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Does Emotional Intelligence Mediates the Relationship between Workforce Diversity and Employees Performance?

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ABSTRACT

This study focus on determining the mediating effect of emotional intelligence in the relationships with workforce diversity and employs performance. A survey was conducted on health sector of Malakand division, KPK, Pakistan. The data was selected from the health related employees of different hospitals of Malakand divisions of kpk, Pakistan. 250 questionnaires were distributed among this customer out of whom 207 filled questionnaires were received forming percentage of 82.8% and these properly filled questionnaires were used for data analysis. The theory y and x were used to generate the study hypotheses. Data was analyzed through descriptive statistics, correlation analysis, reliability analysis and regression analysis. Findings of the study reveal that there is significant relationship between age diversity and gender diversity with employee's performance and mediating role of emotional in the health sectors of Malakand division, KPK, Pakistan. Practical implications of the result were presented along with number of limitations and direction for future study.

1. INTRODUCTION

In the 21st century the technological advancement has brought us to the era of modernization and globalization. Rapid global technological changes lead the business community to the problems of harsh competition & challenges (Jada, Jena *et al.* 2014). It created the problem of survival in global economy. Present day every organization trying to get high market shares and to overcome afore mentioned problems of competition and challenges. In a satiation like stated earlier organizations needs a well specialized work force (Gupta 2011). To face the afore-said problems and for better performance the organizations are intended to hire & retain a specialized and diversified workforce (Gupta 2011, Ali and Konrad 2017). Some research studies illustrates

that the success of any organization mostly based on its employees and diversified workforce help organizations in terms of creativity, superior understanding of the market, effective problem solving and improved ability (Gupta 2011, Idrees, Abbasi *et al*. 2013, Ali and Konrad 2017). Characteristic between the subordinates such as age, gender, culture and many others difference, if managed properly, work can be done more effectively and efficiently (Bartz, Hillman *et al*. 1990).

Age and gender are two components of diversity in the workplace and have received much consideration in advanced organizations. Age diversity refers to the different generations of workers with different behaviors, attitude and values (Gupta 2011). In other words the involvement of different age employees in workgroup, as age is the important factor for organizations as older employee's vast experience and youth energy can bring success to the organizations (Gupta 2011). Additionally, the similarities and differences among employees on the basis of gender such as male and female leads to Gender diversity (Bartz, Hillman *et al*. 1990).

Employee's performance for both profitable and non-profitable organizations is an important issue as well as its definition and opinion is different among different researchers. Employee Performance at any organization is a main concern with respect to all the factors and conditions (Ahmed and Ramzan 2013). Employee's best performance of an organization leads towards good organizational productivity that makes the organization more successful and efficacious and vice versa (Armstrong and Baron 2000). Majority of the workers relate the performance with efficient and effectiveness. (Bartlett and Ghoshal 1995). Action of employee performance which can be appraisal and contributions to organization effectiveness. (Mawoli and Babandako 2011). Employees Performance is the activities and results that employees gives by engaging in their work that assist and contributions in achieved the organization objective (Armstrong and Baron 2000) (Onukwube, Iyagba *et al*. 2010).

Employee with different ages and gender diversity adds marvelous value to the organizations due to their various skills, creativity, knowledge and abilities (Jada, Jena *et al*. 2014). Some other researchers argues that work force diversity brought better performance and good productivity due to job specialization and new skills, but on the other hand it has also created problems of labor discrimination, prejudice and conflicts, although these conflicts can be resolved through improving human resource policies (Hekman, Johnson *et al*. 2017), and some other strategies such as Emotional intelligence (EI) (Malik and Shahid 2016).

Researcher define the emotional intelligence is the capability to identify own emotions and others at the work places. Besides this recognize the feelings and labeling them appropriate (Goleman 2006). Emotion intelligence is to know the capacity of individual and regulate the emotions in effective way to achieve the goals of the organizations. (Yin, Lee *et al*. 2013). Goleman (2006) argue that there are five components of emotional intelligence which are motivation, social skills, self management, awareness and empathy.

Problem statements

Malik and Shahid (2016) reported that very fewer study in the published literature which explores the relationship between emotional intelligence and workforce diversity among employee performance. Prior studies are available regarding this study and according to the researcher no more study is available regarding this conceptual model generally in Pakistan and particularly Malakand division Khyber Pukhtunkhwa. Hence the aim of this research paper is to examine that does Emotional Intelligence Mediates the Relationship among the employee performance and workforce diversity in Malakand division, Khyber Pukhtunkhwa, Pakistan.

Research Objectives

The purpose of this study is:

1. To find out the effect among the employee performance and age diversity
2. To find out the effect among employee performance and gender diversity.

3. To measure the mediating role of emotional intelligence between workforce diversity and employees performance.

2. LITERATURE REVIEW

Age diversity

Age diversity has gained much attention and is more important in Human Resource Management. Age diversity is the heterogeneity or differences with respect to age in the members of an organization or group. Age diversified workforce consists of different values and believes that can affect the level of consolidation & coherency within a group (Wiersema and Bird 1993). Age diversity is the entirety of the individual differences and similarities in the demographic, socio-cultural and other factors which employees in the industrial business bring to the work place (Akintayo and Shadare *et al*, 2020)

Du Plessis and Van der Walt (2010) found that age as a factor of diversity in not permanent as like race or gender but different among different people, due to differences in age problem caused by age diversity is that when a younger employee with less experience supervisor is put in charge of older employees with experience will lead to negative response from experienced employees. Similarly it has been prefigured that in age diversified top management and work groups with lower performance rating than employees similar in ages the rate of absenteeism and turnover is relatively high and age differences in subordinates and supervisors lead to poor performances (Milliken and Martins 1996).

From view of social categorization theory age diversity may affect group performance e.g. capability, perception, cognitive and these similarity may result in interpersonal attractions and values. While there is difficulty in communication and conflicts are likely high in the groups that are characterized by heterogeneity in age. However in age diversity the access of information is high that may enhance group decision making and may affect performance and creativity positively within groups (Williams and Charles 1998).

Kunze, Boehm *et al*. (2013) Explained that from organizational behavior perspective there is a adverse out come of age diversity on organizational performance, as formation of similar age groups can result in poor performance but if organizations develop such HR practices that are friendly to diversity may construct an situation of common self esteem between all workers and in return performance will increase. The age diversity and employee performance play vital role in reducing the stereotypes behavior of top management, if top management low negative age stereotypes then the formation of sub grouping and age discrimination may disappear and age diversity will effect positively on organization. When the strategies and tasks are adjusted in such a way that reflect diversified workforce can enhance competitiveness like innovative organizations with innovative tasks and age diversity attain their desired goals more effectively and then the organizations with no innovative tasks and creativity (Backes Gellner and Veen 2013).

Gender diversity

The gender base difference in work setting is promoted and justified due to which preference giving to males. (Heilman, Block *et al*. 1989, Landau 1995, Kochan, Bezrukova *et al*. 2003). Besides this during the selection process males are selected as compare to females because male performed better than the females.

According to (Brown 2008, Chuang 2013), at work place important amount diversity remains unproductive. Most researcher argue the main challenge face by the females is that they are not enough competent then the males staff Kossek, Lobel *et al*. (2005) conducted an research in which he conclude the 54 % of working women are at working place as compare to men they are 80%. The investigate from Jackson, Joshi *et al*. (2003), a significant positive relationship was found among the intra team cooperation and gender diversity, but only within regions that were relatively diverse in terms of gender. Besides this team performance has positive relationships with team gender diversity, but the gender diversity is high only within the regions.

In contrast, Jayne and Jayne and Dipboye (2004) point out that it's not necessary that gender diversity will bring positive outcome such as build commitment, talents and motivation. The outcome from study shows that benefit from diversity dependent on contingent situation such culture and organizational strategy.

Gender diversity

Mayer, Salovey *et al*. (1997) Define Emotional Intelligence as the ability to identify correctly, evaluate and express emotions; the ability to access and/or generate feelings when they facilitate thoughts; the ability to understand and regulate emotions to promote emotional and intellectual growth. According to Mayer, Salovey *et al*. (1997) EI model consist of four emotional intelligence components such as self-emotion appraisal, other emotions appraisal, regulation of emotions and use of emotions (Wong and Law 2002, Guy and Newman 2004). Thus the ability model conceptualizes emotional intelligence as intellectual understanding of emotions and how emotions guides.

At the theoretical level emotional intelligence reveals the extent to which a person attends to process and acting upon of an emotional nature intra-personally inter personally. However, there are subsequent debates at operational level mainly that have led to two different approaches; the ability and trait emotional intelligence. The ability approach uses maximum performance measure as EI test to assess individual differences in the interface of emotions with cognitive process (Mayer, Salovey *et al*. 1997), while trait EI on the other hand incorporate EI abilities within a more general framework of individual self-perceived emotionality and emotion efficacy   (Petrides and Furnham 2000). According to (Bar-On 1997, Bar-On 1997) Nevertheless, some traits EI approaches and corresponding measure diverge from the conceptualization of EI and focus on individual differences in adaption to environmental demands.

Emotional intelligence is a subdivision of social intelligence including the ability to observer and monitor one's won and others emotions and feelings to distinguish among them and to use this information to guide ones thinking and actions that having significant effects on employee performance (Huy 1999). Likewise EI addresses the four-dimensional EI paradigm which entailing self-awareness, self-management, social awareness and social management and it have significant impact on employee performance (Kelly and Barsade 2001, Mayer, Salovey *et al*. 2002, Salovey and Pizarro 2003, Cote and Miners 2006). Managerial deficit in emotional intelligence is tantamount to poor management of diversity which could potentially lead to poor interpersonal relations, discrimination, employee turnover, absence, loss of organizational repute, inability to attract quality employees and poor performance outcomes. For managers, the benefits of emotional intelligence in managing diversity potentially include increased self assurance, harmonious relationships and reduced stress Varshney, D., & Varshney, N. K. (2020). For the organization potential doles include, increased teamwork and collaboration, improved commitment, motivation, decreased conflict, positive attitude, decreased turnover, creativity, and innovation from diverse standpoints.

(Kamps and Engelbrecht 2019), who originate a strong relationship between emotional intelligence and the valuing of individual difference relatively, human beings perceive a sense of insecurity or lack of trust amidst people who are different from them in terms of, ethnicity, nationality, gender, age, religion, social class. Therefore, diversity in the workplace has the potential to trigger emotional reactions which can be managed using emotional intelligence.

Theory X and Y

Douglas Mcgregor initiated the theory 'x' as well as theory 'y' likewise indicated to as "hard guy, soft guy" method for arranging with individuals inside the organization. In accordance with McGregor, there are two styles of presumptions to control individuals in firm. Theory 'x' clarifies the representative having appalling facts of view although the 'y' states to professional in a positive way. Theory 'x' says that the dominant part has

little ability for inventiveness in settling authoritative inconveniences as motivation outcomes just at the mental and security organize.
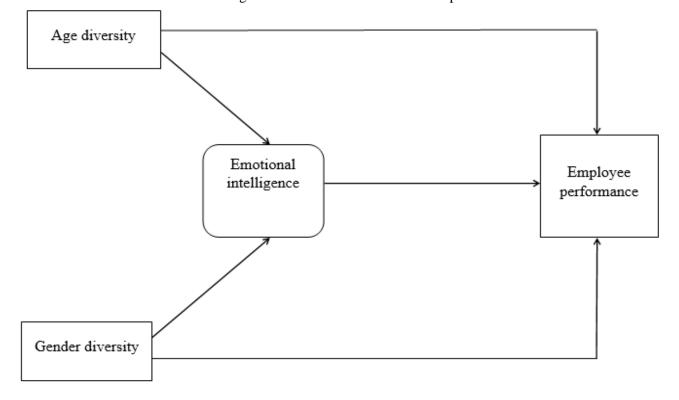
In assessment, theory 'y' asserts that individuals naturally managing can perform and innovative at job if certainly managed. The capability to utilize their cogitations as well as creativity is comprehensively situated amongst personnel. Inspiration happens at entirely scopes of specialist necessities regardless of organic, public, safety, intellectual. That could be said that theory 'X' is additional appropriate into normal enterprises as the theory 'y' is reasonable to current, exposed, regionalized as well as general organizations (Adhikari, 2003). Mulling over the overhead proposal particularly of theory 'y', it may be unexpected the phenomenal, cheering as well as unhindered connections of any association persuade human resource to come to be additional effective and fruitful. This proposes capacity building intercessions might be green technique to motivate and move human sources or representatives to be more prominent successful and final product arranged, which prompts specialist advancement. Hence on the base of afore mentioned literature review the following hypothesis has been formulated.

H1: There is significant relationship between Age Diversity and employee performance.

H2: There is significant relationship between Gender Diversity and Employees Performance.

H3: There is significant relationship between Age Diversity and Employees Emotional Intelligence.

H4: There is significant relationship between Gender Diversity and Employees Emotional Intelligence.

H5: There is significant relationship between Emotional Intelligence and Employees Performance.

H6: Employees Emotional Intelligence significantly mediates the relationship between Age Diversity and Employees Performance.

H7: Employees Emotional Intelligence significantly mediates the relationship between Gender Diversity and Employees Performance.

Conceptual Framework

On the basis of literature the following theoretical model has been developed.

Research Design

This study based on quantitative in nature. Primary data was collected via distribution of questionnaire in this study. Researcher interference was minimal, study type was cross sectional and analysis units were individuals. By doing so researcher will be able to investigate the relationship among the propose variables. As relational survey is use to study relationship between independent and dependent variables empirically (Rungtusanatham, Choi *et al*. 2003).

Population of the study

The populations for this study are the front line employees that are connected with health sector of Malakand division Pakistan. As investigating entire population of Pakistan for propose study is too difficult and inconvenient for researcher because of different culture, high cost and large geographical dispersion.

Sampling design

The researcher collected sample through non probability sampling technique. Malakand division is considered the population and further it has been divided into seven districts. 250 employees have been selected as a respondents of propose study out of these 207 respondents provided filled questionnaires and SPSS software was use for the regression analysis.

3. RESULTS AND DISCUSSIONS

The below Table **1** shows reliability analysis of items of the dependent, mediate and independent variable. In this table age diversity items are 4 having reliability 0.818 which shows that the items are reliable for further analysis. Additionally, gender diversity items are also 4 having items reliability 0.766 which suggest that it is reliable. Similarly, employee's performance items are 4 with reliability of0.710 which also means that it is good for further analysis. Finally the emotional intelligence items are 20 with reliability 0.884 which means that it is acceptable.

Table 1. Reliability statistics.

Variables	Cronbach' Alpha	No Items
Age Diversity	.818	4
Gender Diversity	.766	4
Employees Performance	.710	4
Emotional Intelligence	.884	20

Table **2** below shows demographic analysis of the variable. In this table first part shows gender of the respondents and in which 125 are male having percentage 60.4 while, 82 are female having percentage 39.6. additionally, the next part of the table shows age of the respondents and in which 25 of the respondents having age between 18-24 with percentage of 12.1, 80 of the respondents have age between 25-34 with percentage of 38.6, 78 of the respondents are with age of 35-44 with percentage of 37.7, 14 of the respondents are between 45-54 having percentage of 6.8 and 10 of the respondents are above 55 years having percentage of 4.8. Moreover, the next part of the table describes designation of the respondents. In this Table **3** of the respondent are MS having percentage of 1.4, 20 are doctor with percentage of 9.7, 44 are nurse with percentage of 21.3, 84 are paramedics with percentage of 40.6 and 56 are administration having percentage of 27.1. finally, the last part of the table shows income of the respondents. In this table 37 of the respondents income between 20000-35000 with percentage of 17.9, 65 of the respondents are between 35000-50000 with percentage of 31.4, 50 of the respondents income are 50000-65000 with percentage of 24.2, 39 of the respondents income

are 65000-80000 with percentage of 18.8 and 16 of the respondents income 80000 above with percentage of 7.7.

Table 2. Descriptive statistics.

	Frequency	**%**
Gender		
Male	125	60.4
Female	82	39.6
Age		
18-24	25	12.1
25-34	80	38.6
35-44	78	37.7
45-54	14	6.8
55 or above	10	4.8
Designation		
MS	3	1.4
Doctor	20	9.7
Nurse	44	21.3
Paramedics	84	40.6
Administration	56	27.1
Income		
20000-35000	37	17.9
35000-50000	65	31.4
50000-65000	50	24.2
65000-80000	39	18.8
80000 above	16	7.7

Table **3** shows correlation analysis of the variable. The value of below table postulates that there is significant correlation between dependent, independent and mediate variable.

Table 3. Correlation.

	Age Diversity	**Gender Diversity**	**Employees Performance**	**Emotional Intelligence**
Age Diversity	1			
Gender Diversity	.306**	1		
Employees Performance	.271**	.390**	1	
Emotional Intelligence	.263**	.328**	.352**	1

Table **4.1** suggests regression analysis of the variable. In this table the value of F shows statistical significance of the model ($p < .05$). The value of F for age diversity and gender diversity with employee performance= 16.245 and 36.757, p= .000 ($p < .05$) shows that the model is statistically significant. Additionally, t value

shows acceptance or rejections of the hypothesis. In this table the value of t for age diversity is 4.031 and for gender diversity is also 4.031 which means that the hypothesis 1 and 2 are accepted.

Table 4.1 Regression Analysis Step 1.

Independent Variables	Dependent Variable Employees Performance		
	B	**T**	**Sig**
(Constant)	6.904	12.233	.000
Age Diversity	.271	4.031	.000
R Square	.073		
Adjusted R Square	.069		
F- Model	16.245		
	B	**T**	**Sig**
(Constant)	4.509	12.233	.000
Gender Diversity	.390	4.031	.000
R Square	.152		
Adjusted R Square	.148		
F- Model	36.757		

Table 4.2 suggests regression analysis of the variable. In this table the value of F shows statistical significance of the model (p< .05). The value of F for age diversity and gender diversity with emotional intelligence = 15.270 and 24.742, p= .000 (p< .05) shows that the model is statistically significant. Additionally, t value shows acceptance or rejections of the hypothesis. In this table the value of t for age diversity is 3.908and for gender diversity is also 4.974which means that the hypothesis 3 and 4 are accepted.

Table 4.2 Regression Analysis Step 2.

Independent Variables	Mediating Variable Employees Emotional Intelligence		
	B	**T**	**Sig**
(Constant)	42.282	17.376	.000
Age Diversity	.263	3.908	.000
R Square	.069		
Adjusted R Square	.065		
F- Model	15.270		
	B	**T**	**Sig**
(Constant)	34.817	10.248	.000
Gender Diversity	.328	4.974	.000
R Square	.108		
Adjusted R Square	.103		
F- Model	24.742		

Table **4.3** suggests regression analysis of the variable. In this table the value of F shows statistical significance of the model (p< .05). The value of F for emotional intelligence with employees performance= 29.080 p= .000 (p< .05) shows that the model is statistically significant. Additionally, t value shows acceptance or rejections

of the hypothesis. In this table the value of t for age diversity is 5.39 which means that the hypothesis 5 are accepted.

Table 4.3 Regression Analysis Step 3.

Mediating Variables	Dependent Employees Performance		
	B	**T**	**Sig**
(Constant)	4.859	6.058	.000
Emotional Intelligence	.352	5.393	.000
R Square	.124		
Adjusted R Square	.120		
F- Model	29.080		

Table **4.4** suggests regression analysis of the variable. In this table the value of F shows statistical significance of the model (p< .05). The value of F for emotional intelligence with independent variables and dependent variables are 18.101 and 24.001, p= .000 (p< .05) shows that the model is statistically significant. Additionally, t value shows acceptance or rejections of the hypothesis. In this table the value of t emotional intelligence with independent variables and dependent variables are 8.14 and 7.37 which means that the hypothesis 6 and 7 are accepted.

Table 4.4 Regression Analysis Step 4.

Independent Variables	Mediating Variables	Dependent Employees Performance		
		B	**T**	**Sig**
(Constant)	(Constant)	5.5	9.08	.000
Age Diversity	Emotional Intelligence	.412	8.14	.000
R Square	R Square	.118		
Adjusted R Square	Adjusted R Square	.136		
F- Model	F- Model	18.101		
		B	**T**	**Sig**
(Constant)	(Constant)	6.1	7.01	.000
Gender Diversity	Emotional Intelligence	.532	7.37	.000
R Square	R Square	.144		
Adjusted R Square	Adjusted R Square	.147		
F- Model	F- Model	24.001		

4. CONCLSION

This study recognized that emotional Intelligence receipts contributed significantly to management of workforce diversity. The finding implies that, emotional intelligence is one of the most vital factors that help in employee performance and overall success in today's dynamic environment, but unfortunately the studies on this subject are very limited. In the recent times, organizations are looking for the people with high emotional intelligence, which is considered to be most significant in the consideration of diversity management for organization growth and stability.

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