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The Influence of Workforce Diversity on Employees' Performance in Co-Operative Organizations of Kanchanpur

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Abstract

Workforce diversity in cooperative organizations is a concept that has gained increasing significance in recent years. Cooperative organizations are typically structured around the principles of equality, democracy and solidarity and many of them have a long history of promoting diversity and inclusively within their membership and workforce. The background of workforce diversity in cooperative organizations can be traced back to the core values and principles that underpin the cooperative movement. The primary goal is to look into the relationship between workforce diversity and employee performance in the Kanchanpur district's cooperative organizations. The research design used in the study was descriptive. Using cluster and purposeful selection methods, 400 workers from various cooperative groups were chosen to participate in the survey. Data was collected using physical questionnaires and a structured questionnaire. To examine the impact of workforce diversity on employees' performance, regression analysis has been conducted. The findings showed that employees' performance is positively impacted by diversity in terms of gender, race, and job experience. Employee performance is also negatively impacted by physical disabilities. This study demonstrates how employee performance in Kanchanpur district cooperative organizations is impacted by workforce diversity. These findings can also be utilized to develop plans to enhance the way that current cooperative organizations implement staff diversity. This study looked at several facets of diversity and their connections to performance. For example, while physical problems have a detrimental effect on employees' performance, ethnicity, education, and job experience have a beneficial effect. Only the Kanchanpur cooperative in Nepal has taken this study into consideration; however, additional research can be conducted in other industries, such as manufacturing, hotels, hospitality, and other governmental and nongovernmental organizations.

Keywords: Ethnicity Diversity, Gender Disability, Work Experience Diversity, Specifically Challenged Diversity, Employee Performance

Introduction

Workforce diversity in cooperative organizations is a concept that has gained increasing significance in recent years. Cooperative organizations are typically structured around

the principles of equality, democracy and solidarity and many of them have a long history of promoting diversity and inclusively within their membership and workforce. The background of workforce diversity in cooperative organizations can be traced back to the core values and principles that underpin the cooperative movement.

In the dynamic and competitive cooperative climate, workforce diversity is being increasingly acknowledged as one of the most crucial tools for cooperative organizations in terms of achieving their goals and delivering good service. According to research by Mushtaque et al. (2021), workforce diversity is the state in which members of a group or organization differ in terms of their age, size, color, ethnicity, immigration status, and educational attainment. Jackson et al. (1995) diversity is the existence of differences among group members. Given the growing diversity of people worldwide in terms of their race, age, national origin, gender, ethnicity, and other personal characteristics, diversity is an essential component of institutional life for businesses. Workforce diversity is the state in which individuals within a group or organization are different from one another in terms of demographic characteristics such as age, gender, race, ethnicity, immigration, and composition (Erasmus, 2008). Workforce diversity demonstrated that hiring was done from a varied of individuals at all levels of the organization, and that diversity was reflected in company literature, a website, etc (Khera & Gulati, 2015). Kochan et al. (2003) argues that diversity can elicit a range of emotions in the workplace since not everyone sees it as a tool for organizational development but rather as something that needs to be handled. Numerous experts agree that diversely aware organizations provide results that are more valuable. Organizations provide more worthwhile outcomes. According to Brown and Lam (2008), businesses that embrace diversity will see more cost savings from staff turnover and sales growth than those who do not. Businesses who view diversity as an essential component of their approach, as opposed to a necessary evil, will gain significantly more advantages than those that do not. (Choi, 2007) expressed that diversity promotes synergistic success when individuals inside organizations are able to relate to, respect, and learn from one another while using one another's experiences, skills, and perspectives. According to Kathimba and Anyieni (2018), workforce diversity (WFD) is frequently defined by the similarities and differences among WFD with respect to age, sexual orientation, cultural background, race, religion, and physical and mental abilities. In addition to this, people also differ in their interests and viewpoints. Society has traditionally been split on these points of view. Every organization needs to implement upgraded WFD. However, there

are also substantial administrative challenges when attempting to manage large spreads under WFD. Nepal offers an incredibly diverse range of work. There are many different languages and ethnic groups in Nepal (Shrestha & Parajuli, 2020). There are several different ethnic groups in Nepal. In the same way that members of various ethnic groups have diverse languages and religions (Shrestha & Parajuli, 2020). The majority of people, or 81.3%, identify as Hindu. Similarly, 4.4% of people in Nepal are Buddhist. 1.4% are Christians, and 3% are Kirats. Nonetheless, foreign cultures have a significant influence on Nepalese civilization (CBS, 2012). According to Wikipedia, Nepal has 129 languages, 125 castes, and ethnic groupings. These all increase the diversity of employees in Nepali workplaces. Nonetheless, foreign cultures are increasingly influencing Nepalese society (CBS, 2012). According to Wikipedia, there are 129 ethnic groups, 125 castes, and 129 languages in Nepal. Workplaces in Nepal employ a diverse spectrum of people. Diversity can elicit a range of emotions in the workplace since it is perceived as a problem that has to be resolved rather than as a tool to advance the business, claim Kochan, Bezrukova, Ely, Jackson, Joshi, Jehn, & Thomas (2003). Many academics concur that companies that value diversity get better outcomes. Businesses that respect diversity will do better financially than those that don't because of lower attrition and higher sales (Brown & Lam, 2008). Companies who see diversity not as a necessary evil but as an essential part of their strategy will make a lot more money than those that don't. Diversity promotes synergistic success, according to Choi (2007), when workers in an organization are able to accept and understand one another as well as benefit from one another's experiences and viewpoints.

The majority of businesses today are aware that they operate in a volatile and dynamic business environment, one that is characterized by shifting consumer purchasing patterns, volatile prices, an influx of supply and demand forces, the introduction of new laws, and unexpected changes in the political environment.

(Davies & Shaw, 2010) Workforce diversity is now not an option but a requirement for multinational companies with a global presence. The severe competition in business, the growing labor mobility, and the development of laws and policies that support equality and justice in the organization's recruiting and selection of personnel all have an impact on this issue (Karsten, 2006). The idea of a diverse workforce has been embraced by local government in particular. The cooperative organization has adopted the idea of workforce diversity as one of its strategies and a competitive advantage to achieve its

primary goals and objectives. This strategy aims to increase the effectiveness of service delivery, hold employees accountable, and boost organizational performance. Workforce diversity is supported through the ministry's hiring of employees from a variety of educational, age, gender, cultural, and ethnic backgrounds (Kundu & Mor, 2017). Although the concept of workforce diversity has been integrated into cooperative organizations with greater accomplishments and success, the cooperative organization has not yet achieved its peak performance, which raises the need to investigate the effects of workforce diversity on these employee performances.

Review of Literature

Diversity

The term "diversity" refers to the range of individual variances. It includes every quality that distinguishes each of us as unique. The idea that diversity is limited to particular people or groups is a prevalent misunderstanding. In reality, this is untrue. It encompasses not just one's own idea of oneself but also one's view of others and how those perspectives influence one's interactions with others. Diversity is a representation of individual differences. Disparities may arise from individual characteristics and life experiences and may influence opinions. Diversity encompasses a person's whole range of unique distinctions, such as race, ethnicity, gender, age, sexual orientation, religion, and physical impairment.

Communication style, work style, organizational role/level, economic position, and place of origin are also included. Every individual has distinct qualities in each of these areas, which is a basic fact.

According to data analyzed from developing SEM models, validity and reliability tests, and SEM analysis research, Sentoso & Muchsinati (2025) found that the work environment, leadership, training & career development, compensation, team & coworker relations, workplace welfare, and organizational policies all positively and significantly influence employee engagement.

It includes, among other things, cultural components such as race, gender, physical prowess, ethnicity, and value systems. Diversity in the workforce, which includes characteristics like gender, age, ethnicity, and educational background, can encourage more creativity and innovation, but it can also cause management problems. Karyati and Yuniastri, 2025.

Because different viewpoints can inspire unique and creative approaches to problem-solving, which in turn fosters creativity and innovation and enhances performance, having a diverse workforce can provide businesses a competitive edge.

Ethnicity Diversity

Ethnic diversity and representational execution are receiving more attention in the academic community and the general public. However, if the bulk of the team members come from different ethnic backgrounds, then greater diversity improves performance (Setati et al., 2019).

Language, faiths, ethnicities, and societies are all examples of ethnic variety. The local cooperative has seen an increase in its multicultural workforce in order to use more significant support and collaboration to create progress and improve worker satisfaction and local cooperative performance.

When it comes to group performance in terms of neighborhood government outcomes, such as feasible benefits, exchanges, and neighborhood level progress, a direct level of ethnic variations has little bearing. Better performance results in more enjoyment, which is a direct consequence of rising levels of corporate social responsibility (CSR) and community mindedness, especially in light of the recent growth in diversity (Denisse, et al., 2022).

Work groups have also grown in number, with the intention of boosting involvement to enhance overall performance among employees and cooperative organizations.

Nonetheless, the workforce's composition is quickly changing in terms of gender, age, race, education, and other characteristics. Nonetheless, the workforce's composition is quickly changing in terms of age, gender, ethnicity, education, and other characteristics. Collectivism strengthens these bonds, and female business owners who engage in more CSR are more successful.

This study employed a mixed paradigm and descriptive survey approach to sample government ministries, non-governmental organizations, higher education institutions, and political parties with or without representation in parliament (Lufeyo & Thelma, 2023).

Gender Diversity

Research on gender diversity focuses on how individuals view the distinctions between men and women. These gender disparities affect how people react to the actions of others in the workplace and other contexts. Discrimination, prejudice, and misconceptions are all manifestations of gender diversity. After establishing the relationship between GDDB and performance, the study will look at how GDDB influences three business strategies used by cooperatives to obtain a competitive advantage (Eleana et al., 2020). Recent research on cooperative organizations has placed a strong emphasis on the barriers that women face in achieving professional success. Nevertheless, despite advancement into middle-level roles, relatively few women are able to overcome the high society that male officials usually establish at the top of the local government. Heejung et al. (2023) examined organizational support theory provided additional insight into the function of gender in hospitality firms as well as the factors influencing employee helpful behavior. This underlines the difficulty in advancing one's career due to the presence of women in senior positions in some cooperative organization. The private sector is perceived as influential, powerful, and financially successful.

This phrase describes a subtle barrier that is so strong but so evident that it can keep women from rising to the top. The phrase "glass ceiling" was used to describe the rules and practices of cooperative organizations that hinder and limit women's advancement to the top of their respective fields. Removing the "glass ceiling" and other obstacles that prevent women from achieving their goals is a major task for cooperatives.

Cooperative organizations must therefore put in place policies and initiatives that support gender equality in women's pay and other benefit plans, as well as those that support gender equality in compensation for equal-value employment and other benefit plans that are especially important to women.

Work Experience Diversity

According to (Ansari & Pathak, 2016), experienced employees are considerably more productive since they are very knowledgeable about how to operate successfully and

efficiently, how to handle clients, work pressure, and peer pressure. Although other factors, such as skills and expertise, offer more value to work performance, most institutions appreciate the work experience of the staff.

Employee career growth at work can be enhanced by training, motivation, and job performance. It is advised to enhance employee work performance, motivation, and training programs. In order to obtain better results, we recommend expanding the population and factors for future research (Niati et al., 2021).

Ghani et al. (2022) expressed that this study found that employees with varying levels of job experience had different job experiences to achieve better job performance. Defined as assessing whether strategies for recruiting and retaining staff with Experience how experienced employees can improve their job performance if they provide proper guidance to junior staff. Long-experienced employees perform their duties on time as compared to younger employees, minimum job experience-to-job performance ratio. Good leadership for job performance of employees with job experience performs better if the council has guidelines for managing a diverse workforce. For example, whether the resource contributes to an experienced and diverse workforce, and whether the diversity of work experience contributes to the sharing of skills and knowledge among employees.

Specifically Challenged

Organizations employ people with impairments; some are born with them, while others acquire them as a result of diseases and mishaps. In order to guarantee that the cooperative's affirmative action or individuals with disabilities policy was followed, the respondents concurred that a disability mainstreaming policy was in existence. Barba, M.J. Calderon, and Calderon (2020) in light of this, the study's second goal is to analyze socio-labour characteristics, salary disparities, and the extent of inequality in the salary income distribution of the group of disabled workers in the SSE versus CCs in Spain during the Great Recession (2007–2013) and the start of the current economic recovery (2013–2016). Employers are also required to make reasonable adjustments for workers with invisible disabilities, such as fibromyalgia, dyslexia, and depression.

People with disabilities are the largest minority group in the world and comprise a sizable share of the workforce (Jing et al., 2022). To dispel these myths and enhance their working experience, it's critical to recognize that persons with disabilities might

not be involved because of (false) beliefs that they are incapable of doing the work.

Employee Performance

Employee performance, which is assessed using a variety of measures, is the culmination of an employee's choices, actions, and results from carrying out work duties while utilizing certain skills (Hameed & Waheed, 2011). The most valuable asset of any firm, business, or organization is its workforce. The performance of its employees determines whether a commercial organization can endure. Additionally, these scholars believe that productive employees add to the company's efficacy and profitability. Therefore, employee performance is crucial to organizations and the creation of strategies to improve organizational performance. Iqbal et al. (2015) representative execution incorporates executing characterized obligations, assembly due dates, representative competency, viability, and effectiveness in doing work. The current study intends to contribute to the body of knowledge already in existence and provide recommendations for additional research by highlighting trends and gaps in previous studies on the relationship between CG and cooperative performance (Jamaluddin et. al., 2023). In addition to guaranteeing employee welfare and enhancing the corporate climate, high performing HRM operations increase staff productivity (Chali & Lakatos, 2023). According to the results of Saefullah et al. (2025), members were satisfied with the program that the management had put in place, and the Padaidi Jaya cooperative management had done a great job of servicing members. It is acknowledged that the organizational culture, human resource practices, work environment, and business practices of individual organizations differ from one another, and that these differences are likely to obscure the factors influencing employee performance in one company compared to that observed in another.

Social Identity Theory

Although this social psychology theory originated in Europe, it became well-known in the US and other countries. Gender, age, culture, and educational attainment are some of the factors that can be used to create these groups. Furthermore, this theory holds that social identification supports organizations that highlight a group's uniqueness and affects behaviors that represent the group's collective identity (Ashforth & Mael, 2004).

According to this view, there are two halves to an individual's identity. There are two types of elements: public factors that originate from the group's community, such as racial traits, gender, and national background, and personal qualities, such as physical and academic attributes. This theory postulates that in a variety of situations, groups gain self-confidence by recognizing or prejudicing members of other groups. The fundamentals of social identity theory are covered in this chapter, including social categorization and coping with a bad social identity. Two significant application fields are then covered: organizations and health (Scheepers & Ellemers, 2019).

Harwood (2020) examined that based on people's innate desire to see their particular social groups favorably and the intrinsic value they place on belonging to them, social identity theory (SIT) offers a framework for understanding intergroup behavior and communication. Social identity theory research focuses on group relationships. When people start to identify as members of particular groups, they may discriminate against an out-group (groups to which they do not belong but to which they compare their own groups) or favor their in-group (the group with whom they identify) (Vanden & L.J., 2023).

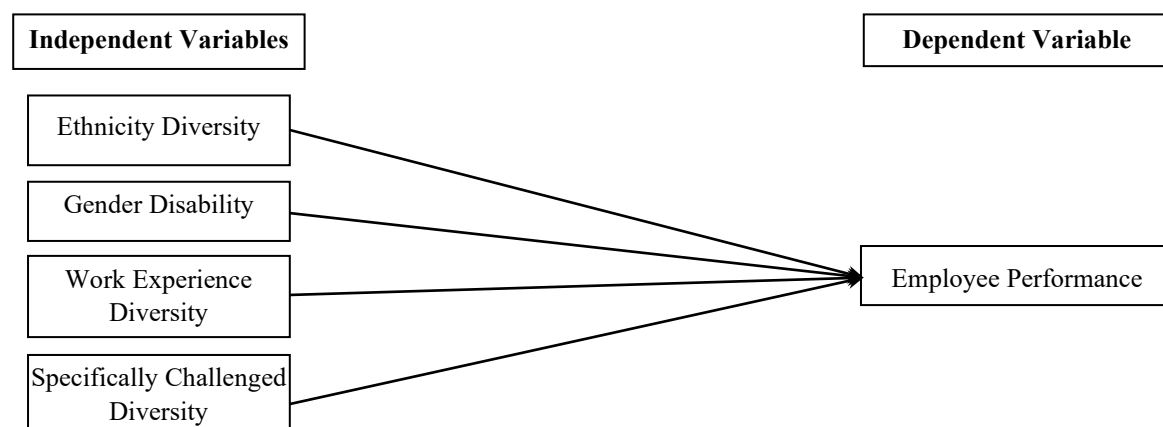
Social Categorization Theory

According to Turner (2007), the social classification theory has served as a guide for workforce diversity. According to this idea, people categorize themselves into identity groups according to distinguishing characteristics, act in ways consistent with those groups, and favor situations that establish fixed group identities (Hogg & Terry, 2000). As a result, (Van Knippenberg et al., 2007) found that different people are less likely to cooperate with each other than similar people. Thus, social taxonomy can hinder elaboration. Social classification involves identifying oneself and others as members of social groups, often unconsciously or unintentionally, based on shared attributes such as ethnicity, physical characteristics, and even psychological characteristics. (Stangor et al., 1992; Kunda & Spencer, 2003; Abrams, 2012). While many of the fundamental ideas from object categorization are applicable to the study of social categorization, there are also some significant distinctions that imply social categorization is more—indeed, much more—than object categorization (McGarty, 2018). Thus, social taxonomy can hinder the elaboration of task-relevant information due to possible biases

toward in-group members and negative biases toward out-group members. The social categorization hypothesis is pertinent to this research because it aims to demonstrate how a change in self-perception from self-categorization in terms of personal identity to self-categorization in terms of social identity can be used to explain the emerging, higher-order processes of group activity. Employee culture can be seen as a component of social category diversity. Employees inside a business can thus classify themselves according to certain cultural group's social categories.

Conceptual Framework

The conceptual framework for this study was developed in light of the literature and discussion mentioned above in order to evaluate workforce diversity and its effect on workers' performance in Kanchanpur cooperative organizations.



Methodology

The quantitative research method was applied in this study. It uses empirical evaluations to describe the goals of the research. According to Cresswell (2013), co-relation research can employ a quantitative research approach. The independent variables in this study—ethnicity, gender, job experience, and education—as well as the dependent variable—employee performance—all have relationship research aims that call for numerical data for statistical analysis. Additionally, according to Yin (2013), a quantitative research approach is appropriate for producing statistics from a large-scale study that uses primary data collection techniques like questionnaires. Because there are many local government employees available, a quantitative research approach is

therefore appropriate for this study.

Table 1

Test of Reliability

No.	Variables	Cronbach Alpha	No. of items
1	Ethnicity Diversity	72.6	8
2	Gender diversity	68.4	8
3	Work experience Diversity	79.8	5
4	Physical challenged Diversity	80.67	7

The Cronbach alpha value for ethnicity diversity, gender diversity, and work experience diversity physical challenged diversity was measured using SPSS-22 version software. The alpha values are near to or above than 0.70 it means the internal consistency of the data is found to be good.

Sample Size and Sample Distribution

Following are the details of samples taken from each municipality and executive in local governments which are selected for the study.

Table 2

List of sample firms

S.N.	Name of the Co-operatives	Sample size
1	Udayadev Multipurpose Co-operative Ltd	70
2	Kishan bahuudheshya Sahakari sanstha Ltd	60
3	Niglashaini Bahuudeshya sahakari Santha	40
4	Mega Bachat Tatha Rin Sahakari Sanstha	50
5	Srijansil bachat Tatha Rin Sahakari Sanstha Ltd	25
6	Hamro Upabhokta Sahakari Sanstha ltd	25
7	Kailpal Krisi Sahakari Sanstha Ltd	25
8	Shrijana Bachat Tatha Rin Sahakari Sanstha Ltd	35
9	Panchadev panchadev Bahuudehsya Sahakari Sanstha Ltd	20
Total		350

Results and Discussion

Demographic Profiles

Table 3

Ethnicity

		Frequency	Percent
Valid	Dalit	20	5.7
	Janjati	50	14.3
	Brahamin and Kshyatri	280	80
	Total	350	100.0

From the table it reveals that most of the respondents are from Brahmin and Kshyatri (280 or 80% of the respondents 350), followed by Janajati (50 or 14.3% of the respondents), and Dalit (20 or 5.7 of the respondents).

Table 4

Gender

Gender	Frequency	Percent
Male	215	61.4
Female	135	38.6
Total	350	100.0

The table state that there are near about 62% male and 38% female Co-operative organizations' employees who participated in the survey from the Co-operative organizations in Kanchanpur district.

Table 5

Work Experience

Experience	Frequency	Percent
0-5	180	22.9
6-10	150	42.8
11-15	50	14.3
16-20	50	14.3

Above 20	50	5.7
Total	400	100.0

The table shows that majority portion of the respondents (80 or 22.9%) have less than 5 years of experience, followed by 150 respondents (42.9%) having less than 10 years of experience, 50 respondents (14.3%) have near to 15 years, 50 respondents (14.3%) 20 years and 20 respondents (5.7%) have more than 20 years of experience.

Table 6

Physically Challenged

	Frequency	Percent
Normal	345	98.6
Physical challenged	5	1.4
Total	350	100.0

The table illustrates that 98.6% of the respondents are physically normal and 1.4% is Specifically Challenged.

Table 7

Correlation between Dependent and Independent Variables

Variable	Summated Scale of Diversity	
Ethnicity Diversity	Pearson Correlation	0.282**
	Sig. (2-tailed)	.000
Gender Diversity	Pearson Correlation	0.261
	Sig. (2-tailed)	.000
Work Experience Diversity	Pearson Correlation	0.187
	Sig. (2-tailed)	.000
Physically Challenged Diversity	Pearson Correlation	0.138
	Sig. (2-tailed)	.000

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

Table 7 shows that the correlation between ethnicity diversity, gender diversity, work experience diversity, Physical diversity and employees' performance. The Pearson's correlation coefficient is 0.282, 0.261, 0.187 and 0.138. In this case, the p-value is 0.000 which is less than the alpha value 0.05. It means there is a definite positive and significant relationship between ethnicity diversity, gender diversity, work experience

diversity, Physical challenged diversity and employees' performance. Hence, the null hypothesis (H0) is accepted but alternative hypothesis (H1) is rejected. So it can be conducted that there is a significant relationship between ethnicity, gender, work experience, physical challenged diversity and employees' performance. Similarly Pearson's correlation coefficient is 0.282, 0.261, 0.187 and 0.138 which is greater than alpha value 0.05. It means there is a definite positive and significant relationship between ethnicity diversity, gender diversity, work experience diversity, physically challenged diversity and employees' performance. Hence, the null hypothesis (H0) is accepted but alternative hypothesis (H1) is rejected.

Table 8

Regression Analysis

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	0.483 ^a	0.234	0.220	6.587

Predictors: (constant), Ethnicity diversity, Gender diversity, work experience diversity, specifically challenged diversity

Table 8 shows that the value of R square (0.234) and R 0.483 hence a strong relationship was found between independent and independent variables having a standard error of 6.58692 (Table 8). Moreover, table 8 further presents that employees' performance at cooperative organization is about 48.3% dependent on Ethnicity diversity, Gender diversity, work experience diversity, specifically challenged diversity.

Table 9

ANOVA

Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	4537.437	6	750.240	17.430	.000
Residual	14881.937	343	43.388		
Total	19419.374	349			

Dependent Variable: Employee performance diversity.

Predictors: (Constant), work experience, educational diversity, physical challenge, ethnicity diversity.

Table 9 presents that the p-value is 0.000 which is less than the alpha value 0.05; hence it says that there is a significant relationship between independent variables and dependent variables. In addition, Table 9 shows a model that is fit for predicting the influence of the independent variables on the performance of employees in cooperative organization.

Table 10

Coefficients

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	28.674	7.358		3.897	.000
The summated scale of Ethnicity diversity	0.319	0.054	0.36	5.877	.019
The summated scale of physical challenged	0.319	0.092	0.245	4.632	.000
The summated scale of educational diversity	0.0426	0.275	0.245	4.20	.000
Summated scale of work experience	0.154	0.114	0.169	2.66	.008

Dependent Variable: The summated scale of employee performance diversity.

Table10 shows regression coefficient that to what dependent variable varies independent variable, in case, all other variables are considered constant. Moreover, the beta coefficient indicated that ethnicity diversity (beta=0.319, t = 28.674, P=.000) had a positive impact on employees' performance. Likewise, gender diversity (beta= 0.319, t= 28.674, P=.000) , work experience diversity (beta= 0.426, t = .28.674, P=0.000) and

specially challenged diversity ($\beta = 0.154$, $t = .28.674$, $P = 0.000$) have also a positive impact on employee performance at cooperative organization.

Conclusion

To sum up, a diverse workforce is essential to improving worker performance in cooperative businesses. These companies can benefit from the distinct viewpoints, experiences, and abilities of their workers by accepting and appreciating a diverse workforce, which enhances creativity, problem-solving, and decision-making.

In conclusion, a major element influencing worker performance in cooperative organizations is workforce diversity. These companies may promote creativity, teamwork, and organizational success by accepting and valuing a range of viewpoints and experiences. Additionally, encouraging diversity and inclusion represents the principles of equity and fairness that cooperative organizations uphold and improves relationships with clients or members. The study finds that in order to address the workforce diversity challenges that are prevalent in cooperative businesses and have an effect on employees' performance, several programs and policies must be designed.

The conclusions and findings of this study are as follows:

1. In terms of ethnicity 80% of the respondents have Brahmin and kshyatri, 14.3% of the respondents have Janjati and 5.7% of the respondents have Dalit. In terms of gender, there is male domination in workforce having 61.4% male and 38.6% females. Regarding work experience, the workforce having 22.9% belong to 0-5 years, 42.9% work experience belong to 6-10 years, 14.3% work experience belongs 11-15 years, 14.3% work experience belong to 16-20 years and 5.7% work experience belong to above 20 years. Regarding specifically challenged, the workforce having 98.6% of the respondents from 345 are physically normal and 1.4% of the respondents from 5 are physically abnormal.
2. Regarding gender diversity, majority of employees agree that in cooperative organizations women are treated fairly and they are respected equally. From the analysis, the gender diversity has correlation coefficient value of 26.1 with the p-value of 0.000. It shows that the relationship is positive and statistically significant. They also agree that women employees have better opportunities for development

and advancement, but a few of them are neutral on the statement that gender diversity is important to the cooperative organizations. This indicates the need for some more awareness about the important of gender diversity.

3. It is found that work experience persons are treated fairly in the cooperative organizations. The employees believe that the work experience diversity has impact on employees their performance. The analysis, the work experience diversity has correlation coefficient value of .187 with the p-value 0.000. It has shown that the relationship is positive and statistically significant. It is also found the employees feel that work experienced persons are suitable for every position. It means work experience diversity has positive influence on the employees' performance in the cooperative organizations. The findings show that employees have an opinion that work experience diversity has a positive impact on employees' performance.
4. It is found that in this study the employees with specifically challenged are treated fairly in the cooperative organizations. Employees agree that there are some opportunities for physically 5 disabled persons to get the job in the cooperative organizations as there is 5% reservation quota available for them. They also agree that specifically challenged employees are committed, dedicated and hardworking. On the contrary, the employees have some prejudices and misconceptions towards specifically challenged persons such as they need special equipment and materials to perform jobs, and they are only suitable for new positions in the cooperative organizations. Above the analysis, the specifically challenged diversity has correlation coefficient value of 0.138 with p-value 0.010. It has revealed that the relationship is positive and statistically significant. These prejudices create discrimination and differences between physically normal and specifically challenged employees and may impact negatively on their performance. Hence, the cooperative organizations should formulate policies to reduce about physically disabled employees.

Thus, the cooperative organizations need to invest time, efforts, resources, energy and it is observed the workforce diversity in the study that there is a need for designing different programs and policies to address the workforce diversity issues prevailing in the cooperative organizations which has an impact on employees' performance.

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