	.188	.851

Model	R	R ²	Adjusted R Square	Std. Error of Estimate	Durbin-Watson
1	.513 ^a	.263	.237	.29852	1.792

Source: Data generated by SPSS

According to table (4.10), the adjusted R² value is 0.263. These mean that independent variables can explain 26.3% of the variation in dependent variable. However, it still left 73.7% unexplained in the research. The coefficients part of the table showed the contribution of each independent variable to the dependent variable. The Beta column of the standardized coefficients showed that education background diversity gave the largest contribution to performance by a value of 0.385. This value was supported by a significant value of 0.000 which was less than a p-value 0.05. Education diversity made the greatest significant contribution to performance of employees. Also age diversity was supported by a value of 0.184. This was provided

by a significant value of 0.041 which is less than p-value 0.05. Other remaining diversities, gender diversity and ethnicity diversity contributed slightly to performance of employees given by beta values 0.166 and 0.017. However significant level indicated that the contribution of the two variables was insignificant since they all have p-values greater than 0.05. (0.052 and 0.851).

Based on the results of multiple regression analysis, it can be concluded that the management of age diversity and education diversity have a significant positive influence on the performance of employees. Education diversity is more significant than age diversity because standard coefficient of education diversity is greater than that of age diversity. Gender diversity and ethnicity diversity did not have any significant impact on the performance of employees.

CHAPTER V

CONCLUSION

This chapter presents conclusion of the study. This study explores and analyzes the impact of workforce diversity on employees' performance in Myanmar Airways International. There are three portions in this conclusion. Findings and discussions from analysis of workforce diversity on employees' performance by the company is firstly discussed and then suggestions and recommendations of the study are presented. Finally, the limitations and needs for further study are described.

5.1 Findings and Discussion

This study analyzes the impact of workforce diversity on employees' performance in Myanmar Airways International (MAI). There were two main objectives to do this study; to identify the workforce diversity practices in Myanmar Airways International (MAI) and to analyze the impact of each diversity factor on employee performance. The study was based on the data from 119 employees working in Myanmar Airways International. As part of the preliminary analysis, demographic factors of the respondents are explored according to the variables such as gender, age, ethnic group, experience, religions and education.

Regarding with gender, more male employees are participated than females do. There is no surprising as the nature of airline industry. The respondents aged between 18-30 years are the highest group while the number aged above 50 years is the least group in the study. The majority of the respondents are Buddhism. The largest respondents among different ethnic group in MAI are Barmars. The largest number of respondents are married status and literates. University Bachelor Graduates are the highest number of respondents while the least number of respondents in MAI are PhD holders. According to their designation, most of the employees are junior level employees. Also according to the current experiences of respondents, respondents with experience of 0-4 years are more than other service years.

Additionally, the study explore the influential factors on he performance of employees in Myanmar Airways International using multiple regression analysis. Firstly, conclusions from the study highlight that the diversity management such as

age diversity and education diversity are important for Myanmar Airways International and indeed influence employees' performance in MAI. Firstly, the study reveals that gender diversity and ethnicity diversity does not have a significant impact on employees' performance in Myanmar Airways International. For gender diversity management, MAI make a well encouragement. They announce the performance criterion for success is equally expected to be higher for females as well as male employees. From the research, it was evident that there is no gender discrimination during hiring and promotion process. MAI attract and hire women prodigiously and that employees were given fair treatment throughout whether female or male.

Secondly, the study provides the evidence that ethnicity diversity has no significant impact on employees' performance in MAI. Employees were found to be ethnically harmonious. There is no ethnicity conflict and cliques at Myanmar Airways International. Over 85% of the respondents in Myanmar Airways International felt that ethnic differences in work place never encouraged conflicts and arguments between colleagues. The majority of employees in MAI agree that they cooperate well with various ethnicity employees. Having employees from various ethnic groups does not create problems irrespective of religions differences too. During the study, different ethnic groups seemed not to lower the esteem of employees regardless of their religions and races.

Thirdly, from this research study, age diversity has a significant effect on employees performance. The more increase in age diversity in Myanmar Airways International, the better the performance of employees. MAI has a strong intention to have different diverse age groups because they believe that young employees can be more creative, learn faster and can drive an innovation in the MAI as well as older employees with different knowledge, skills and experience. MAI also allow certain employees approaching their retirement to extend their work period if they wish to work continuously because of their will. MAI pay equal chances for all age base that are suitable with their job positions. MAI believe that all diverse age group employees who receive positive things contribute to employees' performance.

Finally, the education diversity has a significant effect on employees' performance. Myanmar Airways International often provides more attractive benefit package to get an advantage over other employers in hiring and promotion and retaining employees while other companies offer similar base pay. MAI pay scholarship for further study to employees twice a year to become continuous learning

environment. They also pay equal chances of training and coaching for employees with the relevant levels. Low educational qualifications in MAI have not affected the esteem of lower workers because opportunities for growth and advancement exists for all employees regardless of their education background. From the finding, even a lowest level education can get a chance to further study if they have an ambitious and interests to learn.

5.2 Suggestions and Recommendations

It was found that Myanmar Airways International accepts and recognizes the need of workforce diversity and also made diversity management policies to improve their organization's performance. For the survey, the primary data are collected from employees currently working in Myanmar Airways International (MAI). The managements have the strong desire to apply diversity management policies to employees. Employees are also willing to accept their styles of management in the organization to improve performance of the organization. So it is important to embrace diversity and satisfied employees to reduce negative consequences that may arise to affect organization. The findings of the study showed that employee performance has a positive correlation with workforce diversity variables such as gender diversity, age diversity, ethnic diversity and education background diversity. So it is important for organization to be conscious about it to gain competitive advantage over others and to maintain competitive advantage.

Firstly, the study found that the inclusions of all education backgrounds influence employees' performance. Myanmar Airways International mostly do not wish to offer paid study leaves to employees who further study. The study recommends that Myanmar Airways International (MAI) need to encourage employees by providing study leave. And the study also recommends that by providing paid study leave, the employees can increase their skills and knowledge. management should provide training programs to employees without required skills to perform the job. Management also needs to provide financial aid by providing high performance to gain some certification that will improve the performance of employees. This way is to motivate employees' motivation by using extrinsic motivation.

Secondly, the study also found that there is issue of gender diversity in MAI. The gender equality, male female ratio, fair treatment and gender consideration in hiring and promotion do not influence employees' performance. Although, the management of Myanmar Airways International should need to promote equal employment and job opportunities to all genders. The organization should create an environment that is flexible for female employees to manage their work and promote their lifestyles. MAI's management periodically should monitor the ratio of male and female employees in the organization. The study recommends that workforce diversity management practices to bring together the work performance and efforts of male and female employees to enhance performance.

Thirdly, the study showed that there is a burden in age diversity in Myanmar Airways International. The research found that all inclusion of age groups influence employees' performance. Thus management of MAI should encourage groups made up of different ages. The older employees have more experiences in relevant fields and more business skills. If these competences were shared among organization, it will build greater customer relationship and communication channels that can enhance customer royalty. Also the younger employees become more skillful and innovative when new technology comes into the organization. If these skills are shared, they can boost the performances of not only the group of employees but also the organization. Management of Myanmar Airways International should offer diversity training to all employees to deal implicit bias within employees. And also need to offer internship opportunities to young employees and improve age diversity.

Finally, ethnicity diversity does not affect on employees' performance. Though, the management of Myanmar Airways International should motivate social interactions between employees with different ethnics like cultures, religions and others. Employees get knowledge about the culture of colleagues of different ethnics. With this knowledge, the specific jobs can be successfully accomplished. Ethnic diversity can help the airline service coverage. Especially with the airline operations where they have to work with customers of different ethnic groups can boost performance. Managers of MAI should try to make a holiday calendar that is culturally diverse to know the cultural awareness. This can create the more welcoming work environment to all employees from different ethnicity.

5.3 Limitations and Need for Further Study

There are numbers of limitations that are identified in completing this research project. Firstly, a major constraint is the resources such as time constraint that was only limited to Myanmar Airways International. We spent a lot of time in allocating and searching other resources that may affect the research progress. Even though we get data from secondary sources, but it does not involve all information that are critical for our research. Secondly is the respondents' bias as the respondents may not be willing to take a participant in this survey because of time consuming and gain no benefits for them. Therefore unresponsive and inactive behavior of the respondents can make inaccurate answers in questionnaires. These consequences can limit us for obtaining reliable and relevant information related to the research. Thirdly, there may be several factors that can represent workforce diversity and may or may not have an impact on employees' performance. The resulted R^2 which is 0.263 means that 26.3% of the variance in employee performance is calculated by 4 variables which are gender, age, ethnicity and education background. There are still 73.7% of the variance in employee performance which can't be explained. This points out that there are still other variables that can have an effect on employees' performance.

This study provides as guidance for future research. The main highlight on workforce diversity of this research is the dimensions of gender, age, ethnicity and education background of the employees and the effect on the performance in the organization. There will be research's result that is a comparison on the performance of each individual employee and not on team performance. In future, the research can go further deeper in this field. Other researchers should need to adjust measurements and items used by other researchers to fit into this research's context. Future research should expand their sample size of population to get better and accurate results. It can be recommended that future research can be deeper for further study to get better understanding on this research.

Based on the findings and results above, the overall impacts of workforce diversity of organization like airline industry such as gender diversity, age diversity, education background diversity and ethnicity diversity towards employee performance is significant in most of the means. The objectives of the research are fulfilled with the results exception of gender diversity and ethnicity diversity. The workforce diversity becomes one of the most popular and useful means to analyze the

organization's performance. In recent year, the research can provide evidence and proofs to support future research and study related to this study field.

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APPENDICES

APPENDIX I

Questionnaires

This survey is a partial fulfillment of the requirement for Master Degree of Commerce. This questionnaire is only concern with M. Com thesis paper and not related with other business purpose. This questionnaire consists of three sections. The respondent will be required to answer eight questions in section one of the questionnaire on his/ her general background. All the items in section B and C require responses ranging from strongly agree to strongly disagree. The respondent is expected to circle whichever is appropriate with his or her opinion. Please be assured that your responses will be strictly confidential.

Section A Demographic Background

Please tick the appropriate answer.

1. Gender: Female Male
2. Age group: 18-30 31-40 41-50 50 and above
3. Marital Status: Single Married
4. Ethnic group: Burma Rakhine Karen Others
Others _____
5. Religious: Buddhism Christian Islam Others
Others _____
6. Highest Educational Qualification: Bachelor Master PhD Others
Others _____
7. Work Experience: 0-4years 5-8 9-12 13- above
8. Level in Organization: Entry Level Junior Senior Manager

Section B

Workforce Diversity on Employee

Instruction: Please choose one of the following numbers on each statement according to the index: 1 = Strongly Disagree

2 = Disagree

3 = Neutral

4 = Agree

5 = Strongly Agree

1-Gender Diversity

No	Statements	1	2	3	4	5
1.	Employees have not been discriminated by employer during promotional opportunities based on gender.	1	2	3	4	5
2.	Employees have not been discriminated by employer while hiring and recruit process on the gender basis.	1	2	3	4	5
3.	Workforce of the same gender can easily form working groups.	1	2	3	4	5
4.	Women are involved in the organization's decision making as much as men.	1	2	3	4	5
5.	The performance criteria for success is expected to be higher for male employees than females.	1	2	3	4	5
6.	There is a proper mix of male and female in organization.	1	2	3	4	5

2-Age Diversity

No	Statements	1	2	3	4	5
1.	There is a proper mix of employees from all the age group in the organization.	1	2	3	4	5
2.	Employees from all age groups involved in decision making and problem solving processes.	1	2	3	4	5
3.	Age differences affect group effectiveness .	1	2	3	4	5
4.	I have no problem working with people of different group.	1	2	3	4	5
5.	I feel motivated to work with employees of the same age group	1	2	3	4	5

3- Ethnicity Diversity

No	Statements	1	2	3	4	5
1.	The organization does not discriminate to hiring minorities.	1	2	3	4	5
2.	There are employees from different religions in the organization.	1	2	3	4	5
3.	The team leader includes all members at different ethnicity in problem solving and decision making.	1	2	3	4	5
4.	Top management consists of employees from different religions.	1	2	3	4	5
5.	I cooperate well with my colleagues of different ethnicity	1	2	3	4	5

No	Statements	1	2	3	4	5
1.	There are employees with different educational backgrounds in the organization	1	2	3	4	5
2.	The recruitment plan is based on the task related skills of applicants.	1	2	3	4	5
3.	Differences in educational background do not bring conflicts among employees.	1	2	3	4	5
4.	Opportunities for growth and advancement exist for low educational qualification employees.	1	2	3	4	5
5.	Organization paid study leave to employees who further their education.	1	2	3	4	5

4- Educational Background Diversity

Section C

Attribute on Employee Performance

Instruction: Please choose one of the following numbers on each line according to the index: 1 = Strongly Disagree

2 = Disagree

3 = Neutral

4 = Agree

5 = Strongly Agree

Employee Performance

No	Statements	1	2	3	4	5
1	Working in a diverse group helps me increase my productivity.	1	2	3	4	5
2	I can communicate and connect well with my colleagues of different ethnicity.	1	2	3	4	5
3	Opposite gender can perform well and I enjoy working with them.	1	2	3	4	5
4	I feel that my performance is a reflective of my abilities	1	2	3	4	5
5	By learning more skills through training, I can improve my work performance.	1	2	3	4	5
6	My performance level has direct effect on my salary level.	1	2	3	4	5
7	Good employee work performance is important for the future growth of MAI.	1	2	3	4	5
8	I am motivated to complete the task that is assigned to me.	1	2	3	4	5

THANK YOU FOR YOUR PARTICIPATION!!!