

# Workforce Diversity in an Organization – A Quantitative ABCD Analysis

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**Area/Section:** Business Management.

**Type of the Paper:** Empirical Analysis.

**Type of Review:** Peer Reviewed as per [C|O|P|E](#) guidance.

**Indexed in:** OpenAIRE.

**DOI:** <https://doi.org/10.5281/zenodo.10805999>

**Google Scholar Citation:** [IJMTS](#)

## How to Cite this Paper:

Krithi & Pai, R. (2024). Workforce Diversity in an Organization – A Quantitative ABCD Analysis. *International Journal of Management, Technology, and Social Sciences (IJMTS)*, 9(1), 169-191. DOI: <https://doi.org/10.5281/zenodo.10805999>

**International Journal of Management, Technology, and Social Sciences (IJMTS)**

A Refereed International Journal of Srinivas University, India.

CrossRef DOI: <https://doi.org/10.47992/IJMTS.2581.6012.0338>

Received on: 04/02/2023

Published on: 12/03/2024

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## Workforce Diversity in an Organization – A Quantitative ABCD Analysis

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### ABSTRACT

**Purpose:** This study aims to get additional knowledge about the ABCD framework's application to workforce diversity analysis in organizations. determining elements, important attributes, and advantages, disadvantages, constraints, and benefits from the viewpoint of stakeholders, as well as identifying and evaluating the main influencing factor in terms of workforce diversity in an organization.

**Design:** From 2016 to 2023, the study thoroughly analyzed all published papers relevant to the ABCD analytical framework. The study used quantitative analysis and focus group interaction to determine the critical influencing factors and crucial constituent parts for workforce diversity in an organization by allocating appropriate weightage to key traits.

**Findings:** This study suggests that the ABCD framework is suitable for use in the analysis and evaluation of a business model, concept, product, strategy, or system. Academics working in a variety of fields frequently employ this technique to evaluate research articles. According to a quantitative ABCD analysis of staff diversity in a firm, advantage factors have a significant impact on the success of the organization. The ABCD analysis supports the concept/ideas of workforce diversity's efficacy in an organization.

**Originality:** According to the ABCD analytical framework for workforce diversity in an organization, the study provides ideas on determinant issues, key traits, main impacting factors, and critical constituent parts.

**Type of Paper:** Empirical Research

**Keywords:** Workforce diversity, ABCD analysis framework, Quantitative ABCD analysis, Determinant issues, Key attributes, Factor Analysis, Elementary Analysis.

### 1. INTRODUCTION :

Individuals that make up an organization typically come from different origins and have different interests, values, personalities, beliefs, customs, cultures, nationalities, and languages. To achieve a common objective or aim, several people work together. Employees of an organization determine how well its goals and priorities are achieved. When a group of people behave in the sincerest ways imaginable, a firm can prosper. For the effective achievement of corporate goals and objectives, businesses must diversify their labour force to include individuals who demonstrate a variety of human attributes. This will help them to create a workforce that can function in a competitive environment (Verma, A. 2020) [1]. The rate of interaction has risen as a result of the fact that individuals no longer live in a solitary global world. They now take part in international business and engage in global rivalry. (Krithi & Pai, 2020) [2]. Businesses are actively embracing and implementing strategies that will enable employees to develop their skills and abilities, which is crucial and difficult for the growth and competitiveness of the enterprise. During this era of globalization, migration and the rapid growth of technology are causing the labor force to become more diversified. Workplace diversity can come in many different ways, including racial, gender, and ethnic distinctions as well as age, religion, personality, cognitive style, tenure, organizational role, educational background; job experience, and others. The goal of workforce diversity management is to create and maintain a friendly workplace.

(Wall, F. 2022) [3]. Three factors comprise workforce diversity: primary, secondary, and tertiary components (Inegbedion, et al., 2020) [4]. Diverse workforce management ensures that each employee may reach their full potential, advance individually, and contribute to the business. This is only possible when a group can bring together people from different backgrounds and with different skills and abilities to work toward a shared goal. (Kumar, R., & Singh, R. P. [5].

The ABCD analytic framework has gained a lot of popularity as a tool for analysis in recent years. Since it helps identify determinant problems, crucial features, and important component aspects, as well as the factors that affect the business's success, many academics utilize this framework to examine their business model. This paper intends to analyze the history of the ABCD model's creation, as well as the quantitative ABCD analysis used to evaluate workforce diversity in an organization, to identify the study's primary influencing factors (Aithal, Shailashree & Kumar 2015) [6].

**2. THE CURRENT STATUS OF THE ABCD ANALYSIS FRAMEWORK :**

The ABCD framework for analysis takes into account both individual and organizational traits; it may also be used to gauge how effective a concept or strategy is (Aithal, P. S., (2017). [7]). the merits, benefits, limitations, and downsides of various concepts, systems, methods, and other things are first described. Using factor and elementary analysis to identify deciding factors and significant constituent pieces, also permits a more complete examination. The ABCD analysis has progressed to a quantitative analysis level (Aithal & Kumar, (2016). [8]). Based on the ABCD analysis framework's current condition, exploratory research can be carried out to look at the research design, subject selection, and data-gathering method. (Sujaya & Aithal (2022). [9]). A review of the pertinent literature, qualitative techniques, in-depth interviews, or pilot trials forms the basis of exploratory research. Nevertheless, the ABCD analysis also offers an empirical research method. By analyzing the challenges from the perspectives of multiple stakeholders, this study delves deeply into the issues at hand and offers an improved understanding of the concept, system, business, or strategy (Nayak P &., & Kayarkatte, N, (2022). [10]).

**3. OBJECTIVES OF THE STUDY :**

- (1) To examine the relevance of the ABCD analysis framework to analyze workforce diversity in an organization.
- (2) To outline the Advantages, Benefits, Constraints, and Disadvantages of workforce diversity in an organization.
- (3) To ascertain the determinant issues concerning workforce diversity in an organization.
- (4) To assess the key attribute as per the ABCD analysis framework.
- (5) To explore the critical constituent element based on the ABCD construct for workforce diversity in an organization.
- (6) To gauge the critical constituent elements for each ABCD construct.

**4. LITERATURE REVIEW ON WORKFORCE DIVERSITY :**

**Table 1:** Shows the scholarly article on the concept of workforce diversity in an Organization.

Table 1: Scholarly articles on Workforce diversity			
S. No.	Focus Area	Contribution	Reference
1	Workforce Diversity Of Wipro	Workforce Diversity is a very important criterion at the workplace and Wipro gives top priority to diversity at the workplace.	Krithi & Pai R. (2020). [2]
2	Attrition of women workforce	A comprehensive approach to human resources measures and policies that take into account the diverse workforce of women's needs for a work-life balance.	Singh, S., et al. (2017). [11]
3	Workforce diversity emerges as the importance of Employee Engagement	Companies appreciate the benefits of inclusion and diversity in the workplace. Increases in engagement levels ensure that people, groups, and organizations will grow. strong results.	Itam, U., et al. (2019). [12]

4	Employee performance enhancement through workforce diversity measures.	Diversity and the creation of a workforce for positive outcomes like creativity, invention, and problem-solving can also result in other drawbacks like conflicts and the devaluing of groups. diminished group cohesion and caliber	Roberge, M. É., et al. (2010). [13]
5	Employee productivity through workforce diversity	An inclusive workforce is the fundamental spirit of the current situation, but managing such a diversified workforce presents significant administrative challenges. The hiring of a diverse workforce will increase production.	Solanki, R. B., et al. (2016). [14]
6	Comparative analysis of the service industry and Manufacturing industry	The management of diversity makes certain that every person may improve their skills and self-awareness and, as a result, contribute to the organization.	Deshpande, A. (2014). [15]
7	Workforce diversity is key to improving productivity.	According to the study papers, having a diverse staff is good for any firm, but because people continue to hang on to their preconceived views about caste, religion, etc., they see diversity as an issue that, if handled appropriately, may increase productivity.	Saxena, A. (2014). [16]

### 5. LITERATURE REVIEW ON ABCD FRAMEWORK :

ABCD framework was proposed by Aithal P.S. et al. [6] to evaluate whether a company model, strategy, idea, or system is effective at satisfying its stakeholders and generating long-term profit through expected revenue generation. A systematic matrix containing a list of company advantages, rewards, restrictions, and negative aspects is produced by the ABCD analysis. The framework is divided into many concerns/areas of focus, and under each of these issues, different business deployment components that have an impact on the business or concept can be recognized and examined by choosing the relevant critical effective element. his approach to analyzing Being straightforward offers a framework for recognizing and assessing any business model, strategy, idea, or system's viability The framework is used to study the traits of the "Working from Home" e-business mode. (Reshma et.al.,2015) [17] The analytical framework of ABCD is used to investigate the Black Ocean strategy idea (Aithal & Kumar 2015) (Aithal, Shailashree & Kumar 2015) [18-19]. The four constructs analyzed for the study are advantages, benefits, constraints, and disadvantages, From the views of organizational, administrative, personnel, operational, business, and external challenges, the numerous components & their constituent important aspects affecting the BOS idea employed in some business organizations. The ABCD analysis framework was used to analyze the idea of the "Higher Education Stage Model." The concept's advantages, benefits, limitations, and drawbacks are noted and examined, and its features are graded. The results supported the justification for using the ABCD analytical technique to evaluate the performance of any notion or idea (Aithal & Kumar 2015) (Aitahal, Shailashree & Kumar 2016) [20-21]. The issues identified are—problems with organizations, faculty performance, student growth, community participation, social and environmental challenges, infrastructure, learning resources, and problems with innovations, creativity, and best practices—are recognized and examined to evaluate the various components of the NAAC accreditation system. The focus group technique was used to identify the constituent important elements under each of these factors as well as the factors affecting variables. The results supported the justification for using the ABCD analysis technique to evaluate any system's or concept's performance. The author provided a thorough explanation of the ABCD framework for quantitative studies in a different publication titled "Study on ABCD Analysis Technique for Business Models, Business Strategies, Operating Concepts, and Business Systems" (Aithal (2016). [22]). In a separate research titled "Study of New National Institutional (NIRF) System Using ABCD Framework," which was just published, the ranking approach was evaluated using four components. These groups

included Benefits, Limitations, Benefits, and Drawbacks. Analysis of the fundamental concerns and identification of the crucial constituent aspects in this system's primary areas of consideration led to the conclusion that NIRF offers a comprehensive ranking appropriate for institutions of higher education (Aithal, Shailashree & Kumar (2016). [23]). According to this approach, a company can determine its yearly research performance based on by examining components including the quantity of books, peer-reviewed journal papers, business cases, and book chapters published in journals, as well as its annual research output. The ABCD analysis model's purpose is to assess the ramifications of a system or model while accounting for all factors in crucial regions and analyzing the significant issues to identify the useful variables and important constituent parts (Aithal & Kumar (2016). [24]). The ABCD analysis is also used to do factor and elemental analysis on dye-doped polymer films for photonic applications Decisive issues include, but are not limited to, material issues, application issues, commercialization issues, production/service provider issues, consumer issues, and environmental/social issues. The four constructs of the ABCD technique—advantages, benefits, constraints, and drawbacks—compile and display the important constituent parts of these factors. The analysis turned out 204 important constituent elements, demonstrating the methodology's efficacy... (Aithal P.S. & Aithal S. (2016). [25]).

**Table 2:** Depicts the contribution towards different research fields using the ABCD Analysis Framework.

<b>Table 2: Focus Area and outcome of various scholarly publications using ABCD analysis</b>			
<b>S. No.</b>	<b>Focus Area</b>	<b>Outcome</b>	<b>References</b>
1.	Analysis of Choice Based Credit System in Higher Education	SWOC and ABCD analyses were used in this research study's comparative examination of the "Choice Based Credit System." The poll indicates that CBCS gives students simple credit transfer options and simple migration to a range of educational institutions around the world.	Aithal, Shailashree & Kumar (2016). [23]
2.	Green Education	A review of the process used by colleges to create their courses is necessary. It is believed that creativity is essential. To usher in a new era of social learning where real-world issues and challenges are revealed and addressed, conventional regular structures and practices must be questioned. a program that encourages participation from people from all walks of life and allows them to work together to address problems that are beneficial to both the environment and people.	Aithal, P. S., & Rao, P. (2016). [26]
3	Postcolonial Novels Review	Novel reviews utilized the ABCD listing. It was noted that this study helped people comprehend the books' themes of "displacement, space, and identity.	Ambrose & Lourdasamy (2022). [27]
4	Student Performance And Learning Outcomes In HEIs	The educational evaluation methodologies are designed to support the attainment of the desired learning objectives, including intellectual prowess, character growth, socio-emotional maturity, business acumen, professionalism, employability skills, scientific temperament, strategic thinking, and positive values and ethics.	Aithal, P. S., & Suresh Kumar, P. M. (2016). [28]
5	Newly Added Research Indices	The new research indices currently under study can be used to assess how well research is conducted among organizations, researchers, and other stakeholders. It is anticipated that the significance of a research index based on several research criteria will boost researchers' enthusiasm across all	Aithal, P. S. (2017). [29]



		fields. ABCD listing analysis of latest research indices.	
6	Student Centric Learning Though Planned Hard work	Expert Pre-University College, Mangalore's student-centered, seven-to-seven, work-based learning model created outstanding results and gained notoriety in the world of education. A college can create a cutting-edge model that emphasizes success-driven hard work to prepare students for the effects of transferring from the state level to the federal curriculum.	Aithal, S., &Aithal, P. S. (2016). [30]
7	Student Centric Curriculum Design and Implementation	As per the study, this paper states that to stay up with educational liberalization and globalization, CBCS plans to revise the curriculum. The results supported the rationale behind using the ABCD analysis technique to evaluate the efficacy of any system.	Aithal, P. S. (2016). [31]
8	Impact Of Online Education On Higher Education System	As a result of recent considerable advancements, online education is now one of the most researched and discussed subjects in higher education. Online education systems' advantages, benefits, limitations, and downsides are contrasted with an idealized system referred to as the "Ideal education system."	Aithal, P. S., &Aithal, S. (2016). [32]
9	Blockchain technology is a key component in reducing the reputational risk for universities and academic institutions in India	The reputation and credibility of Indian colleges or academic institutions could be in danger if the inherent properties of blockchain technology are used effectively to mitigate some of the reputational problems that have been discovered.	Rangi, P. K., & Aithal, P. S. (2020). [33]
10	Social Engagement: means to Brand Building	There has been moderate but consistent growth in terms of financial contribution, recipients, and geographic reach. CSR has an overall beneficial effect since its advantages outweigh its limitations and drawbacks. Corporate social responsibility, often known as social engagement, is seen by businesses as a means to strengthen their employer brand while simultaneously concentrating on retaining customers.	Shailashri, V. T., & Kariappa, A. (2020). [34]
11	Evolving Digital Transformation in Indian Banking System	As a result of the digital revolution, banking institutions have responded to technical and commercial developments to offer a more convenient and interesting customer experience. As the main providers of financial services in the nation, banks have made the initial push by creating the procedures and infrastructure for digital payments.	Vidya, M., & Shailashri, V. T. (2021). [35]
12	Impact of Sustainable Finance on MSMEs	It may be beneficial to stimulate foreign direct investment in MSMEs' pursuit of cutting-edge technologies. In addition to working on green economy regulation, large firms are adopting the strategies of green energy to lessen the negative environmental effects of their operations.	Mahesh, Aithal & Sharma (2022). [36]

		Environmental, social, and economic well-being are promoted by ESG funds, which are investment vehicles. Sustainable finance is advantageous to both businesses and investors.	
13	Issues and Challenges Associated with Women Entrepreneurs	Women are taking on several roles and overcoming a variety of obstacles, from starting the company to keeping it going. To encourage women's entrepreneurship in the nation, the government implements several initiatives. It's really difficult for women business owners to combine work and family. Women's enterprises now face both possibilities and problems due to digitalization. Women with advanced degrees should be pushed to start their enterprises rather than taking orders from others.	Suchitra, & Pai, (2022). [37]
14	Evolving Partnerships between Fintechs and Banks	The collaboration between banks and fintech may profit from the present changes in consumer behavior among tech-savvy consumers. The study examines connections between banking and fintech using ABCD analysis. To overcome these challenges, banks must improve their "fintech services" capabilities.	Anupa Baliga & Goveas (2022). [38]
15	TATA Group	Leveraging the assets and possibilities highlighted by its SWOT analysis should be the TATA group of companies' main focus. It might improve the value-generating processes all along its value chain.	Parameshwari, & Suresh Kumar (2022). [39]
16	Electronic Payments	In regards to the various aspects that matter to consumers when using electronic payments, this study gives researchers and readers a quick reckoner. An ABCD analysis is carried out to ensure that the reader can identify the various electronic payment options and, if necessary, their advantages and disadvantages.	Rekha K. G., & Manjula K. T. (2022). [40]
17	Transcending Borders	This paper states that the nation's legal framework and political structure favor the privileged, all-powerful patriarchy. The findings also discuss how women's discomfort in such a system becomes one of the elements fuelling societal dissatisfaction.	Nayana K., & Manjula K. T. (2022). [41]
18	Soft skills for higher education	Soft skills among students are categorized. Relevant information may be given to stakeholders in higher education. According to the study, graduates lacked soft skills, which are essential for individuals who are ready for the workforce and are valued by employers. To address this issue, both the government and universities have made major contributions to the growth and development of the nation's human capital.	Pai & Maya (2022). [42]
19	Impact of Self-Help Group	The study enables us to understand that SHG members' saving practices have improved. The study found that while poverty decreased, rural women's income and assets increased thanks to SHG's microfinance intervention.	Nikhitha & Neermarga (2022). [43]

20	Media and youth audience	It shows that media has an impact on how likely it is for young people to commit suicide. The young people continued to be persuaded to try sexual activity, smoking, drinking alcohol, and other substances, and as a result, they were addicted to these behaviours. The political and religious activity of young people is influenced by the media. According to research findings, media plays a hand in the rise of young cybercrime.	Lobo & Bhat (2022). [44]
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**6. ABCD LISTING OF WORKFORCE DIVERSITY IN AN ORGANISATION :**

The ABCD listing of Workforce diversity in an organization is as follows:

**Advantages:**

Workforce diversity in an organization has the following advantages:

- (1) The employees working in the organization are provided with Innumerable opportunities.
- (2) There is a pool of talent in the organization through workforce diversity practices.
- (3) Diverse project teams will collaborate more effectively in the organization.
- (4) Diverse leadership expands an organization's customer base which keeps the organization expanding and profitable.
- (5) Diversity practices in the organization will cut down on turnover.

**Benefits:**

- (1) A diverse range of cultures in the organization will enable the company to have improved cultural awareness among the employees.
- (2) The organization seeks to have improved productivity when there is a practice followed in terms of workforce diversity.
- (3) Workforce diversity programs will enhance the business performance of the organization.
- (4) Implementing workforce diversity will benefit the shareholders.
- (5) Diversity in the workplace boosts a company's employer brand which will result in improved hiring results.

**Constraints:**

- (1) Implementing workforce diversity programs will increase the cost.
- (2) Workforce diversity can create conflicts/ grievances in the organization.
- (3) Increased technological error due to workforce diversity practices being followed in the organization.
- (4) Workforce diversity leads to low productivity in the organization.
- (5) Workforce diversity leads to the Disruption of work.

**Disadvantages:**

- (1) Diversity may lead to employees who are overqualified for some positions.
- (2) Diversity at work could result in an excess of opinions.
- (3) Off-shoring might gain attention if the workplace becomes more diverse.
- (4) The quantity of trust in the workplace may decrease as a result of diversity.
- (5) Communication issues in the workplace can result from diversity.

**7. LITERATURE REVIEW OF FACTOR AND ELEMENTARY ANALYSIS USING ABCD FRAMEWORK :**

**Table 3:** Depicts a literature review of scholarly publications on the ABCD Analysis framework by different authors with determinant issues identified in the various fields.

<b>Table 3: A literature review on scholarly publications of ABCD Analysis framework by different authors with determinant issues identified in the various fields.</b>			
<b>S. No.</b>	<b>Focus Area</b>	<b>Determinant Issues identified by the authors in the various field</b>	<b>References</b>
1.	Online campus placement	“Organizational issues, administrative issues, Employee issues, Operational issues, Business issues, and External issues”	Shenoy, V. & Aithal, P. (2016). [45]



2.	Black Ocean Strategy	“Employee, Business, Operational, Organisational, External, and Administrative”	Aithal, P. S., Shailashree, V., & Kumar, P. M. (2015). [6]
3.	Private University Analysis	“Organisational, Student Progression, Faculty Development, Societal and Other Stakeholders, Governance, Innovation, and Best Practices”	Aithal, P. S., Shailashree, V., & Kumar, P. M. (2016). [46]
4.	New National Institutional Ranking System	“Teaching And Learning Resources, Research Productivity, Impact, And IPR, Graduation Outcome, Outreach and Inclusivity, Perception”	Aithal, P. S., Shailashree, V., & Kumar, P. M. (2016). [47]
5.	Ideal Software and Its Realization Scenarios	“Operational, Transitional, Maintenance, Output, Environment”	Aithal & Pai (2016). [48]
6.	Annual Research Productivity	“Organizational, Academic & Curriculum, Faculty, Students, Other Stakeholders”	Aithal, Shailashree & Kumar (2016). [49]
7.	Dye-Doped Polymers for Photonic Applications	“Material Properties, Application Issues, Commercialisation, Production/Service Providers, Customers, Environmental/Society”	Aithal, S & Aithal, P.S. (2016). [25].
8.	Six Thinking Hats Technique.	“Conceptual, Managerial, Operational, Organizational, Societal, and Stakeholder”	Aithal, S., & Aithal, P. S. (2016). [50]
9.	Factor Analysis Based on ABCD Framework on Recently Announced New Research Indices	“Research Organisation, Researcher, Funding Agency, Industry”	Aithal, P. S. & Aithal,S. (2017). [51]
10.	Task Shifting- Professional Healthcare Personnel Shortage	“Organizational, Alternative Acceptors, Donor Physicians, Patients & Relative, Societal, Country”	Aithal, A. & Aithal, P. S. (2017). [52]
11.	IEDRA Model of Placement Determination	“Model Schedule, Model Flexibility, Model Administration, Overall Model Relevance and Applicability”	Shenoy, V., & Aithal, P. S. (2017). [53]
12.	The well-being of Caretakers	“Psychoeducation and Jacobson's muscle relaxation therapy”	Abdul & Kotian (2022). [54]

Table 4 presents the scholarly articles on Quantitative analysis using ABCD Framework.

Table 4: Scholarly articles on Quantitative analysis using the ABCD Framework			
S. No.	Focus Area	Determinant Issues	Reference
1	Corporate Sustainability Disclosures by Higher Educational Institutions	"Organisational, Faculty member, Student, Society, employer, and Administration"	Nayak, P., & Kayarkatte, N. (2022). [10]
2	Industrial Internship Programme	“Institute, Student, Host, Society”	Frederick, D. P., & Shailashree V. T., (2022). [55]
3	BoP	“Stakeholders, operational, business, technological, customer, environmental and Social”	Raj, Keerthan, & Aithal, P. S., (2022). [56]
4	Stress Coping Mechanism	"Irregular working hours, Social Isolation, Work Hassles, and Burnout"	Kumari P. & Aithal (2022). [57]

5	Online Shopping	“Merchant, Logistics, Customer, Technology, Centralized Financial Institute”	Frederick et al., (2022). [58]
6	Organic Food Product	“Company, Suppliers, Customer, Cooperative Society, Society, Farmers”	Sujaya & Aithal (2022). [9]
7	Green Marketing	“Organisational Issues, Environmental Issues, Economic Issues, Social Issues	Frederick et al., (2023). [59]
8	Placement Analysis	Quantitative ABCD Analysis of IEDRA Model of Placement Determination	Shenoy, V., & Aithal, P. S. (2017). [60]
9	Green Banking	Quantitative ABCD Analysis of Green Banking Practices and its Impact on Using Green Banking Products	Prabhu, N., & Aithal, P. S. (2023). [61]
10	Corporate Social Responsibility Model	Quantitative ABCD Analysis of Integrating Corporate Social Responsibilities with Green Banking Practices by Banks from Customers’ Attraction and Retention Perspectives in Selected Indian Banks	Nandini Prabhu, G., (2023). [62]
11	Social Media	The Power of Social Media on Online Buying Behaviour of Fashion Products: A Quantitative ABCD Analysis	Madhura, K., & Panakaje, N., (2023). [63]
12	E-Customer Engagement	Quantitative Evaluation of “e-Customer Engagement Strategies” of Millennials for Online Brands, through ABCD Analysis Framework	Raghavan, S., & Pai, R. (2023). [64]
13	Corporate Social Responsibility	Value Creation through Corporate Social Responsibility: A Quantitative ABCD Analysis	Steevan D’Souza, N., & Varambally, K. V. M. (2023). [65]
14	Coffee Industry	A Quantitative ABCD Analysis of Coffee Industry Stakeholders	Namreen Asif, V. A., & Ramesh Pai (2023). [66]
15	Customer Perception	Quantitative ABCD Analysis of In-store Customer Perception Purchase of Home Furniture	Amin, V. S., & Kumar, A. (2023). [67]
16	Emotional Intelligence	A Quantitative ABCD Analysis on Fostering Emotional Intelligence Among the College Teachers.	Santhumayor, F. M. L. (2023). [68]
17	Agricultural Stakeholders	A Quantitative ABCD Analysis of Agricultural Stakeholders	Kambali, U., Shailashri, V. T., & Panakaje, N. (2023). [69]
18	Corporate Responsibility Initiatives	A Quantitative ABCD Analysis of Various Issues in Implementation of Corporate Responsibility Initiatives.	Bindhu, D., & Shailashri, V. T., (2023). [70]
19	Eco-friendly bags	Quantitative ABCD Analysis: Consumers’ Purchase Intention for Eco-friendly Bags	Ashwini, V., & Aithal, P. S. (2024). Ashwini, V., & Aithal, P. S. (2024). [71]
20	Behavioural Intention	Beneficiaries Behavioural Intention Towards Primary Agricultural Co-operative Credit Society—A Quantitative ABCD Analysis	Shetty, V., & Abhishek, N. (2024). [72]

**8. STRUCTURE OF ABCD ANALYSIS FRAMEWORK :**

Any concept or strategy's advantages, benefits, constraints, and disadvantages (ABCD) can be analyzed through the identification of determining factors and important characteristics as well as by quantifying the essential Constituent elements as shown in Fig 1.

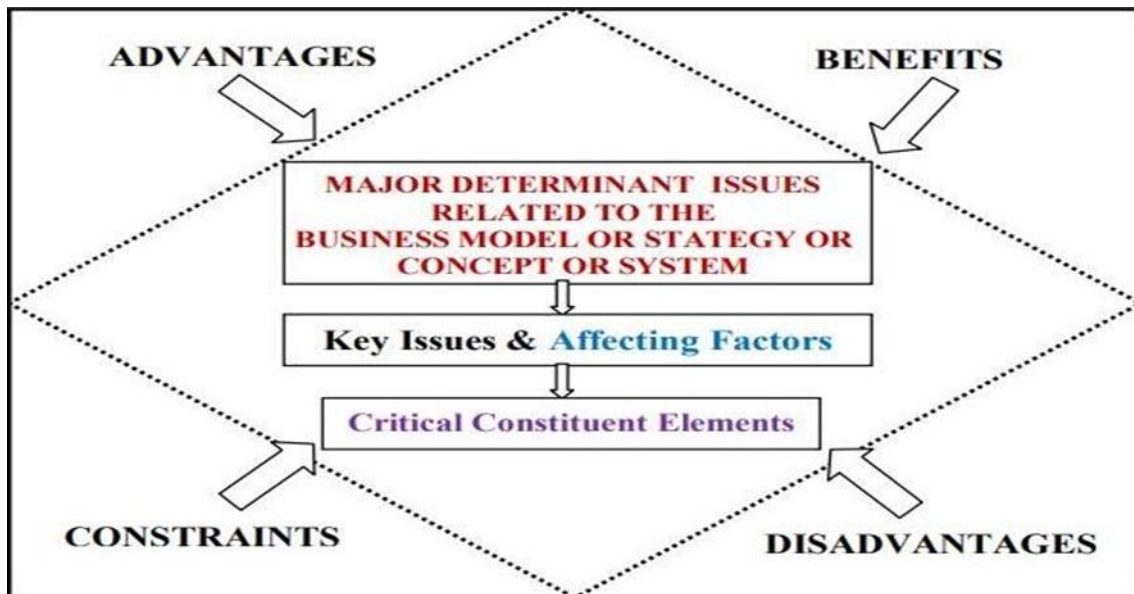


Fig. 1: Issues with the Business Model, Concept, or System as shown in the ABCD Diagram [6].

**9. KEY ATTRIBUTES AFFECTING WORKFORCE DIVERSITY IN AN ORGANISATION :**

Table 5 depicts the various determinants and key issues of workforce diversity in an organization.

**Table 5:** Determinant issues and key attributes of workforce diversity in an organization.

S. No.	Determinant Issues	Key Attributes
1.	Employee Issues	Task, Relationship. Performance.
2.	Bank Issues	Strategy, Objectives. Organizational growth and Sustainability.
3.	Societal Issues	Employment generation, CSR, stakeholder satisfaction.
4.	Government Issues	Policy Measures, Intervention, stabilization

**10. FACTOR ANALYSIS OF WORKFORCE DIVERSITY IN AN ORGANISATION USING THE ABCD FRAMEWORK :**

Table 6 depicts the factor analysis for workforce diversity in an organization.

**Table 6:** Factor Analysis for workforce diversity in an organization

Determinant Issues	Key Attributes	Advantages	Benefits	Constraints	Disadvantages
Employees Issues	Task	Expression of creativity	Accountability	Hindrances	Low responsibility
	Relationship	Faith in potential	Builds trust	Undermining capacity	Poor yield
	Performance	Meets standards	Recognition	Unset goals	Unmet targets

Bank Issues	Strategy	Wise decision	Competitive convergence	Impedes flexibility	Expensive
	Objectives	Proper Planning	Direct coordination	Demotivate	Frustration of workers
	Organizational Growth and Sustainability	Flexible	Business ethics/value	Public policy and climate change	Increased labor cost
Societal Issues	Employment generation	Economic growth	Demand for goods	Reservation	Inequality
	CSR	Preserve potential worker	Better customer relations	High cost	Less discretionary income
	Stakeholder satisfaction	Effective decision making	Cost savings	Failure	Not Enough control
Government Issues	Policy Measures	Resolving labor shortages	Better corporate image	Inflexible	Situational
	Intervention	No corruption	Adequate principles	Disturbance in day-to-day work	Increased documentation
	Stabilization	Increase in development schemes with Diverse idea	Accelerated growth with Profit incurrence	Corporate loss	Lack of retention

**11. ELEMENTARY ANALYSIS BASED ON CRITICAL CONSTITUENT ELEMENTS FOR WORKFORCE DIVERSITY IN AN ORGANISATION :**

This section includes in-depth details on the many main constituent features of each key attribute under the ABCD analysis framework's focal region. Table 7 depicts the Advantageous Factors of workforce diversity in an organization and their critical constituent element was brought out by the Focus Group.

Table 7: Advantageous Factors Affecting the workforce diversity in an Organization and their critical Constituent Elements			
Issues	Attributes	Advantages	Critical Constituent Element
Employees Issues	Task	Expression of creativity	Innovation
	Relationship	Faith in potential	Certainty
	Performance	Meets standards	Productivity improvement
Bank Issues	Strategy	Wise decision	Better understanding
	objectives	Proper Planning	Success
	Sustainability	Increased productivity	Quick decisions
Societal Issues	Employment generation	Economic growth	Increased standard of living

	CSR	Preserve potential worker	Growth
	Stakeholder satisfaction	Effective decision making	Empowerment of employees
Government Issues	Policy Measures	Talent acquisition	Efficiency Diversified management
	Intervention	No corruption	Good business practice
	Stabilization	Decrease in interest rate	Improved business

Table 8 depicts the Benefits and Factors affecting workforce diversity in an organization and their critical constituent elements.

<b>Table 8: Benefits Factors affecting the workforce diversity in an organization and their critical constituent elements.</b>			
<b>Issues</b>	<b>Attributes</b>	<b>Benefits</b>	<b>Critical Constituent Element</b>
Employees Issues	Task	Accountability	Regular feedback
	Relationship	Trust	Encourage coaching
	Performance	Recognition	Motivation
Bank Issues	Strategy	Wise decision	Sustainable performance
	objectives	Proper Planning	Stay on target
	Sustainability	Increased productivity	Skilled employees
Societal Issues	Employment generation	Demand for goods	Leverage customer feedback
	CSR	Better customer relations	Prioritize customer experience
	Stakeholder satisfaction	Cost savings	Improve performance management
Government Issues	Policy Measures	Better corporate image	Employee retention
	Intervention	Adequate principles	Sustainable management
	Stabilization	Accelerated growth	Increased production

Table 9 depicts Constraints and Factors affecting workforce diversity in an organization and their critical constituent elements.

<b>Table 9: Constraints Factors affecting the workforce diversity in an organization and their critical constituent elements.</b>			
<b>Issues</b>	<b>Attributes</b>	<b>Constraints</b>	<b>Critical Constituent Element</b>
Employees Issues	Task	Hindrances	Confusion
	Relationship	Undermine capacity	Low self-esteem
	Performance	Unset goals	Poor planning



Bank Issues	Strategy	Time-consuming	Lack of accountability
	objectives	Demotivation	Ignore the task
	Sustainability	Public policy	Brand image
Societal Issues	Employment generation	Reservation	Unbiased selection
	CSR	High cost	Decrease supply
	Stakeholder satisfaction	Failure	High-level risk
Government Issues	Policy Measures	Inflexible	Organizational weakness
	Intervention	Disturbance	Fixed policy issues
	Stabilization	Corporate loss	Bankruptcy

Below table 10 depicts the Disadvantages Factors affecting workforce diversity in an organization and their critical constituent elements.

**Table 10:** Disadvantages Factors affecting the workforce diversity in an organization and their critical constituent elements.

	Key Attributes	Disadvantages	Critical constituent Element
Employees Issues	Task	Low responsibility	Improper accountability
	Relationship	Poor yield	Poor productivity
	Performance	Unmet targets	Demotion
Bank Issues	Strategy	Expensive	High cost
	objectives	Frustration of workers	Burn out
	Sustainability	Increased labor cost	Job turnover
Societal Issues	Employment generation	Social injustice	Persistent stereotypes
	CSR	Less discretionary income	Decrease in corporate sales
	Stakeholder satisfaction	Not Enough control	Uncooperative attitude
Government Issues	Policy Measures	Situational	Difficult to cope with the changes
	Intervention	Increased documentation	Difficulty to Manage
	Stabilization	Lack of retention	Disengaged employees

**12. QUANTITATIVE CRITICAL CONSTITUENT ELEMENT OF WORKFORCE DIVERSITY IN AN ORGANISATION AS PER ABCD ANALYSIS :**

The ABCD construct must yield results in quantitative analysis to establish the relative importance of the components. Consequently, a questionnaire is created using the CCEs of Elementary Analysis tables, with the following weights assigned to each component:

- 1 = Disagree
- 2 = Neutral
- 3 = Agree

The data collected from the focus group is further analyzed and the results are exhibited in the Following tables (tables 11 to 14);

Table 11 depicts the Advantageous Factors of workforce diversity in an organization and their critical constituent elements.

<b>Table 11: Advantageous Factors of workforce diversity in an organization and their critical constituent elements.</b>						
<b>Determinant Issues</b>	<b>Key Attributes</b>	<b>Advantages</b>	<b>Critical Constituent Element</b>	<b>Key attributes Total score</b>	<b>Determinant issues Total score</b>	<b>Total Mean Score</b>
Employees Issues	Task	Expression of creativity	Innovation	26	76	<b>99.2</b>
	Relationship	Faith in potential	Certainty	25		
	Performance	Meets standards	Productivity improvement	25		
Bank Issues	Strategy	Wise decision	Better understanding	24	72	
	objectives	Proper Planning	Success	25		
	Sustainability	Increased productivity	Quick decisions	23		
Societal Issues	Employment generation	Economic growth	Increased standard of living	26	74	
	CSR	Preserve potential worker	Growth	25		
	Stakeholder satisfaction	Effective decision making	Empowerment of employees	23		
Government Issues	Policy Measures	Talent acquisition	Efficiency Diversified mgt	26	75	
	Intervention	No corruption	Good business practice	25		

	Stabilization	Decrease in interest rate	Improved business	24		
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Table 12 depicts the Benefits Factors of workforce diversity in an organization and their critical constituent elements.

**Table 12:** Benefits Factors of workforce diversity in an organization and their critical constituent elements.

Determinant Issues	Key Attributes	Benefits	Critical Constituent Element	Key attributes Total score	Determinant issues Total score	Total Mean Score
Employees Issues	Task	Accountability	Regular feedback	24	74	85.3
	Relationship	trust	Encourage coaching	26		
	Performance	Recognition	Motivation	24		
Bank Issues	Strategy	Wise decision	Sustainable performance	26	74	
	objectives	Proper Planning	Stay on target	23		
	Sustainability	Increased productivity	Skilled employees	25		
Societal Issues	Employment generation	Demand for goods	Leverage customer feedback	26	73	
	CSR	Better customer relations	Prioritize customer experience	22		
	Stakeholder satisfaction	Cost savings	Improve performance management	25		
Government Issues	Policy Measures	Better corporate image	Employee retention	26	75	
	Intervention	Adequate principles	Sustainable management	23		
	Stabilization	Accelerated growth	Increased production	26		

Table 13 depicts the Constraints Factors of workforce diversity in an organization and their critical constituent elements.

**Table 13:** Constraints Factors of workforce diversity in an organization and their critical constituent elements.

Determinant Issues	Key Attributes	Constraints	Critical Constituent Element	Key attributes(Total score)	Determinant issues( Total score)	Total Mean Score
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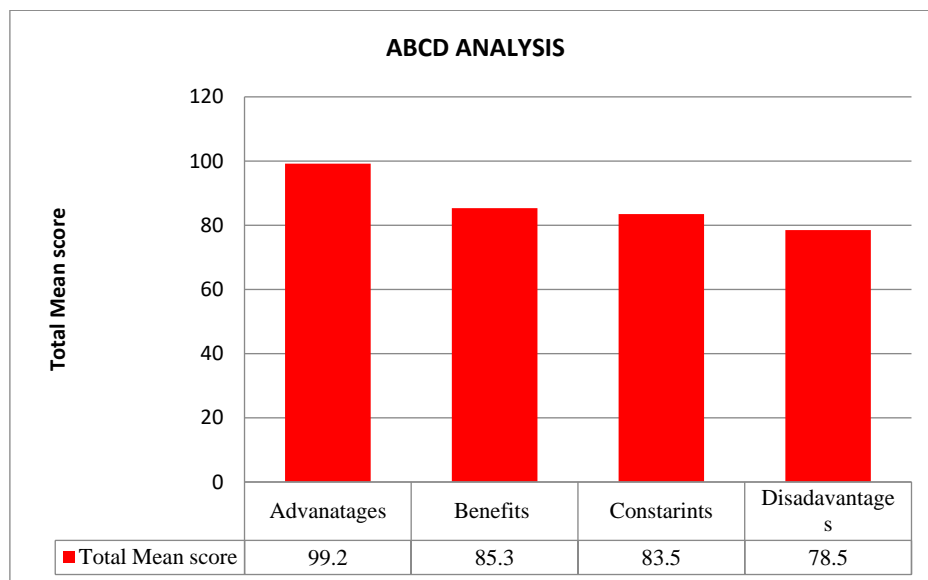
Employees Issues	Task	Hindrances	Confusion	22	69	83.5
	Relationship	Undermine capacity	Low self-esteem	24		
	Performance	Unset goals	Poor planning	23		
Bank Issues	Strategy	Time-consuming	Lack of accountability	25	72	
	objectives	Demotivation	Ignore the task	24		
	Sustainability	Public policy	Brand image	23		
Societal Issues	Employment generation	Reservation	Unbiased selection	24	68	
	CSR	High cost	Decrease supply	24		
	Stakeholder satisfaction	Failure	High-level risk	21		
Government Issues	Policy Measures	Inflexible	Organizational weakness	25	70	
	Intervention	Disturbance	Fixed policy issues	23		
	Stabilization	Corporate loss	Bankruptcy	22		

Table 14 depicts the Disadvantages Factors of workforce diversity in an organization and their critical constituent elements.

Table 14: Disadvantages Factors of workforce diversity in an organization and their critical constituent elements.						
Determinant Issues	Key Attributes	Disadvantages	Critical Constituent Element	Key attributes(Total score )	Determinant issues( Total score)	Total Mean Score
Employees Issues	Task	Low responsibility	Improper accountability	21	73	78.5
	Relationship	Poor yield	Poor productivity	25		
	Performance	Unmet targets	Demotion	27		
Bank Issues	Strategy	Expensive	High cost	25	76	
	objectives	Frustration of workers	Burn out	27		
	Sustainability	Increased labor cost	Job turnover	24		
Societal Issues	Employment generation	Social injustice	Persistent stereotypes	25	71	

	CSR	Less discretionary income	Decrease in corporate sales	24		
	Stakeholder satisfaction	Not Enough control	Uncooperative attitude	22		
Government Issues	Policy Measures	Situational	Difficult to cope with the changes	25	76	
	Intervention	Increased documentation	Difficulty to Manage	24		
	Stabilization	Lack of retention	Disengaged employees	27		

**13. GRAPHICAL REPRESENTATION OF AFFECTING FACTORS FOR WORKFORCE DIVERSITY IN AN ORGANISATION AS PER ABCD ANALYSIS - GRAPHICAL REPRESENTATION :**



**Fig 2:** Total Mean Score of workforce diversity in an organization as per ABCD analysis framework.

**14. FINDINGS :**

In Fig. 2, which displays the results of the total means score, the factors influencing workforce diversity in a company are illustrated by the ABCD analysis framework. 1) Advantages components perform best, with a total mean score of 99.2 indicating that the study's results are extremely satisfying.2) Benefits, which have a total mean score of 85.3 and are neutral for the study. The total Mean score for the third element, Constraints, and Disadvantages, is 83.5 and 78.5, respectively, indicating that it is unsatisfactory for the analysis of workforce diversity in an organization.

**15. CONCLUSION :**

The ABCD analysis framework is a systematic model that aids in the investigation of various business models, strategies, ideas, or systems. The ABCD analysis framework was used in the study to identify the elements that affected workforce diversity, and it was concluded that advantage factors were vital for the organization's success. This study presents a compelling argument for the use of the ABCD analysis framework to evaluate other business models, strategies, ideas, or systems.



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