CHAPTER II

REVIEW OF LITERATURE
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2.1 INTRODUCTION

The sustainability of growth of the manufacturing industry depends on the degree of importance given to human resource. The appropriate human resource development practices adopted by the human resource department, remain the driving force behind the rapid growth of manufacturing companies. This also helps in recognizing and overcoming crucial challenges faced by the industry.

Employees are the key success in all types of organizations, especially in manufacturing industry organizations. The employee’s involvement is the crucial problem that the country is facing to meet the demands of manufacturing industry. Improving the skills and knowledge of the potential employees to make them employable, is the target to meet the needs. The skilled workforce, if not assessed properly and paid for their performance, has more probability of shifting to another organization. The manufacturing companies are compelled to adopt strategic methods to evaluate the knowledge workers. Providing them the opportunity to grow within the organization through career prospects adds impetus to the study of human resources development practices.

The reviews given underneath were taken from various national and international journals. Working papers and books to understand the concept and to find out the research gap in the workforce diversity, job involvement and organizational effectiveness which include the researcher for research.

2.2 WORKFORCE DIVERSITY

Organization that embrace our nation’s changing demographics reap the economic benefits of a diverse and inclusive workforce. Organization that recruit from a diverse workforce are better be able to find the best and the brightest talent employee needed to compete in an increasingly competitive economy. By bringing together different backgrounds, skills and experiences organizations are able to breed the type of innovative and creative solutions needed to succeed in an increasingly competitive economy. Businesses that embrace diversity also realize significant increase in
workforce productivity and organizational performance. More broadly, a diverse workforce drives economic growth, as more women, racial and ethnic minorities, and individuals enter the workforce (Crosby Burns et al, 2012).

Diversity is a set of conscious practice that involve understanding and appreciating interdependence of employee, cultures, and the natural environment; practicing mutual respect for qualities and experiences that are different from our own. Understanding that diversity includes not only ways of being, but also ways of knowing; recognizing that personal, cultural, and institutionalized discrimination, creating and sustaining privileges for some, while creating and sustaining disadvantages for others; and building alliances across differences, so that we can work together to eradicate all forms of discrimination.

Diversity management is a process intended to create and maintain a positive work environment, where the similarities and differences of individuals are valued, so that all can reach their potential and maximize their contributions to an organization’s strategic goals and objectives (Harold Andrew Patrick, 2012).

The following reviews will focus on the past literature related to the workforce diversity in an organization in India and other countries.

J. Stuart Bunderson & Kathleen M. Sutcliffe. (2002) examined the process and performance effects of dominant function diversity, namely diversity of functional experts on a team and intrapersonal functional diversity. The findings of the study indicate that there is a negative relationship between management teams and dominant function diversity. In addition, it is found that there is a strong relationship between intrapersonal functional diversity and effect on information sharing and unit performance. These findings suggest that different forms of functional diversity can have very different implications for team process and performance, and that intrapersonal functional diversity matters for team effectiveness.

Orodho, J. A. (2005) has found that diversity includes demographic factors such as race, gender, age, physical ability and ethnicity etc. The several aspects of diversity are age, national origin, religion, disability, sexual orientation, values, ethnic culture, education, language, lifestyle, beliefs, and physical appearance and economic
status. The study reveals the co-existence of employees from a variety of socio-cultural backgrounds within the organization.

**Sujin K. Horwitz & Irwin B. Horwitz. (2007)** has found that positive impact of task-related diversity on team performance in an organization. In addition to this, bio-demographic diversity and social integration is not significantly related to team performance.

**Omankhanlen Alex Ehhimare & Joshua O. Ogaga-Oghene’s. (2011)** has found that gender and ethnicity are negatively related to both productivity of employee and performance. It is revealed, that the gender, age and tenure diversities are positively correlated to firm performance in the organization. So, it is recommended that company executives use good strategies to effectively manage workforce diversity and collaborative research efforts should be done to ascertain the related variables that moderate workforce diversity so as to produce positive performance outcomes in organizations with the help of managing workforce diversity.

**Suzanne T. Bell et al. (2011)** has integrated different conceptualizations on demographic diversity variable and team performance in an organization. The finding of the study indicates that functional diversity has a moderately positive relationship with team performance by team creativity and innovation of the employees. Educational diversity is related to team creativity and innovation and to team performance for top management in an organization.

**ADC. (2011)** has determined that training and development programs can facilitate the managers to handle the routine issues of diversity in the organization. It is found from the study that formal and informal systems may provide support to decrease separation and discrimination of workforce. Lack of linguistic skills in multicultural environments is an important constraint in the way to build diversity friendly in an organization. Therefore, it is suggested that mentors/coaches should be able to counsel employees on the issue of workforce diversity in an organization fruitfully.

**Shreelatha Rao & Rakhesh Ainapur. (2012)** has focused on the diversity training model to improve the acceptance of workforce diversity within the employees of multinational companies. The study has revealed that the Diversity training is a powerful tool for reducing the conflicts between the employees and employers.
Abdel Moneim Elaid. (2012) has explored the impact of gender, age, and education background on employee performance. It has been targeted into middle level of the employees in the management. They revealed that the highest employee performance positively related with some variables such as gender, education background except age.

Parul Deshwal & Supriya Choudhary. (2012) has found that there is no significant relationship between diversity and productivity in an organization. They concluded that employees in a more diverse workforce are no less productive in the organization.

Davis Mkoji & Damary Sikalieh. (2012) have showed conscientiousness that personality trait is the most predictive of job performance by openness to experience, agreeableness, extraversion and emotional stability. The majority of KEMRI (Kenya Medical Research Institute) workforce is mainly composed of a conscientiousness personality trait. Hence, personality is useful for predicting other work-related criteria like job satisfaction and job performance. In addition to the above, it is recommended that KEMRI should consider personality tests as part of recruitment and selection.

Ephraim A. Okoro, Melvin C. (2012) indicated that the effective communication in a diverse workforce ensures a high level of performance and productivity for human and intellectual capital and provides business organizations a competitive advantage in their expanded markets and in the global economy.

Harold Andrew Patrick & Vincent Raj Kumar. (2012) focused on diversity management as a process that intended to create and maintain a positive work environment where the similarities and differences of individuals are valued. It is concluded that managing diversity successfully can lead to more committed, better satisfied, better performing employees and potentially better financial performance for an organization.

Abdel Moneim Elsaid. (2012) indicates that workforce diversity is important for an organization to implement diversity management. The researcher has identified high employee performance’s positive relationship with demographic variables such as gender and educational background. Therefore, business organizations should start
realizing the need to tackle such demographic categories in order to stay ahead of its competitors in an economy.

Edmund C. Stazyk, Randall S. Davis & Jiaqi Liang. (2012) have analysed that effective diversity management leads to positive organizational effectiveness. It is not desirable to treat organizational diversity as a generic characteristic. The findings also highlight the need to manage alternative forms of diversity. It is concluded that increasing racial diversity decreases the overall employee job satisfaction in the organization, whereas greater gender diversity increases overall organizational job satisfaction.

Chepng’eno. (2012) has identified that managing workforce diversity is to perform their job well with full potential in a work environment, where there are no discriminations regarding any aspect of diversity.

Parul Dixit. (2013) has stressed the need for diversity management to create a positive work environment in an organization. It is found that managing diversity successfully can lead to more committed, better satisfied, better performing employees and contribute a potentially better financial performance of an organization. The study has emphasized that the organization should take measures and leverage potentials of employees to achieve competitive global.

Muhammad Salman Aslam & Arslan Ayub et al. (2013) has found that most of the employees want to work with all the department employees. It is understood that it is inevitable for the employees to manage diversity in the organization. So as to produce better performance within the member group of employees. The study concludes that markets are growing more and more diverse and so organization needs to manage a diverse workforce in order to handle the situation.

Maric-Christine Laible. (2013) has found that women in top management positions in German establishments can be negatively linked to a firms performance. The environment seems to play a meaningful role in the determination of the relationship between gender diversity in top management and a firm’s performance.

Uschi Backes-Gellner & Stephan Veen. (2013) have revealed that increasing age diversity has a positive effect on organization productivity. Therefore, it suggests
that a more age diverse workforce provides a large knowledge pool and can find more creative solutions.

Sonali Malewar & Prerna Nair. (2013) have explored that strength or a conflict of workforce diversity attract lots of attention of these days’ organizations. It is found that employees of both gender employed in equal sharing enhances innovativeness and also brings in fresh ideas which in turn improves that organizational effectiveness. It is concluded that the diverse teams make a better team – working and brings forth a richer experience in an organization.

Richa Gupta. (2013) suggests that workforce diversity enhances better decision-making, higher creativity, innovation and greater success in marketing. Therefore, it revealed that the following factors such as senior management accountability, need assessment, better strategy, efficient communication, team building & evaluation acts as a mediator between workforce diversity and organization performance. It is useful for the organizations having diverse workforce by effectively managing them for achievement of organizational goals.

Rashid Saeed et al., (2013) has found that there is a positive relationship between workforce diversity and performance of the students.

Rana Nadir Idrees, Abdus Sattar Abbasi & Muhammad Waqas. (2013) have identified that the female employees are discriminated more than the male employees in the private sector organizations as compared to the public sector organizations. The researchers have concluded, that the heterogeneity in workgroup is a key deriver in making more innovative and effective decision through owners and managers with sound educational background and commitment workforce diversity.

Uschi Backes Gellner & Stephan Veen. (2013) have analyzed how age diversity within a company’s workforce affects organizational productivity. The objectives of the study are to induce the effect of age diversity on organizational productivity and that second the type of task performed which acts as a moderator. The results show that increasing age diversity has a positive effect on organizational productivity through creative and routine tasks in the organization.
Schehar Bano et al., (2013) have critically examined that workforce diversity and employee commitment in the context of globalization. The major factor of work setting and its effect on organizational performance has attained significant attention and importance. The study has revealed that most of the organizations have taken imperative actions by nourishing the culture of the organization. They help the employee in coping with work environment.

Marie-Christine Laible. (2013) made has comparison with men and women in top management position in the organization. The number of instrument variable approach had been analysed and the account for endogeneity, providing evidence for the robustness was adopted to predict the organizational performance of gender diversity. The results indicate that women in top management positions in German establishments is negatively connected to firm performance.

Ramesh Krishnan, Mohd Adnan Alias & Kasturi Kanchymalay. (2013) have expanded the direct effect of seven dimensions of work design characteristics on Organizational Citizenship Behaviour (OCB). The results revealed that hierarchical multiple regression indicated a significant positive relationship between work design characteristics namely feedback, task significance, psychological demand, autonomy, social support and OCB.

Rajesh Vaidya, Vinod Wanjari & Nitin Shirigirwar. (2013) have studied that most of the employees are positive managing with workforce diversity in the organization, while a few of the employees have assumed, adjusted, and are enthusiastic to work and leverage positive workforce diversity in an organization. It is found that the most important strategies adopted by organizations to increase inclusiveness is by training employees to be sensitive to cross-cultural differences, encouraging employees to accept overseas assignments, and offering foreign language training.

Darwin Joseph R. & Palanisamy Chinnathambi Selvaraj. (2015) study found that there is no significant association between demographic profiles and performance of employees in the organization. It is concluded that employees need to provide a better platform for understanding the organization culture, human resource practices, nature of work and business strategy of individual firms are likely to mask
the impact of variables on the employee performance in one firm with that observed in other firm.

**Md. Mahi Uddin, Mustafa Manir Chowdhury. (2015)** has revealed that improving corporate culture, ensuring equal employment opportunity, and proper utilization of human capital of the organization are the important goals of workforce diversity management in the organizations. In particular, mentoring, training, and recruitment are important processes to achieve workforce diversity management goals. Therefore, results bring out implication that both management and government should make efforts to manage diversity to attract and retain talented employees to foster their innovation and creativity.

### 2.3 JOB INVOLVEMENT

Job involvement plays an important factor in life of many employees in an organization. Employees are influenced intelligently and affectively in their work environment to the extent that they involved in their work. Job involvement is an important resource of organizational effectiveness and is a critical need in work environment and has a positive relation with internal motivation, external motivation, organizational efficiency, job satisfaction, organizational commitment, employee turnover, organizational behavior improvement, increasing self-respect, self-high performance in job, and also negative relation with exhaustion, lack of job commitment and work stresses. *(Reza Abachian Ghassemi, 2015).*

The following paragraphs focus on the previous literature related to the job involvement in an organization.

**Robert J. Vandenberg. (2002)** has concluded that organizational practices have positively influenced high involvement in work processes through return on equity and turnover both directly and indirectly influence employee morale.

**Joiner & Bakalis. (2006)** theorised that job involvement is more closely associated with identification with one’s immediate work activities, whereas organizational commitment refers to one’s attachment to the organization.

**Hallberg, U. E., & Schaufeli, W. B. (2006).** have stated that employee’s work engagement of job involvement and organizational commitment were factors that
referred to an employee’s positive attachment to work, which is also included in a reciprocal effort between an employee and the organization. Job involvement had been identified as a variable influenced by “personal” intrinsic factors and attitudes. The study has found that the participative (collaborative) work environments are workforces that encourage and support job involvement.

Rodger W. Griffeth. (2007) has focused on the model of relationship between perceived friendship opportunities in the workplace and work-related outcomes. The results of the research indicated that employees' perceptions of friendship opportunities in the workplace have direct effects on job involvement and job satisfaction, as well as indirect effects on organizational commitment and intention to turnover.

Mudrack & Murrell. (2008) has assumed that highly job involved employees will put forth substantial effort towards the achievement of organizational objectives and are less likely to relinquish.

Aamir Ali Chughtai. (2008) revealed that high levels of job involvement among employees can be an effective strategy to increase both forms of performance and to foster more positive attitudes and behaviours. Therefore, which help to make employees more involved in their jobs, is likely to be important for the growth and profitability of the organizations.

Brown, Steven P. (2009) has suggested that job involvement is influenced by personality and situational variables. Job involvement is strongly related to job and work attitudes but not to role perceptions, behavioral work outcomes, negative "side effects," or demographic variables. The analysis has identified that there is little difference in the strength of relationships based on involvement measure. The author has found that modest but systematic differences in the strength of relationships between studies of employees of public versus private organizations. The conclusion of this study with meta-analytic regarding organizational commitment, discusses important theoretical considerations and offers suggestions for future research.

Chi-Shun Liao & Cheng-Wen Lee. (2009) concluded that the employees with greater job involvement trend leads to expend more mental and physical effort during their working hours, and the core of their lives mostly focuses on their jobs. The
Employees with high neuroticism instead engage in inattentive behaviors, such as careless errors, failing to follow working norms, or producing ignorant mistakes.

Yenhui Ouyang. (2009) indicates that job instability do not directly influence job performance and job involvement. The mediating effects of job stress and job involvement can positively influence job performance. Based on the findings the author highlights, that the most important factor of job performance is job involvement and job stress. The survey suggest that supervisors of the banking institutions have to improve their performances, as well as the ways to face the stress of their employees and needs to take the best decision of management in the organization.

Akyay Uygur & Gonca Kilic. (2009) reveals that there is moderately a positive relationship between organizational commitment and job involvement (r=0.44). There is a significant association between organizational commitment and job involvement but not a very strong.

Agba, A. M. Ogaboh, FestusNkpoen & Ushie, E. M. (2010) study revealed that, career advancement, career counseling and career opportunities significantly influence employees’ commitment in an organization. The researchers have recommended that a comprehensive career development programme should be adopted by organizations.

Raghunadha Reddy, P & A. Krishna Sudheer. (2011) have suggested that management might be able to increase the level of commitment in the organization by increasing the satisfaction with compensation, policies, and work conditions. The human resource managers should remain focused on increasing job satisfaction and increasing work motivation. In addition to the above, the ways to improve work motivation and job satisfaction may vary from nature of job, organization and individual. Increased commitment will result in efficiency and greater outputs.

Mahfuz Judeh. (2011) have indicated that employee involvement and teamwork effectiveness stood at a high to moderately high level score in the organization. The results indicated that there is no significant difference towards employee involvement due to gender or marital status, while participants significantly differed in terms of educational level. The results of this study had many implications.
for human resources and other practitioners and managers who must enhance the teamwork atmosphere in their organization.

Owolabi Lateef Kuyea & Abdul-Hameed Adeola Sulaimonb. (2011) revealed a significant relationship between employee involvement in decision making and performance of firms. There is a significant difference between the performance of firms whose employee involvement in decision making are deep, and the performance of firms whose employee involvement in decision making are shallow.

Ayman Adham. (2011) Employee involvement shows a strong correlation between job satisfaction and organizational commitment. In addition, employee involvement is found to influence decisions making. A slightly stronger correlation is found between satisfaction and commitment than through employee autonomy. It is also found that age, gender and salary have no influence on the relationship among employee involvement, job satisfaction and organizational commitment.

Ekta Joshi & Nisha Nagori. (2011) have found the nine predominant factors of employee engagement i.e. culture confrontation, work life balance, career development & experimentation, job involvement, organizational commitment, role clarity, autonomy and constructive feedback. It is confirmed from the factor analysis and correlation, that there is no significant difference between employee engagement and work life balance, organizational commitment, job involvement and role clarity. Moreover, there is a significant relationship in culture, confrontation, career development & experimentation, constructive feedback and autonomy.

Ahmad Zainal Abidin Abd Razak, Nek Kamal Yeop Yunus & Aizzat Mohd Nasurdin. (2011) have identified that the work over load is positively related to both work interference with family and family interference with work. It is revealed that job involvement has no significant impact on the two factors work and family conflict.

Ajay Bhatia, Gagan Deep & Swati Sachdeva. (2012) have concentrated on the impact of job involvement on organizational effectiveness. It is found that the job involvement has a direct relation to organizational effectiveness through their working style, approach towards the attainment of organizational goal, quality improvement and acquisition of new talent and skills.
Omoniyi Tayo & Adedapo Adeyemi Y. (2012) have focused on three independent variables. In particular, the job involvement and age have a positive relationship with job performance. Though, organizational commitment, has a relationship with job performance, its effect is low. The study concluded that the job involvement and organizational commitment have implications on job performance.

Chin-Chih Ho, Brian Oldenburg, Gary Day & Jing Sun. (2012) have studied that job involvement helps the relationship between work values and organizational commitment. The findings of the research have an association for organizations that are attempting to enhance organizational commitment through increased job involvement and even these factors will be associated with reduced turnover and absenteeism in the organization.

Faizan Mohsan., Muhammad Musarrat Nawaz & Sarfraz Khan, M. (2012) have found that most of the employees have been rotated time to time throughout the carriers. It has been identified that the employees are rotated to different jobs across all departments in the organization, so that they become less motivated, whereas more committed and involved in their respective jobs.

Talat Islam et al., (2012) discovered the role of organizational commitment as a mediating variable between the job involvement and performance. It has indicated that there is a positive relationship between job involvement and in-role performance. In addition, the authors have highlighted that the dimensions of organizational commitment, affective and normative commitment can act as mediator except continuance commitment.

Sofijanova, E & Zabijakin-Chatleska, V. (2013) have expressed that employee involvement is very close to the perceived organizational performance. It is identified that employee participation, empowerment programs, and self-managing teams have a direct relationship to the organizational performance. The companies are encouraged to adopt employee involvement programs in order to enhance performance, growth and competitiveness of the regional and global market.

Manonmani, P et al., (2013) study tries to understand how employee engagement is associated with employee job satisfaction and how employee loyalty leads to better workforce and affect its loyalty in an organization. The result of the study
shows, that majority of employees have agreement with the organization which brings maximum involvement of the employees and in turn retaining is not impossible.

Ahmadreza Kasraei, Mohammadreza Dadkhah & Malihe Sadat Mirabbas. (2013) has found that perceived organizational support and personal interaction networks have an effect on employees’ personality characteristics and also the personal interaction networks has a positive and significant effect on perceived organizational support of employees.

Yukthamarani Permarupan, P, Abdullah Al- Mamun & Roselina Ahmad Saufi. (2013) have found that the quality of work life (QWL) is measured with five dimensions, namely, fair and appropriate salary, working conditions, capacities at work, opportunities at work and organizational climate. The results have indicated that working conditions, opportunities at work and climate of an organization has a significantly higher impact on job involvement and affective commitment, because it leads to better understanding the practice of both public and private organizations.

Mohammad Javad Esfahania, Mostafa Emamib & Hamid Reza Tajnesaeic. (2013) have concluded that job involvement has a great power to impact organizational commitment. Further, they highlighted that the companies must pay more attention to promote job involvement in order to ensure higher levels of organizational commitment.

Mark A. Kizilos., Chailin Cummings &Thomas G. Cummings. (2013). has found that organizational citizenship behavior mediates the relationship between how high-involvement work processes (HIWP) and organization performance in a sample of 143 consumer-products organization units. Results of the study confirm that the HIWP attributes work together synergistically to create opportunities for employee involvement.

Muhammad Arif Khattak, Nadeem Iqbal & Sajid Rahman Khattak. (2013) the study confirmed that organizational performance increases ranges from 56% to 94% due to employees’ involvement in an organizations. Furthermore, it is found from the analysis that the empowerment, team orientation and capacity development contrives strong and positive relationship with organizational performance. Organizations which allow their employees to work in a team shows more performance level, than those who
have non-team based structure. Organizations must involve their employees in decision making processes at all levels by delegating them powers and authority, adapting team-based structures and developing capabilities of their employees to perform well and to compete with prevailing trends in the economy.

Christopher Wanyonyi Lubakaya. (2014) has analysed on the major factors that affect job involvement, and stated that the organization’s foremost employees are motivated by internal values, rather than external values. Employee personalities are high in extroversion, openness, agreeableness, conscientiousness and low in neuroticism. Training helps to enhance updating skills and increase a sense of belonging. The results have revealed that the major factors affecting job involvement are motivation, personality training and job characteristics. They support the employees’ job involvement.

Joby Jose & Panchanatham. (2014) have identified that the job involvement is measured by the organizational commitment and job satisfaction of the employees. They have concluded that the job involvement of the employees has a great impact on the overall organization’s effectiveness.

Tariq Iqbal Khan & Aisha Akbar. (2014) have investigated that the job involvement directly affects the satisfaction of employees by job enrichment, work environment, individual responsibilities and authority to take decisions. Further, there is no direct relationship between job involvement and job performance, but has a weak relationship between job characteristics and employee’s role in job performance.

Muhammad Ahsan Razzaq & Naeem Ullah. (2014) they said “an affirmative connection between involvement related to a job and commitment associated with an organization. Organization which want to have a committed workforce should make their governance system more decentralized giving empowerment to the employees in information sharing and decision making”.

Vivek Tiwari & S. K. Singh. (2014) have identified the three predominant factors of organizational commitment, namely, physical factors, situational factors, and individual or attitudinal factors. The findings of this study is organizational commitment is positively related with the job satisfaction. Job involvement does moderate the relationship between job satisfaction and organizational commitment. The
results show that working culture and job enrichment are more satisfied and more committed of the employees towards organization.

**Rama Kumari. M & Lakshmi Prasanna Kumari L. (2014)** have indicated that effective employee involvement measured by the use of employee problem solving groups, co-operative interaction, and employee influence is a critical mediating mechanism between people oriented values and firm performance. The result of research is that employee involvement is something that can be present that varying degrees within the organization and is reinforced leadership culture and environment.

**Abnas Shaheen & Yasir Aftab Farooqi. (2014)** have found from the analysis, that employee motivation is positively linked with the employee commitment, job involvement and employee engagement. The positive relationship shows that motivated employees are more involved and engaged in their job in the organization. It is explored from this research that motivation of employees is necessary and establishes a positive relationship with employee commitment, job involvement and employee engagement.

**Nwibere. B. M. (2014)** have concluded that an employee develops a favourable attitude towards one aspect of the job based on unique experiences which is job involvement such an employee is also likely to react favourably to other related aspects of the job that is job satisfaction, organisational commitment, OCB and organisational commitment. Therefore, employees who are involved in their job become committed to their organization and by extension exhibit OCBs. Also, employees who are dissatisfied with their job may become less involved in their work and less committed to their employer and organisation.

**Reza Khadem Agheli, Mohammadreza Zamzam Sotoudeh & Mousa Rezvani Chaman Zamin. (2015)** have provided useful information for managers of organizations to be able to decrease the turnover in the organization. They have concluded that increase in job involvement and organizational commitment also will be increased and this in turn will result in increase in job satisfaction of the employees’. Therefore, when employees’ job satisfaction is increased, their tendency to quit job will be decreased.
2.4 ORGANIZATIONAL EFFECTIVENESS

The importance and measuring organizational effectiveness remains understandable because organizational effectiveness is a significant indicator to show the direction, situation, and the future of the organization. Employees also make regular determinations on the organizational effectiveness, when they appraise and compare elements of their output. Evaluating the effectiveness of an organization is a widespread and ongoing activity in the organization. Most researchers and practitioners have agreed, that a necessary condition for an organization’s success is survival (Watana Vinitwatanakhun, 1998)

The following are some of the related literature which focuses on the organizational effectiveness in an organization.

Watana Vinitwatanakhun. (1998) have focused on the four predominant independent variables namely leadership style, technology, strategic planning, and human resource development which are statistically significant with organizational effectiveness. Moreover, it is found that leadership style is the best predictor of the perceived organizational effectiveness, because of the importance of leadership in all kinds of group action in the organizations. The result of this research indicates that promoting group cohesiveness and team effort increase opportunities for personal satisfaction in work performance and reduce stresses. The external control indicates that leadership style is very important factor in combining other significant factors to determine organizational effectiveness.

Srivastava, A.K (2008) has focused on the two predominant factors of the work environment on employees’ job satisfaction and organizational effectiveness namely, physical and psychosocial relationship with the organization. It is found that participants who perceived their work environment as to be adequate and favourable scored comparatively higher on the measures of job satisfaction and organizational effectiveness. The psycho-social environments in workplace exert plays an important role on employees’ job behaviour and organizational effectiveness than the physical environment does.

Kate Hutchings et al. (2009) has concentrated on the training and development practices in an organization which is an important predominant factor of organizational
effectiveness. It is found from the analysis that the organizational effectiveness’s positive relationship with training and development. The study suggests that employees are to be more effective in their work to enhance their technical skills, interpersonal abilities, teamwork, job confidence and work motivation in the organization.

Ioan Lazar, Codruta Osoian & Patricia Ratiu. (2010) have analysed about the quality relationship between paid work and unpaid responsibilities in an organization. The work life balance practices are not only for employees themselves, but also for their families, organizations and society. The work-life conflict has a significant relationship between business costs and with lack of engagement, absenteeism, turnover rates, low productivity and creativity or poor retention levels. It is also found that there are some factors of organizational work-life culture that may compromise availability and use of these practices.

Jianwei Zhang. (2010) study has investigated the characteristics of organizational climate on organizational variables. The study has established a significant difference between educational level, position, length of time working and organizational climate. In addition to this the study has also identified that main effects of organizational climate is human resources management such as turnover intention, job satisfaction and work efficacy; Organizational climate also have significant effects on organization effectiveness like staff members’ organization commitment and collective identity.

Shivani Mishra & Dharmesh Raykundaliya. (2011) trie to understand the organization culture, productivity, managerial leadership and organizational effectiveness in manufacturing companies. It is found from the analysis that organizational culture, productivity, managerial leadership and organizational effectiveness are significantly related with age, education, experience and income of the respondents.

Muhammad Ehsan Malik, Muhammad Mudasar Ghafoor and Salman Naseer. (2011) have indicated that increased employee’s performance accelerate organizational effectiveness. It is identified that the effective organizational environment promotes the organizational effectiveness. Therefore, it is concluded that interested employees are more productive rather than productive employees are
happier. Organizational effectiveness should be realistic and measurable in an organization.

*Neetu Choudhry, P. J. Philip & Rajender Kumar. (2011)* have suggested that effective organizations depend on employees’ performance which is directly affected by employee’s individual job satisfaction in an organization. The use of fair treatment and fair procedures may be a key antecedent to promote organizational effectiveness. Organizations should encourage their managers to support workplace fairness.

*Chandrasekar, K. (2011)* has focused on the quality of the employee’s workplace environment impacts their level of motivation and succeeding performance in an organization. They engage themselves with the organization, particularly with their immediate environment that influences to a great extent their error rate, level of innovation, collaboration with other employees, absenteeism and ultimately, how long they stay in the job. Creating a positive work environment in which employees are productive, is essential to increased organizational effectiveness.

*Rama Devi, V & Nagurvali Shaik. (2012)* study evolves that training and development can be effectively used to drive employee performance and organizational effectiveness. These needs can be applied to different methods of training and across culture. The employees need to adapt to the technological, organizational and social changes making continuous learning and updating of skills which is indispensable for an organizational effectiveness. The companies need to manage training programs more effectively to their employees for getting the highest returns from their investment. The training program acts as a vehicle to enhance employee skills and enable them to perform better in their job. Training and development is very crucial to the employees, the organization and their effectiveness.

*Nwadukwe, Uche & Court Ogele Timinepere. (2012)* has found out that participative and paternalistic management styles are the predominant management styles in practice. The effectiveness of private enterprises establishes a relationship between management styles and organizational effectiveness. It is concluded that different management styles are adopted in the running of private enterprises depending on the characteristics inherent in such firms. Based on the findings of the study, it is
recommended that private enterprises should adopt management styles in tandem with the achievement of set goals, cultural values and organizational peculiarities as there was no one best management style.

Quratul-Ain Manzoor. (2012) study focuses on the practice and observance of the two central factors, empowerment and employee recognition for enhancing employee motivation which leads to organizational effectiveness. The study suggests that the organizations should design their rules, policies and organizational structures that give space to the employee to work well and appreciate them on their tasks fulfilment and achievements that lead to organizational growth.

Oladimeji, Moruff Sanjo Akingbade & Waidi Adeniyi. (2012) has identified that there is a strong significant between organizational effectiveness and employees’ motivation. It is also found that there is a significant relationship with organizational environment and organizational competiveness.

Edwinah Amah, Christine. A. Nwuche & Nwakaego Chukuigwe. (2013) have concluded that the success of organizations to a very large extent depends on how effective their reward and incentive schemes are used in the organization. It is also recommend that managers should put in place an effective reward and incentive scheme that sufficiently motivates employees, as this could enhance their productivity, responsiveness and commitment to the achievement of the organizational effectiveness.

Leila Hoseini, Maryam Razavi & Behbood Khademi. (2014) have examined the relationship between workplace stress and job satisfaction on organizational effectiveness. Their descriptive survey and correlation analysis methods, has exposed a positive correlation between job satisfaction and organizational effectiveness. The study has further stated that there is no significant relationship between mental stress and organizational effectiveness.

Umoh, G.I et al., (2014) have concluded on the bases of their hypotheses that management development has significant influence on organizational resilience. Therefore, organizations should use its management development programmes as a knowledge retention measure that will strategically channel efforts in a way that will drive organizational success.
Gbaekemen Goddy Osa & Idowu Oluwafemi Amos. (2014) indicate that frontline manager, supervisions, project leader, team captain or human resource manager actually has more power in an organization to reduce poor productivity, because the factors that drive employee satisfaction and commitment are largely within the direct manager’s control, and for this to be achieved successfully there is need to understand the motive as a bases of performance require to motivate employee in order to improve their commitment to the organization.

Ruchi Jain & Surinder Kaur. (2014) have examined the effective growth and productivity for an organization is depend on the employees satisfaction and work environment is one of the most predominant factors, which influence the satisfaction and motivation of employees. Therefore, it’s suggested that efficient human resource management and maintain good work environment or culture effects not only the performance of employee and organization but also affects the growth and development of entire economy.

Jegajothi. C & Sudha. S. (2015) have found that work environment plays a positive role in exerting greater efforts from the employee. It is identified that positive work environment can be created with the help of organization climate involvement. Therefore, the organizational climate motives the employees to perform well in an organization.

Summarising up of Workforce Diversity, Job Involvement and Organizational Effectiveness.

The literature review has brought to light that workforce diversity, job involvement and organizational effectiveness are considered essential in all types of industry. The need for the diversity management, employee job involvement and effectiveness of organization are logically followed in all the organizations to increase employee efficiency, organizational efficiency and productivity of the organization. It also creates a good impact over research articles forces to underpin the job involvement methods adopted by in manufacturing companies and respective perception of the employees.