

# Impact of the Level of Work Force Diversity on Employee's Perception of Equity in Qatar

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## Abstract

The purpose of this study is to examine the impact of workforce diversity on employee's perception of equity in Qatar. To achieve the purpose a sample of 100 employees were randomly selected from different companies in Qatar and Data collection was performed. SPSS software was used for analysis. We applied Probit regression to estimate the impact of workforce diversity on equity. Results showed that the level of workforce diversity is negatively related to employees' perception of equity. We also provide Research implications, limitations and recommendations for future work.

**Keywords:** workforce diversity; employee's perception of equity

## 1. Introduction

This study is intended to highlight the impact of diversity precisely workforce diversity, and its perception of equity. Qatar is a fastest growing country in the economy in the world. The 2022 FIFA world cup make Qatar as welcoming labour force from a different part of the world. Many previous studies examine the positive impact of workforce diversity. By this study, we will be able to know about the relationship between the level of workforce diversity and its perception on equity, not any study has previously examined this relationship. In the United Kingdom, there is a specific government rule which highlights the impact of workforce diversity on equity. The people from different background treated differently in the organisation, which ultimately leads to create a conflict between the working staff. So this study might be among a rare study which highlighted the negative effect of workforce diversity on the employees' perception of equity. Qatar welcomes workforce from all part of the world. Most of the working people are from Asia. Asian people prefer to go to Qatar for working because of good remuneration scale.

The basic theme is how companies have come to recognise the importance of workforce diversity and what initiatives they are taking for its resourceful management and how companies have known the fact that a multicultural workforce if managed properly, could be a competitive advantage for the company. Equality and Diversity issues are not properly attached to the risk of policy mistakes and claims (Diversity, Discrimination and Equality pay- Equality ACT 2010).

In Qatar, the working Employee belongs to from all over the world and every people have different perception about equality while working in the diversified workplace. In diversified workforce team, the developing countries people are not treated well. People use to go to Qatar for earning but they are all applied for the labour rather than applying in other superior positions.

## 2. Problem statement

Workforce diversity has a negative impact on employees' perception of equity; diversity refers to people from different back ground. R. Roosevelt Thomas was the first among scholars who explored the diversity including ethnicity, age, gender and race as the first dimension along with functional diversity such as skill, knowledge and experience (Manoharan and Singal, 2017).

Diversity management can include developing affirmative action programs, providing support to minority member groups in the workplace and resolving employee conflicts based on characteristics and traits that are not job-related. A small business might not experience issues about diversity until its workforce grows to some employees' representative of diverse cultures, sexual orientation or national origin. Nevertheless, forward-thinking companies are looking at the future and what diversity will mean for their bottom line.

According to Black Enterprise columnist Brittany Huston, "As a leader, it is crucial to communicate how leveraging diversity is a skill and a strategy that needs to be utilized for the success of an organisation." There are, however, pros and cons to diversity management and leading diversity initiatives in the workplace. Many countries have different types of government rules to deal with workforce diversity and equity.

## 3. Research question

What is the relationship between workforce diversity and employee perception of equity?

How the diverse age groups of people perceive equity?

How the diverse genders perceive equity?

How the diverse education background people perceive equity?

How the diverse job position groups of people perceive equity?

#### 4. Theory, literature review and hypothesis development

A country manager in Qatar deals with ensuring safety for 50,000 workers representing 65 cultures and breaks the company's record for accident-free work hours (Global Diversity Rankings by Country, Sector and Occupation-forbs). Employees are the internal customer of the industries, if employees are happy than they can make the customer or client happy. Any development and changes must be for a long time. Diverse workforce denotes different background of people, the knowledge they have might be similar but the employers not take it as equally. We can see this differences in service industries like a hospital, hotel. Qatar is an independent Gulf state nearly attach to the United Arab Emirates with the capital Doha. We selected Qatar for a variety of reason. Qatar is rich in a diverse workforce; mostly the workers in Qatar from a developing country and few are from developed countries. The people from developed countries have a stereotype effect that they most have to be positioned in a high level of the organizational hierarchy. And the majority of Tamil people prefer to select the Tamil people in a good position rather than selecting according to the qualification. The idea "perceptions of employees towards equality while working in a diverse workforce" developed from the working employees from developing country who were previously working in Qatar, we were told that there is a high level of discrimination, due to the poverty and unemployment opportunities people still use to select Qatar as a working destination.

This research shows the relationship between workforce diversity and employee's perception of equality. We have taken service industries as well as manufacturing industry to measure the significant relationship. "Qatar has faced a less of domestic dissent compare to nearest another country in the Middle East but still able to bid to host FIFA World Cup and become word of mouth for the low-paid migrant worker. The labour system failed by Qatar enacted meaningful reforms. Because of this the trafficking and forced labour workforce (World Report 2015: Qatar Events of 2014)".

There are a different perception of employees about equality while working in a diverse workforce different demographic background people have a different perception, but most employees fill discrimination due to the unequal treatment by employers. Fight against discrimination is a need since discrimination impact negatively on work attitudes (DipboyeandColella, 2013; Ragins and Cornwell, 2001; Sanchezand Brock, 1996) and satisfactory condition of employees (Broman et al., 2000; Kuyper, 2013; Pascoe and Smart Richman, 2009). Whenever people talk about diversity, the positive implication of diversity discussed but there is a negative impact too. So the workforce diversity has a positive and negative impact. In recent study two approaches tested (pro-equality and a pro-diversity approach); "diversity might either as a problem of inequality or as a resource and an added value for the organisation, but results show both approaches are not positively associated with negative treatment (Jesper Verheij, Sandra Groeneveld and Lisette Kuyper, 2017).

Diversity refers to the tuneful coexistence of differences in race, age, background, and a physically challenged group of people (KampandHagedorn-Rasmussen,2004). People fill themselves into individual identity groups according to certain diversity characteristics like gender and race (TajfelandTurner,1986) and behave as their silent feature while supportive context which says diverse group identity (Hogg and Terry,2000). Employees belong to from different social background have perceived in what extent the organisation view individual's diversity background while working in a diverse workforce, and an individual group of people wants to pertain to diversity in a firm (Mor Barak et al., 1998). In this way perception of diversity depends upon an individual's racial group (Kossek and Zonia, 1993). In one previous research paper individual employees negotiate individual identities by communicating with their friends who work together and the institution where they work (Stryker, 1980).One survey in Qatar "The Gulf Intelligence Women in Energy Summit," shows that 43% of females agree that gender diversity in Qatar's had made "limited progress" over the past five years, and the other 37% respondents believe that it had improved. Whereas 15% respondent says that gender diversity still not changes and has a strong disagreement (The Golf Intelligence - Tue 25 Apr 2017). This paper shows that there is a negative relationship between workforce diversity and employee's perception of equality. Female have a negative perception comparing to male.the different education background people have a different perception. Subordinates people experienced that they have a lower job level in the organisation and minority in social status (Utsey et al., 2002). Minorities perceive discrimination (Clark et al., 1999), the people from developing countries developed countries have a different perception about diversity while the developed country employees are more satisfies and not discriminated by the management level or top level. While the developing countries people face the problem, they have even same education level but not have a good job position; they have the same job experience but not to get promoted. There is a required need for making differences among or recruit and appropriately give tasks and responsibilities because of the demographic background like gender, age, race and others categories of diversity backgrounds considered a form of negative treatment or discrimination (Keleiner & Keleiner, 2001).

Diversity means differences and similarities in different variables in the Management Science. Like legislation, management goals of equitable and fair employment, culture, development and demographic characteristics such as good education qualification, status and durations worked or texture, sex and marital

status etc. To increase the productivity or the ratio of output over input, probability or the extent to which Sales Revenue exceeds the cost and employee Moral or the extent to which the workers are happy all lead to Economic Growth (Anna et al. 2015).

In Middle East's country like Qatar diversity for many human resource professionals is viewed as an effortless achievement, resulting more from the diverse talent pool that exists in the market, than from targeted human Resource initiatives. "we don't try for diversity, because it is just there" may as well be the motto for many employers in the region. The author states that there is a very few employers who thinks there is a relationship between the workforce diversity and equity, in fact, interacting effectively with each other regardless of their nationality, background or other differentiating characteristics. Tolerance, sensitivity, and acceptance are the focused factor promoted primarily in the west to diversity initiatives largely. In the past there were more concerned about diversity and taken as diversity think tank, boutique, consultancies, magazines, and book. and now it's become experimentally important and crucial driver for the company (De Bel-Air, 2014)

**Table 1: Foreign workers in Qatar by country of citizenship  
 (Selected nationalities, 2013)**

Country/region of citizenship	Workers	%
India	452,578	31.2
Nepal	339,901	23.5
Philippines	165,447	11.4
Bangladesh	130,630	9.0
Arab countries	146,577	10.1
Total employed population 2013	1,449,234	100

*Table Sources:- Asian countries: Qatar National Human Rights Committee (NHRC) estimates as of September 30, 2013 published in Al-Raya Newspaper, October 1, 2013.*

The company need to conclude diversity as a culture value within the organisational members to improve team culture leads to corporate culture. There should be given an opportunity to the worker where they can enhance their knowledge and make satisfied for themselves. By the researcher, they found the significant difference in mean rankings of several barriers to workplace diversity. Mostly the barriers regarding discrimination followed by prejudice and ethnocentrism. Others barriers are blaming, stereotypes and harassment were few prevalent. According to the research, male are treated well than female like male are given as an opportunity for overseas work whereas female is given for domestic work. The male employee didn't need to learn or adopt overseas custom; culture and language but women should adopt it. Harold Andrew Patrick and Vincent Raj Kumar(2012) Due to the failure of losing power, resources, or social exclusion, as a turn away from the idea of affirmative action and multi-culturalism, over time changes in a same as that makes them more palatable to all Stella (Nkomo,Jenny M. Hoobler 2014). Workforce diversity is occurring due to the world and marketplace changing. According to authors, the workforce diversity brings high value to the organisations. The workforce diversity has a positive role in increasing the productivity of the organization. Every individual's differences have a benefits role to create a competitive edge and increasing working productivity. It creates the platform for access opportunities and challenges (Kelli Green, Mayra Lopez and all 2015).

**Hypothesis:** *The increasing level of workforce diversity leads to an increase in the perception of inequality*

## Frame work



*Figure1: Hypothetical frame work*

Figure1 shows the hypothesized relationship of workforce diversity on perception of equity in Qatar, where the level of workforce diversity as an independent variable and perception of equity as dependent variable. We also examine the demographic variable as control variable.

## 5. Methodology

### Research Design

The survey was conducted through a questionnaire to get the data from respondents. This research is based on primary data and designed questionnaire to measure the level of workforce diversity and the perception of employees on inequality. We adopt the previous questionnaire for the measurement. Forgetting the data, survey questionnaire is posted online through different online media like facebook, we chat, Gmail, WhatsApp, messenger etc.

### Sample and Sampling Technique

We have received 100 valid respondents from different Organization in Qatar. In research, sampling is undertaken because of the impossibility associated with studying the entire population. Therefore a subset of a population known as a sample (Welman et al. 2006), which is assumed to represent the targeted population studied through non-probability sampling and used of convenience sampling.

### Research instrument and Measurement Scales

Our research is based on primary Data. For research we design the questionnaire and upload it online. The application software Cognitiform.com was used for collecting the Data. The software created the link, that link shared with the employees working in working in Qatar, and for measurement, we used SPSS 21 version and analysis through probit regression.

## 6. Result and discussion

<b>Impact of workforce diversity on Employees' perception of Equity</b>			
Independent Variables	Estimate	Std. Error	Sig.
Male	.331***	.559	.003
Diversity	-.445**	.186	.017
25 to 40 years old	1.071*	.642	.095
1 to 3 years job experience	.033	.799	.967
4 to 7 years job experience	-.326	.799	.684
8 to 11 years job experience	1.075	.792	.175
India	.740	.712	.299
Nepal	.251	.646	.698
Philippines	.559	.983	.569
Pakistan	-.337	.764	.659
Bangladesh	-1.445**	.885	.033
High School	.110	.544	.840
Undergraduate	1.062**	.452	.019
Staff Member	-2.394***	.666	.000
Line Manager	-1.886	.743	.150
Management Team	-1.738	.672	.340
Chi-Square		42.023	
Pseudo R-Square		.349	
N		100	

**Table2** shows the estimates of the probit model. The dependent variable is the employees' perception of equity. \*denotes significant at 10%, \*\*denotes significant at 5% & \*\*\*denotes significant at 1%,

Table2 shows the relationship between independent variable(the level of workforce diversity) and its impact on employees perception of equity in Qatar. It also shows the different demographic variable impact on equity. In this study, we collected Data from 18 different nationalities where the sample size was 100. There were 18% female and 82% male respondents. In this study, we can see the perception of the female has a negative reaction on equity while working in a diverse workforce. Whereas the male has a positive perception, they don't fill unequal treatment compared to female. Whether the people of age 25 to 40 years old have a positive perception about diversity on equity, they think diversity doesn't affect the equity. The experienced people who have less experience like 1 to 3 years have positive perception because they are young and perceive equality. From the nationalities wise the people from Bangladesh perceive inequality than others nationality. If we talk about education than undergraduate people, have a feeling of inequality. There are different levels in every organisation we categorised the lowest as staff level in our research; this level employee perceives inequality, they think that upper-level staff treated well by the organisation and the upper-level manager wouldn't treat well. In overall, the different diversity background employees perceive diversity differently. It means the diversity has a great impact on the perception of inequality. What we can see in the table below the diversities significant level value is 0.017 from a total of 1.

The people who have a good job position don't treat well to the junior staff. Female staffs are dominated, and there are very fewer opportunities for female staff in Qatar. So the impact of diversity is there according to sex, age, experiences, job position and education background as well.

### Significant of the study

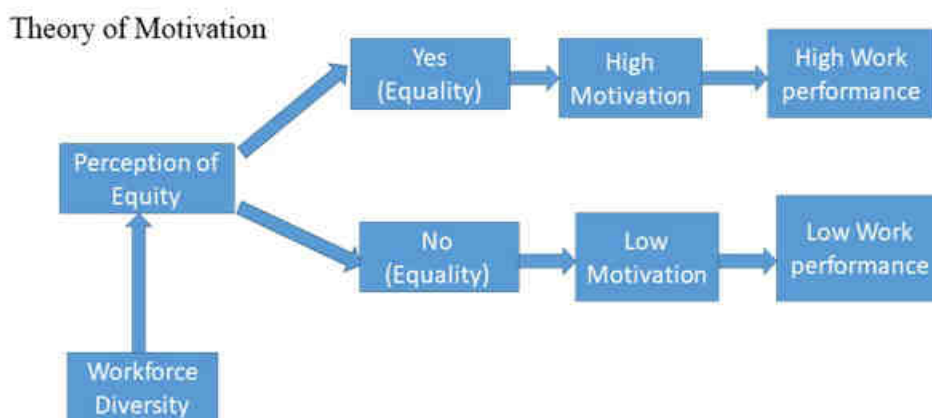


Figure2: level of workforce diversity and employees perception of equity

Figure2 shows if the increasing level of workforce diversity leads to perceive inequality by the employees than it leads to lower motivation ultimately lower motivation leads to lower work performance. In our study the level of workforce diversity increased conflict which have impact on equity. Diversity is good, different people have different skill, knowledge and skill but it is not same as compare to developed country like western labor force. In Qatar most of the labor force comes from developing country like, Nepal, India, China, Bangladesh etc.

## 7. Conclusion

In Qatar, there is a negative impact of workforce diversity on employee's perception of equity. Employees are not satisfied with the behaviours of employers and senior staffs. Female staffs have a negative perception of equality, opportunities only given to the male staffs. Older employees have a negative perception of equality.

Undergraduate employees are more likely to have a positive perception of equality. Younger and well-educated employees have a new mindset and a greater level of tolerance. Employees at lower levels of the hierarchy have a negative perception about equality. People from Bangladesh have a negative perception of equality. There is a negative relationship between workforce diversity and Equity in the case of Qatar. There is a huge demand of workforce in Qatar. To manage those workforces is a big challenge in today's world. Employees should be treated as an internal customer by their superior to makes Employees happy and satisfied which ultimately leads to higher work performance.

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