To Study the Diversity of Workforce and Employee Engagement with its Impact on the Productivity of Central Railway

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Abstract. This study investigates the relationship between job satisfaction and emotional exhaustion among primary education teachers in Kosovo, particularly in the context of strikes. The purpose of this paper is to understand how these variables interact and influence each other, focusing on the impact of work experience. The methodology involved a quantitative approach using structured instruments to measure job satisfaction, emotional exhaustion, and strike tendencies among 150 teachers from three primary schools in Pristina. Data were collected through questionnaires and analyzed using descriptive statistics, correlation analysis, and one-way ANOVA. The findings reveal a positive and linear relationship between job satisfaction and emotional exhaustion, indicating that teachers experiencing higher levels of emotional exhaustion report lower job satisfaction. Additionally, the results show that work experience significantly influences job satisfaction, with more experienced teachers reporting higher satisfaction levels and better navigation of strikes. However, no significant relationships were found between job satisfaction and strike tendencies or between emotional exhaustion and strike tendencies. The practical implications of this study underscore the importance of addressing emotional exhaustion to enhance job satisfaction among teachers. The findings suggest that future research should explore interventions aimed at mitigating emotional exhaustion and improving job satisfaction in educational settings by providing a comprehensive understanding of the dynamics between job satisfaction, emotional exhaustion, and strike tendencies. These insights can inform educational policy and teacher support programs, ultimately contributing to a more supportive and satisfying work environment for teachers.

Keywords: Correlation, Diverse team, Employee Engagement, Organizational Productivity, Workforce Diversity.

1. INTRODUCTION

Workforce diversity (WD) in an organization is a positive sign and is observed regularly nowadays indicating that the company values inclusivity and seeks to connect the unique perspectives, experiences, and skills of employees from various backgrounds like age, race, culture, language, religion, sex in the organization. Group of heterogeneous people so scholars have studied these tangible factors and even intangible diversity factors like beliefs, values, ethnic, racial, and cultural backgrounds. A mix of genders, including initiatives for gender equality. Age diversity, with a balance of younger and more experienced employees. Representation of individuals with disabilities or differing abilities. Diversity in the workforce helps to nurture innovation, creativity, and better problem-solving, leading to enhanced organizational performance and a more inclusive workplace culture. It affects organizational culture which leads to more creative solutions and approaches to challenges. Additionally, a diverse workforce reflects the diverse customer base and community, allowing organizations to better understand and meet the needs of their stakeholders. (10). Engaged employees are enthusiastic about their work, committed to their organization's goals, and motivated to contribute to its success. Employee Engagement (EE) is a crucial part of HR managers is leads to organizational success or failure. This is an emotional and psychological connection that employees have with their work, organization, and objectives. William A. Kahn, a professor of OB at Boston University wrote "Psychological Conditions of Personal Engagement and Disengagement at Work" which describes EE as people employing and expressing themselves physically, cognitively, and emotionally during role performances."(12)

1.1. Factors that influence workforce diversity

A Study conducted by researchers Ely and Thomas (2001) discusses the importance of proactive recruitment strategies in building diverse teams (7). OC is an intangible factor that creates values and celebrates differences creating an environment where employees feel comfortable and sometimes could be suppressing his or her own identities. Research conducted by Cox and Blake (1991) highlights the impact of organizational climate as an outcome of OC on diversity initiatives and outcomes. (5). A study by Rynes and Rosen (1995) examines the role of leadership in diversity management. (21)

1.2. Factors Influencing Employee Engagement

A comprehensive study conducted by Aon Hewitt, titled "Trends in Global Employee Engagement" (2018), provides insights into various factors like OC, Leadership Style, Job Satisfaction, Recognition and Rewards, and Career Development that influence EE (3). OC is an intangible factor promoting trust, collaboration, and open communication among employees. Effective leadership creates a transparent work culture and provides clear direction to inspire, trust and commitment between employees. When employees

find their work meaningful, challenging, and aligned with their skills and interests, they enjoy work-life balance and get satisfaction. Monetary and Nonmonetary rewards, incentives opportunities for advancement motivate employees to perform at their best. WFH, flexible work arrangements, time off policies, and paid holidays, wellness programs contribute to higher levels of engagement. Proper training, mentoring, and career development opportunities empower employees to enhance their skills.

1.3. EE and Its Relevance

It refers to the emotional commitment of employees have toward their organization and its goals. Engaged employees are more motivated, committed, and willing to go the extra mile, increasing overall output. Engaged employees tend to provide better service, leading to higher customer satisfaction. Engaged employees are less likely to leave and more likely to maintain consistent attendance and teamwork and effective communication within the organization is responsible for the same.

1.4. WD and Its Relevance

WD encompasses the variety of differences among employees in an organization, including race, gender, age, ethnicity, culture, abilities, and more. Diverse teams bring different perspectives, ideas, and problem-solving approaches, fostering creativity and innovation. Diverse teams often make better decisions due to the inclusion of varied viewpoints. For multinational organizations diversity reflects the global customer base, enabling better understanding and market penetration. Organizations that value diversity attract a broader talent pool and enhance employee satisfaction, reducing turnover rates. Promoting diversity ensures compliance with laws and improves the organization's reputation as an inclusive employer.

2. SCOPE OF THE STUDY

The topic is entitled "A Study of Diversity of Workforce and Employee Engagement on Organizations Productivity" Therefore the scope of the subject is restricted to the above topic and the study is limited to a selected sample size of Central Railway. The research will be carried out to understand the impact of workforce diversity practice followed by Indian railways and its impact on productivity. Job demands, job resources, and monetary and nonmonetary benefits are regarded as the factors affecting employee engagement (EE), and their effects on productivity were also covered.

3. RATIONALE OF STUDY

In Indian railways, WD practices are followed strictly as per the Ministry of Railways, Government of India. Due to increased demographic diversity, organizations are getting, more benefits from diverse groups and, it can work with creativity and innovation that help to make the proper decision and solve the problem. Diversity practices like age, gender, religion, and ethnicity of the respondents. These factors are the primary sources of conflicts in the diverse organization. It is important to know that critical thinking has more influence on employees. It facilitates individual development, organizational development, and team/group development. Specific problems associated with the present research are that; both job demands and job resources have an impact on employee engagement. Several studies have previously been conducted on the diverse practices and multiculturalism and the various factors affecting the employees engaged in multiple sectors. However, there is no evidence showing research activities conducted on Indian Railways. By way of this research work efforts are taken to identify the diverse practices in Indian railways and different factors affecting EE and its impact on productivity.

4. RESEARCH METHODOLOGY

This research paper is based on primary data and supported by statistical analysis. Secondary data has been included in various research papers, articles, and newspapers. This paper included theoretical literature reviews that show the relationship between EE, WD, and productivity. By synthesizing existing research this paper aims to provide insights based on the following objectives.

4.1. Objectives of the Study

1) To explore the different factors of the diversity of the workforce and its impact on an organization's productivity.

2) To examine the different factors of employee engagement (EE) and its impact on organizations' productivity.

4.2. Hypothesis

HYPOTHESIS STATEMENT 1: Diversity of workforce factors has an impact on the organizations' productivity observed in the Central Railway (ER).

$1H_0$: There is no relationship between different factors of the diversity of workforce with organizations productivity.

$1H_1$: There is relationship between different factors of the diversity of workforce with organizations productivity.

HYPOTHESIS STATEMENT 2: Different factors of employee engagement (EE) have an impact on the organizations' productivity observed in the Central Railway (ER).

$2H_0$: There is a relationship between different factors of employee engagement (EE) with organizations productivity.

$2H_1$: There is a relationship between different factors of EE with organizations' productivity.

5. LITERATURE REVIEW

In the last two decades, India has observed two main changes, one is migration from rural to urban areas and the entry of women in every field. Brain drain is also common among the young unemployed population. Bellini, 2005 study shows that a diversified workforce may have different visions, perceptions, views, attachments, etc. EE is essential because it directly impacts an organization's performance, culture, and long-term success. They are more likely to take initiative, innovate, and contribute to achieving organizational goals. Engaged employees feel valued and connected to the organization, reducing turnover rates. High retention saves costs associated with recruiting, hiring, and training new employees. Engaged employees deliver better customer service because they are more enthusiastic and committed to their roles. Positive interactions with customers foster loyalty and enhance the company's reputation. Employees who are engaged align with the organization's mission and vision, and work cohesively toward growth objectives showing higher productivity, better customer service, and reduced turnover all contribute to increased profitability. A positive WC attracts top talent and enhances the organization's image as a desirable place to work. Studies show that engaged teams are more profitable and resilient during economic challenges. Engaged employees are more committed and less likely to take unnecessary days off which leads to consistent workflows and less disruption in operations. This culture of innovation is crucial for staying competitive in rapidly changing markets. Engaged employees often experience better job satisfaction and mental well-being. A supportive environment reduces stress, burnout, and health-related issues. They are more responsive to leadership and contribute to building a stronger, trust-based relationship with management. This collaboration ensures smoother decision-making and execution of strategies. They are more focused, committed, and motivated to perform their best, leading to a higher level of productivity and efficiency. Diverse teams bring different perspectives and approaches to problem-solving, leading to more innovative solutions and faster decision-making processes. Here employees feel valued and respected fosters a sense of belonging and psychological safety, which can further enhance EE and productivity. These references provide in-depth insights and data supporting the relationship between diversity, EE' and productivity in the workplace.

Relationship between WD and productivity: Several researchers handle this factor and their linkage to organizational success. Research conducted by Herring (2009) found that diverse teams with different backgrounds, experiences, and perspectives can suggest innovative solutions and products compared to homogeneous teams. (10). A study by Page (2007) showed that diverse groups can solve problems in a manner. (14). They can consider a broader range of options and perspectives, leading to more informed and effective decisions. "McKinsey and Company" in 2015 found that companies with diverse workforces were likely to have higher employee satisfaction and lower turnover rates. WD enables organizations the better understand and cater to diverse customer needs and preferences. Various studies and reports show evidence of the positive impact of WD on productivity, innovation, decision-making, and employee engagement, highlighting the importance of embracing diversity as a strategic advantage in organizations.
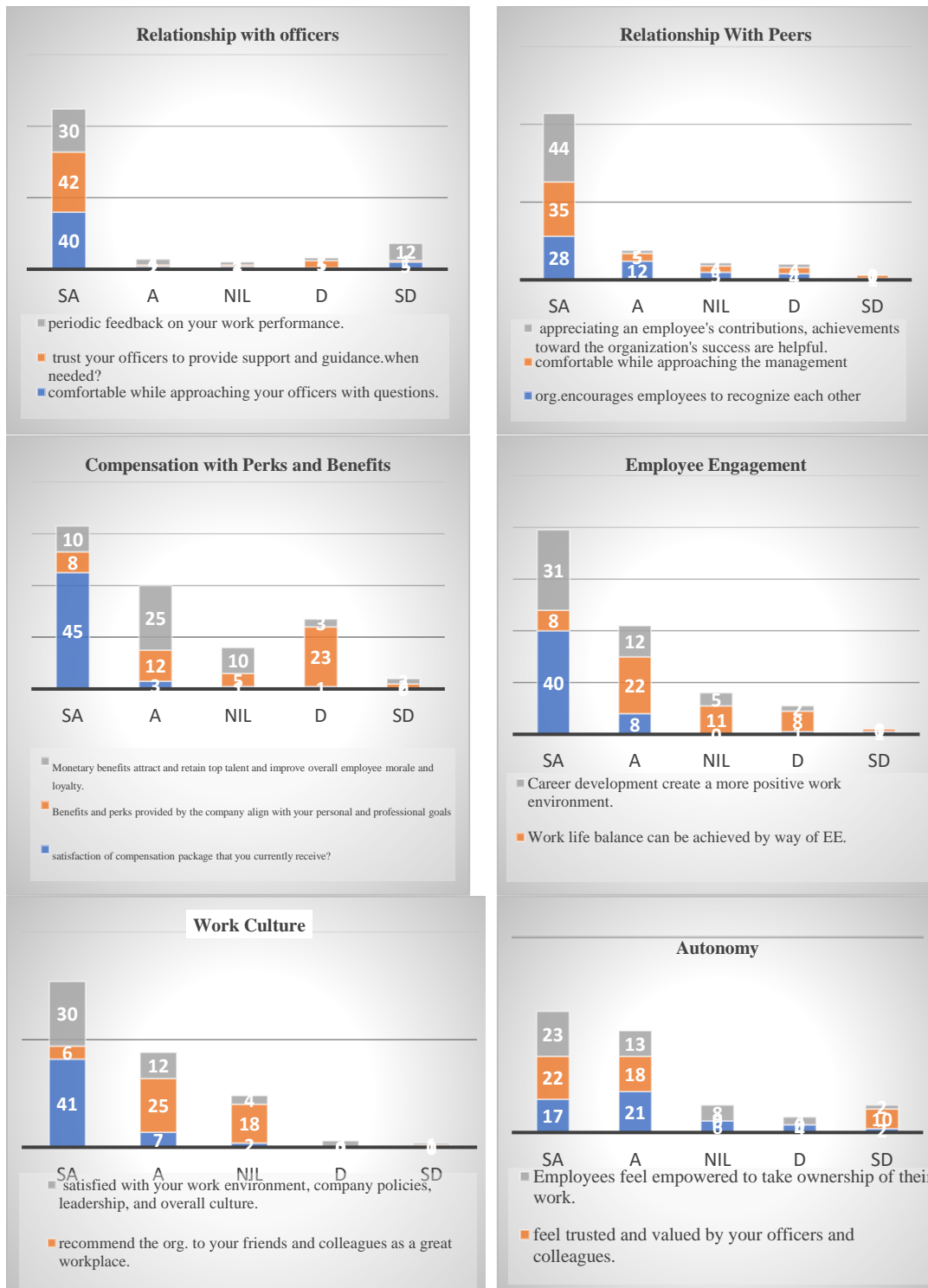
Relationship between EE and productivity: Gallup analyzed data from over 49,000 business units and found that positive relationship between highly engaged employees and higher profitability. Engaged employees are more committed, motivated, and enthusiastic about their work, which leads to a higher level of productivity. The author's suggested study also revealed that engaged employees are more likely to be productive, resulting in increased efficiency and output. (9). A study conducted by Judge, Thoresen, Bono, and Patton (2001) published in the Journal of Applied Psychology on "Does Affect Matter in Organizations? An Examination of Team Affect and Its Consequences" found that positive relationship among employees with job performance. Employees who experienced positive affectivity were more likely to be engaged in their work and demonstrated a higher level of productivity. (11).

6. DATA ANALYSIS AND INTERPRETATION

A sample of 50 has been collected with the help of a structured questionnaire to collect primary data from the central Government (CG). 64%of males were included and 36% from females from the sample. 68% have graduate qualifications, 16% have SSC, and 10% have PG qualifications. A maximum of 40% sample has 6 to 10 years of experience with 6 to 10 L Rs. income, 36% shows more than 10 years. 24% have below 5 years, and 36 % with less than 6L. Rs.

Primary data has been collected for the study purpose and the following 8 factors of WD were

considered: based on Relationship with Officers, Relationship With peers, Compensation with Perks and Benefits, Employees' Engagement work practices, Work Culture, Autonomy, Personal Growth, and Recruitment components. 3 statements for each parameter were raised for above-mentioned components. Data were collected on 5 points Likert scale -strongly agree, agree, nil, disagree, and, strongly disagree.
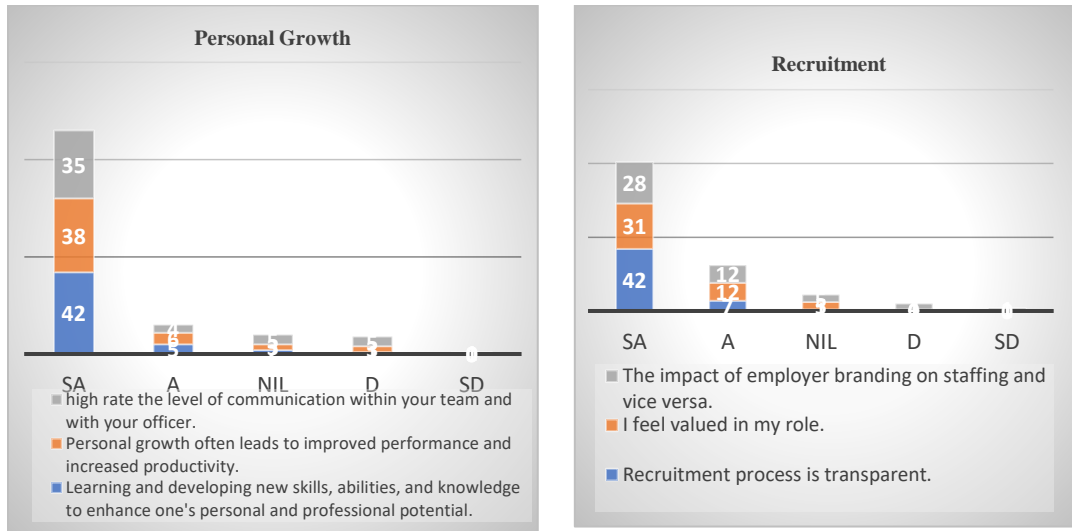
Relationship with officers

	SA	A	NIL	D	SD
periodic feedback	30				12
trust officers	42				
comfortable approaching officers	40				

- periodic feedback on your work performance.
- trust your officers to provide support and guidance.when needed?
- comfortable while approaching your officers with questions.

Relationship With Peers

	SA	A	NIL	D	SD
appreciating contributions	44	5			
comfortable approaching management	35		3	4	
org. encourages recognition	28	12			

- appreciating an employee's contributions, achievements toward the organization's success are helpful.
- comfortable while approaching the management
- org.encourages employees to recognize each other

Compensation with Perks and Benefits

	SA	A	NIL	D	SD
Monetary benefits	10	25	10	3	
Benefits and perks	8	12	5	23	
satisfaction of compensation	45	3			

- Monetary benefits attract and retain top talent and improve overall employee morale and loyalty.
- Benefits and perks provided by the company align with your personal and professional goals
- satisfaction of compensation package that you currently receive?

Employee Engagement

	SA	A	NIL	D	SD
Career development	31	12	5	8	
Work life balance	8	22	11		
	40	8			

- Career development create a more positive work environment.
- Work life balance can be achieved by way of EE.

Work Culture

	SA	A	NIL	D	SD
satisfied	30	12	4		
recommend	6	25	18		
	41	7			0

- satisfied with your work environment, company policies, leadership, and overall culture.
- recommend the org. to your friends and colleagues as a great workplace.

Autonomy

	SA	A	NIL	D	SD
feel empowered	23	13	8		2
feel trusted	22	18	0	0	1
	17	21	0		0

- Employees feel empowered to take ownership of their work.
- feel trusted and valued by your officers and colleagues.

Figure 1.

Interpretation: Statement related to Relationship with Officers and Recruitment shows that maximum representative of sample supports with strongly agree. Primary data shows that the strongly disagree count is 12/50 related to 'periodic feedback on your work performance'. Statement related to Relationship with Peers and Personal Growth shows that the highest count comes under strongly agree and agree parameters.

Statement related to Compensation with Perks and Benefits shows that representative of the sample supports with strongly agree and agree. Primary data shows that the disagree count is high with a count of 23/50 related to 'Benefits and perks provided by the company align with your personal and professional goals'. It is alarming. 'Monetary benefits attract and retain top talent and improve overall employee morale and loyalty' statement shows a 10/50 count at nil.

Statement related to employee engagement shows that representative of the sample supports with strongly agree and agree except the statement 'Work life balance can be achieved by way of EE' with primary data count is 11/50 and disagree count is 8/50. The 'Career development' creates a more positive work environment' statement shows that nil count is 5/50. Almost similar data count comes with Work Culture as primary data shows that nil count is 18/50. Statement related to the Autonomy shows that representatives of the sample show that strongly disagree count is 10/50 related to employees feeling trusted and valued by your officers and colleagues.

Chi-square calculation shows that the calculated Chi-square Value is 237.93 which is higher than the table value of chi-square 23.337 at 46 Degrees of Freedom for Rows X Columns: 24 X 3 (for calculation purpose agree and strongly agree has been added and disagree and strongly disagree has been added.)

Inference: Therefore, we reject the null hypothesis and accept the alternate hypothesis i.e. There is a relationship between different factors of diversity of workforce to organization productivity. (Hypothesis No.1).
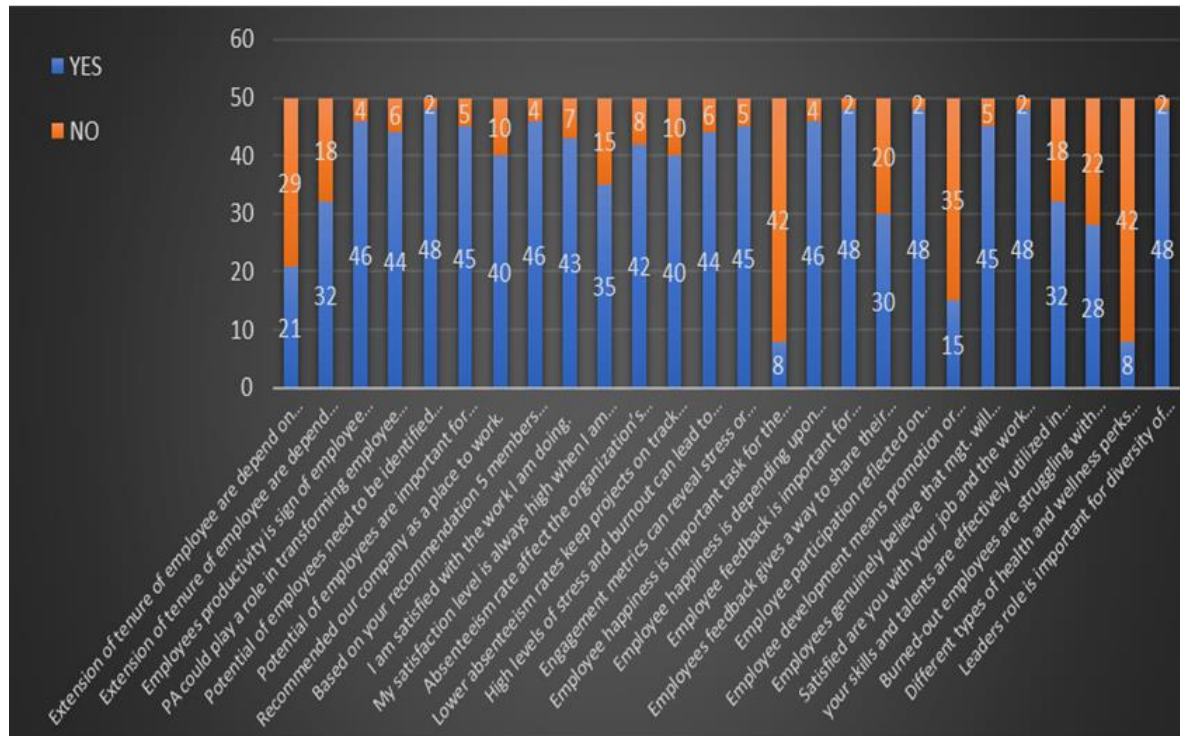
Figure 2.

Interpretation: 26 different statements related to EE were raised based on dichotomous parameters (YES/NO) for testing hypothesis number two. Some statements got alarming responses like ---

- Extension of tenure of employees are depends on principles crafted by top mgt. (18/50). Recommended our company as a place to work. (10/50). My satisfaction level is always high when I am at work. (15/50). Lower absenteeism rates keep projects on track as well as brand image. (10 /50). Employee happiness is an important task for the organization. (42/50). Employees feedback gives a way to share their problems with mgt. (20/50). Employee development means a promotion or pay hike that he/she is getting. (35/50). Your skills and talents are effectively utilized in your current role. (18/50). Burn-out employees are struggling with mental health issues. (22/50)

Chi-square calculation shows that the calculated Chi-square Value is 407.094 which is higher than the Table value of the chi-square 24.337 at 25 Degrees of Freedom with Rows X Columns:26 X 2; the table Value of Chi-Square at .5% of confidence is 23.337 +25.336 =48.673/2=24.3365

Inference: Therefore, we reject the null hypothesis and accept the alternate hypothesis i.e. There is a relationship between different factors of employee engagement (EE) with organizations productivity. (HYPOTHESIS NO.2)

7. CONCLUSION

The above study was conducted specifically on central government employees. It reveals that three variables WD, EE, and organizational productivity have a relationship with each other. WD is critical for the whole organization and it can implant innovation, creativity, and inclusivity within organizations which boost EE and indirectly link to productivity. In India, various research conducted at different geographical locations related to WD and EE shows similar results. A report by the Confederation of Indian Industry titled "Diversity and Inclusion: Unlocking Hidden Potential" emphasizes the economic benefits of diversity in the Indian context. A survey conducted on 600 small businesses of 50–500 employees showed that 63.3% have more trouble retaining their workforce than hiring it. Respect, Relevance, Reciprocity, and responsibility are the "Four Rs" proposed by Verna J. Kirkness and Ray Barnhardt in their seminal 2001. (21) This paper examines the implications of parameters WD and EE. The study reveals the EE parameters and their connection with productivity at the same time there are some alarming statements for the organization that have been revealed by the researcher with the help of a structured questionnaire.

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