

# **“Managing Diversity for Improving Productivity in IT Industry in India”**

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## **DECLARATION**

I hereby declare that this PhD thesis entitled “**Managing Diversity for Improving Productivity in IT Industry in India**” was carried out by me for the degree of Doctor of Philosophy under the guidance and supervision of Dr.Kapil Dev Sharma, JDB Govt. Girls College, University of Kota, India. The interpretations put forth are based on my reading and understanding of the original texts and they are not published anywhere in the form of books, monographs or articles. The other books, articles and websites, which I have made use of are acknowledged at the respective place in the text. For the present thesis, which I am submitting to the University, no degree or diploma or distinction has been conferred on me before, either in this or in any other University.

**Shweta Singh**

## **CERTIFICATE**

I feel great pleasure in certifying that the thesis entitled “**Managing Diversity for Improving Productivity in IT Industry in India**” embodies a record of the results of investigations carried out by Ms. Shweta Singh for the degree of Doctor of Philosophy in the Department of Commerce & Business Administration, University of Kota, Kota (Rajasthan) under my guidance. I am satisfied with the analysis of data, interpretation of results and the conclusions drawn. She has put in at least 200 days of attendance every year.

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## **PREFACE**

Business organization in the developed and developing countries are all caught up in the globalization web which has heralded increased demographic diversity in the workplace. Workplace and diversity when combine, bring together a number of special skills necessary for the improvement of an organisation bottom line which cannot be ignored.

Workforce Diversity has become an essential business concern in the era of information age. It's a challenging opportunity for the organisation and managing it is a very complex task which should not be overlooked upon as legal obligation only, but immediate action must be taken to create an environment where employee differences are respected in alignment with firm's mission and strategies.

In contrast to other employment equity policies and affirmative action, diversity management in the current business practice is becoming more and more popular in current global scenario which has also led to an argument whether this business practices actually delivers the business benefits it advocates i.e. increase organizational efficiency and profitability.

Diversity management is a multi faceted concept that will continue to evolve as more industries move towards a global marketplace. The existing fundamental belief forces organisation to embrace and comprehend the concept of diversity management, its barriers and benefits.

The conceptual framework of this study is based on a literature review about diverse workforce and diversity management. This paper explores various aspects of workforce diversity including various dimensions on diversity, diversity management consequences and proper management of diverse workforce through various diversity management initiatives. The entire study aims at getting an insight of the existing diverse workforce in

the organizations and how well this diversity is managed so that it creates a positive impact on the productivity of organization. It is based on the premise that a well managed diverse workforce would help organization to gain market advantage and earn productivity.

The study intended to investigate whether diversity at workplace have brought significant growth in the software companies of India. In addition the research study aimed at finding potential drivers which influenced and encouraged their organization to have diversity management at their workplace. It further aimed at investigating that companies that are successful in leveraging the diversity of their people through diversity management are more committed, more satisfied and are better able to adapt to changes of the globalized market.

The thesis is based on experimental apparatus. An empirical study was conducted with respect to Indian Information Technology industry. Since, Indian IT Industry presents the case of an internationally competitive high technology industry with diversified workforce. The top notch MNC's of IT industry running in India have been studied in order to acquire answers to the questions focused on the research topic.

The research methodology for this study entailed the conducting of descriptive and exploratory research type. The study utilized both primary and secondary data in the collection of qualitative and quantitative data. Dissertation, thesis, research reports, books and journals were consulted in an attempt to formulate a conceptual framework for this research. Whereas, in order to collect primary data the author of this thesis chose a survey via e-mail questionnaire addressed to 210 employees currently working in the organization undertaken for this study. The developed tool was found to be reliable by getting Cronbach's Alpha values for the variables structured questionnaire.

Final, step of this study included an assessment of the data collected so that suitable conclusion could be drawn and appropriate recommendations

may be made. The results obtained were analyzed in detail combined with the research questions and the literature as well as with propositions and conjectures of the authors of this thesis. Both inferential as well as descriptive statistics was used in the process of data analysis.

The results revealed significant positive association of workforce diversity with organization performance and productivity. The findings advocated positive attitude of employees towards workplace diversity in IT sector. It was also found that successful management of diversity accords various benefits with respect to employee performance. The study further identified the areas in which organizations have accrued benefits through diversity management. The findings of the study revealed spectrum of programs implemented by the selected organization to bring more effectiveness to the diversity management practices.

Lastly, in the long run Indian employers are likely to feel great demand for valuing diversity and thus, will move from equal opportunity compliance to respecting diversity and build great places to work. The study derived several propositions to guide future research on diversity management and suggested new directions of inquiry for management scholars as well as provided guidelines for practitioners in the area. The study aims to make the concept of diversity management well known and useful in the managerial practices.

Part of this work has been published in the following publications:

1. Achieving Organisation Excellence through Diversity Management (Professional Panorama: An International Journal of Applied Management and Technology).
2. Impact of Workforce Diversity Management on Employee Performance: An Analytical Study on IT Companies (Common Wealth Journal of Commerce & Management Research).

Shweta Singh



# CONTENTS

| <b>CONTENTS</b>   | <b>Page No.</b> |
|---|-----------------|
| DECLARATION   | i               |
| CERTIFICATE   | ii              |
| ACKNOWLEDGEMENT   | iii             |
| PREFACE   | v               |
| CONTENTS  | viii            |
| LIST OF TABLES  | xii             |
| LIST OF FIGURES   | xvi             |
| ABBREVIATIONS   | xix             |
| <br>  |                 |
| <b>CHAPTER I</b>  |                 |
| <b>CONCEPTUAL FRAMEWORK</b>   | <b>1-51</b>     |
| 1.1 Concept of Diversity  | 1               |
| 1.1.1 Four Layer Model of Diversity                                   | 2               |
| 1.2 Diversity at the Workplace  | 4               |
| 1.2.1 Effects of Workplace Diversity on Organization                  | 7               |
| 1.3 Diversity Management in Organization                              | 9               |
| 1.4 Diversity Management Theories                                     | 13              |
| 1.5 Diversity Management Model  | 18              |
| 1.6 Advantages of Diversity Management on<br>Organization Performance | 20              |
| 1.6.1 Internal Advantages on Organization Performance                 | 20              |
| 1.6.2 External Advantages on Organization Performance                 | 23              |
| 1.7 Diversity Management through HR Practices                         | 25              |
| 1.8 Current Dilemmas Faced in Diversity Management                    | 35              |
| 1.9 Diversity Awareness through IT                                    | 41              |
| 1.10 Management Loopholes while Executing DM Initiatives              | 43              |
| 1.11 Need and Rationale of the Study                                  | 46              |

|  |               |
|--|---------------|
| 1.12 Objectives of the Study                                       | 48            |
| 1.13 Hypotheses of the Study                                       | 49            |
| 1.14 Relevance of the Proposed Study                               | 50            |
| <b>References</b>  |               |
| <br>   |               |
| <b>CHAPTER II</b>  |               |
| <b>INDIAN IT INDUSTRY: AN OVERVIEW</b>                             | <b>52-77</b>  |
| 2.1 Indian IT Introduction   | 52            |
| 2.2 Indian IT Economy Insight                                      | 55            |
| 2.2.1 Government Initiatives                                       | 57            |
| 2.3 IT Sector Human Resource at Glance                             | 58            |
| 2.4 Brief History of Leading IT Companies Covered                  | 61            |
| 2.4.1 TATA Consultancy Services (TCS)                              | 61            |
| 2.4.2 Infosys  | 65            |
| 2.4.3 Oracle   | 68            |
| 2.4.4 International Business Machine (IBM)                         | 73            |
| <br>   |               |
| <b>CHAPTER III</b>   |               |
| <b>IT SECTOR WORKFORCE IN CONTEXT TO DIVERSITY</b>                 | <b>78-92</b>  |
| 3.1 Introduction   | 78            |
| 3.2 Extent of Diversity in Leading Indian IT Organizations Covered | 81            |
| 3.2.1 IBM  | 81            |
| 3.2.2 TCS  | 85            |
| 3.2.3 Oracle   | 88            |
| 3.2.4 Infosys  | 89            |
| <br>   |               |
| <b>CHAPTER IV</b>  |               |
| <b>LITERATURE REVIEW</b>   | <b>93-116</b> |
| 4.1 Introduction   | 93            |
| 4.2 Reviews by Indian Authors                                      | 94            |
| 4.3 Reviews by International Authors                               | 99            |
| <b>References</b>  |               |

|  |                |
|--|----------------|
| <b>CHAPTER V</b>   |                |
| <b>RESEARCH METHODOLOGY</b>  | <b>117-134</b> |
| 5.1 Introduction   | 117            |
| 5.2 Research Type  | 119            |
| 5.2.1 Descriptive  | 119            |
| 5.2.2 Exploratory  | 119            |
| 5.3 Research Approach  | 120            |
| 5.4 Research Design  | 120            |
| 5.4.1 Variables under Investigation                                      | 122            |
| 5.4.2 Data Collection Method   | 122            |
| 5.4.3 Sample Design  | 124            |
| 5.4.4 Sampling Technique or Method                                       | 126            |
| 5.5 Research Method  | 128            |
| 5.5.1 Research Instrument  | 129            |
| 5.6 Data processing  | 131            |
| 5.6.1 Editing of the Data  | 131            |
| 5.6.2 Data Checking  | 132            |
| 5.6.3 Data Coding  | 132            |
| 5.6.4 Data Classification  | 133            |
| 5.6.5 Data Transcribing  | 134            |
| <br>   |                |
| <b>CHAPTER VI</b>  |                |
| <b>DISTRIBUTION OF RESPONDENTS ON THE BASIS OF DIVERSITY PARAMETERS</b>  | <b>135-161</b> |
| 6.1 Descriptive Analysis   | 136            |
| 6.1.1 Demographic Breakdown of the Data Collected                        | 136            |
| 6.1.2 Demographic Cross Tabulation                                       | 148            |
| <br>   |                |
| <b>CHAPTER VII</b>   |                |
| <b>PRESENTATION AND ANALYSIS OF EMPIRICAL RESULT</b>                     | <b>162-232</b> |
| 7.1 Cronbach's Alpha Coefficient Reliability & Internal Consistency Test | 162            |
| 7.2 Section A: Hypotheses Testing  | 165            |

|   |                |
|---|----------------|
| 7.2.1 Inferential Analysis                          | 165            |
| 7.3 Section B: Study of Research Objectives         | 187            |
| 7.4 Qualitative Analysis on Open Ended Questions    | 227            |
| 7.5 Reflection                                      | 228            |
| <br>  |                |
| <b>CHAPTER VIII</b>                                 |                |
| <b>FINDINGS AND CONCLUSION</b>                      | <b>233-240</b> |
| 8.1 Summary of Findings                             | 233            |
| 8.2 Conclusion                                      | 237            |
| <br>  |                |
| <b>CHAPTER IX</b>                                   |                |
| <b>RECOMMENDATIONS, LIMITATIONS AND SUGGESTIONS</b> | <b>241-247</b> |
| 9.1 Recommendations                                 | 241            |
| 9.2 Limitations of the Study                        | 242            |
| 9.3 Suggestions for the Future Research             | 244            |
| <br>  |                |
| <b>APPENDICES</b>                                   |                |
| A: Bibliography                                     | i-xiii         |
| B: Covering letter for survey                       | xiv            |
| C: Survey Questionnaire (Employee/HR Manager)       | xv-xxxvi       |
| D: Articles Published                               |                |
| E: Conference/Seminar Certificates                  |                |

## LIST OF TABLES

| <b>Table No.</b> | <b>Title</b>  | <b>Page No.</b> |
|------------------|---|-----------------|
| Table 5.1        | Distribution of Population .....  | 125             |
| Table 5.2        | Sample Size Distribution .....  | 128             |
| Table 6.1        | Distribution of Respondents in Terms of Gender .....  | 136             |
| Table 6.2        | Company Wise Distribution of Respondents .....  | 137             |
| Table 6.3        | Distribution of Respondents in Terms of Marital Status .....                                | 138             |
| Table 6.4        | Distribution of Respondents in Terms of their Ethnicity .....                               | 139             |
| Table 6.5        | Category Wise Distribution of Respondents .....   | 140             |
| Table 6.6        | Distribution of Respondents in Terms of their Age Group .....                               | 141             |
| Table 6.7        | Distribution of Respondents in Terms of Work Experience ...                                 | 142             |
| Table 6.8        | Distribution of Respondents in Terms of Educational<br>Qualification .....                  | 143             |
| Table 6.9        | Distribution of Respondents in Terms of their Position<br>in the Organization .....         | 144             |
| Table 6.10       | Tenure Wise Distribution of Respondents .....   | 145             |
| Table 6.11       | Distribution of Respondents on the Basis of No. of<br>Subordinates Working Under Them ..... | 146             |
| Table 6.12       | Company and Gender Wise Distribution of Respondents ....                                    | 148             |
| Table 6.13       | Distribution of Respondents on the Basis of Company<br>& Ethnicity .....                    | 150             |
| Table 6.14       | Company and Category Wise Distribution of Respondents .                                     | 152             |
| Table 6.15       | Distribution of Respondents in Terms of Company<br>and Age Group .....                      | 154             |
| Table 6.16       | Distribution of Respondents in Terms of Company and<br>Educational Qualification .....      | 156             |
| Table 6.17       | Distribution on the Basis of Company and Respondents<br>Position in the Organization .....  | 158             |
| Table 6.18       | Distribution on the Basis of Marital Status of Respondents<br>and No. of Children .....     | 160             |

|            |  |     |
|------------|--|-----|
| Table 7.1  | Internal Consistency (Cronbach's Alpha) .....  | 163 |
| Table 7.2  | Reliability and Internal Consistency Test .....  | 163 |
| Table 7.3  | Diverse Workforce vis-a-vis Accurately Identifying<br>the Needs of the Diverse Clientele.....  | 166 |
| Table 7.4  | Diverse Workforce vis-a-vis Allowing Wide<br>Variety of Skills .....                           | 167 |
| Table 7.5  | Diverse Workforce vis-a-vis Innovation with Fresh Ideas.....                                   | 168 |
| Table 7.6  | Diverse Workforce vis-a-vis Making Team Work a<br>Learning Experience .....                    | 169 |
| Table 7.7  | Diverse Workforce vis-a-vis Goodwill of an Organization.....                                   | 169 |
| Table 7.8  | Diverse Workforce vis-a-vis Improvement of Morale of<br>Organisational Manpower .....          | 170 |
| Table 7.9  | Diverse Workforce vis-a-vis Profit of an Organization .....                                    | 171 |
| Table 7.10 | Diverse Management vis-a-vis Employees Efficiency .....  | 173 |
| Table 7.11 | Diverse Management vis-a-vis Employees Creativity .....  | 173 |
| Table 7.12 | Diverse Management vis-a-vis Employees Innovation.....   | 174 |
| Table 7.13 | Diverse Management vis-a-vis Employees Motivation .....  | 175 |
| Table 7.14 | Diverse Management vis-a-vis Employees Productivity .....                                      | 175 |
| Table 7.15 | Diverse Management vis-a-vis Cost Reduction .....  | 176 |
| Table 7.16 | Diverse Management vis-a-vis Problem Solving Skills.....                                       | 177 |
| Table 7.17 | Diverse Management vis-a-vis Market Success .....  | 177 |
| Table 7.18 | Effective Diversity Practices vis-a-vis Increased<br>Financial Bottom Line.....                | 179 |
| Table 7.19 | Effective Diversity Practices vis-a-vis Reduced Cost<br>Related with Labour Turnover .....     | 180 |
| Table 7.20 | Effective Diversity Practices vis-a-vis Reduced Cost<br>Related with Employee Absenteeism..... | 181 |
| Table 7.21 | Effective Diversity Practices vis-a-vis Increasing<br>Organisational Competitiveness .....     | 181 |
| Table 7.22 | Effective Diversity Practices Results in Retention of<br>Diverse Workforce.....                | 182 |

|  |     |
|--|-----|
| Table 7.23 Effective Diversity Practices vis-a-vis Decreasing<br>Greivances and Litigations.....                       | 183 |
| Table 7.24 Effective Diversity Practices vis-a-vis Diverse<br>Clients/Customer Base .....                              | 183 |
| Table 7.25 Effective Diversity Practices vis-a-vis Improved Audit.....   | 184 |
| Table 7.26 Effective Diversity Practices vis-a-vis Increase in No. of<br>Women/Minorities/Person with Disability ..... | 185 |
| Table 7.27 Effective Diversity Practices vis-a-vis Improvement in<br>Diversity Training Attendance .....               | 186 |
| Table 7.28 Potential Drivers for Diversity Management .....  | 187 |
| Table 7.29 Workforce Diversity Positive Impact on Organisation<br>Performance .....                                    | 190 |
| Table 7.30 Cultural Diversity within the Division .....  | 191 |
| Table 7.31 Barriers Hindering Diversity Management Progress .....  | 192 |
| Table 7.32 Loopholes Observed in Management .....  | 196 |
| Table 7.33 Online Tools to Communicate and Create Awareness on<br>Diversity Management .....                           | 198 |
| Table 7.34 Committee Formation to Address Diversity<br>Related Issues .....  | 200 |
| Table 7.35 Organisation Support on Diversity Related Issues .....  | 201 |
| Table 7.36 Programmes running to conduct Diversity Management<br>Process Effectively.....                              | 203 |
| Table 7.37 Case Processing Summary Indicating Valid<br>and Missed Cases.....   | 205 |
| Table 7.38 Feedback Mechanism: Organisation Assessment .....   | 206 |
| Table 7.39 Feedback Mechanism: Employee Commitment.....  | 207 |
| Table 7.40 Feedback Mechanism: Customer Satisfaction .....   | 209 |
| Table 7.41 Feedback Mechanism: One-on-One Interview.....   | 210 |
| Table 7.42 Feedback Mechanism: Feedback/Suggestion System.....   | 211 |
| Table 7.43 Feedback Mechanism: Training Evaluation .....   | 212 |
| Table 7.44 Feedback Mechanism: Business Performance .....  | 214 |
| Table 7.45 Feedback Mechanism: Support Group.....  | 215 |

|   |     |
|---|-----|
| Table 7.46 Feedback Mechanism: Customer Base .....                | 216 |
| Table 7.47 Feedback Mechanism: Labour Turnover.....               | 217 |
| Table 7.48 Feedback Mechanism: Employee Performance Appraisal...  | 218 |
| Table 7.49 Sufficient Budget to Support Diversity Strategies..... | 220 |
| Table 7.50 Programmes Adopted to Promote Effective Diversity      |     |
| Management Practices .....  | 222 |
| Table 7.51 Diversity Involvement in Department Activities .....   | 224 |
| Table 7.52 Diversity Management Practices Effective in Achieving  |     |
| Organisation Desired Goals .....                                  | 226 |



## LIST OF FIGURES

| <b>Figure No.</b> | <b>Title</b>  | <b>Page No.</b> |
|-------------------|---|-----------------|
| Figure 1.1        | Four Layer Model of Diversity by Anita & Lee (1994).....                                    | 3               |
| Figure 1.2        | Evolution of Diversity Mangement .....  | 14              |
| Figure 2.1        | Indian’s IT Sector Wise Market Size Distribution .....                                      | 56              |
| Figure 2.2        | Growth of Indian Talent Pool .....  | 60              |
| Figure 2.3        | TCS Company Portfolio .....   | 62              |
| Figure 2.4        | Infosys Operating Segments.....   | 66              |
| Figure 2.5        | Oracle Operating Segments .....   | 70              |
| Figure 2.6        | IBM Products and Service Segments .....   | 73              |
| Figure 6.1        | Distribution of Respondents in Terms of Gender .....  | 137             |
| Figure 6.2        | Company Wise Distribution of Respondents.....   | 138             |
| Figure 6.3        | Distribution of Respondents in Terms of Marital Status .....                                | 139             |
| Figure 6.4        | Distribution of Respondents in Terms of their Ethnicity.....                                | 140             |
| Figure 6.5        | Category Wise Distribution of Respondents .....   | 141             |
| Figure 6.6        | Distribution of Respondents in Terms of their Age Group.....                                | 142             |
| Figure 6.7        | Distribution of Respondents in Terms of Work Experience... ..                               | 143             |
| Figure 6.8        | Distribution of Respondents in Terms of Educational<br>Qualification .....                  | 144             |
| Figure 6.9        | Distribution of Respondents in Terms of Position in the<br>Organization.....                | 145             |
| Figure 6.10       | Tenure Wise Distribution of Respondents.....  | 146             |
| Figure 6.11       | Distribution of Respondents on the Basis of No. of<br>Subordinates Working Under Them ..... | 147             |
| Figure 6.12       | Company and Gender Wise Distribution of Respondents... ..                                   | 149             |
| Figure 6.13       | Distribution of Respondents on the Basis of Company &<br>Ethnicity .....                    | 151             |
| Figure 6.14       | Company and Category Wise Distribution of Respondents .....                                 | 153             |
| Figure 6.15       | Distribution of Respondents in Terms of Company<br>and Age Group.....                       | 155             |

|   |     |
|---|-----|
| Figure 6.16 Distribution of Respondents in Terms of Company and Educational Qualification.....      | 157 |
| Figure 6.17 Distribution on the Basis of Company and Respondents Position in the Organization ..... | 159 |
| Figure 6.18 Distribution on the Basis of Marital Status of Respondents and No. of Children .....    | 161 |
| Figure 7.1 Potential Drivers for Diversity Management.....  | 188 |
| Figure 7.2 Workforce Diversity Positive Impact on Organisation Performance .....                    | 190 |
| Figure 7.3 Cultural Diversity within the Division .....   | 191 |
| Figure 7.4 Barriers Hindering Diversity Management Progress .....                                   | 193 |
| Figure 7.5 Loopholes Observed in Management .....   | 196 |
| Figure 7.6 Online Tools to Communicate and Create Awareness on Diversity Management .....           | 199 |
| Figure 7.7 Committee Formation to Address Diversity Related Issues ..                               | 200 |
| Figure 7.8 Organisation Support on Diversity Related Issues.....                                    | 202 |
| Figure 7.9 Programmes running to conduct Diversity Management Process Effectively.....              | 203 |
| Figure 7.10 Feedback Mechanism: Organisation Assessment .....                                       | 206 |
| Figure 7.11 Feedback Mechanism: Employee Commitment.....  | 208 |
| Figure 7.12 Feedback Mechanism: Customer Satisfaction .....   | 209 |
| Figure 7.13 Feedback Mechanism: One-on-One Interview.....   | 210 |
| Figure 7.14 Feedback Mechanism: Feedback/Suggestion System .....                                    | 211 |
| Figure 7.15 Feedback Mechanism: Training Evaluation .....   | 213 |
| Figure 7.16 Feedback Mechanism: Business Performance.....   | 214 |
| Figure 7.17 Feedback Mechanism: Support Group .....   | 215 |
| Figure 7.18 Feedback Mechanism: Customer Base .....   | 217 |
| Figure 7.19 Feedback Mechanism: Labour Turnover .....   | 218 |
| Figure 7.20 Feedback Mechanism: Employee Performance Appraisal..                                    | 219 |
| Figure 7.21 Sufficient Budget to Support Diversity Strategies .....                                 | 220 |
| Figure 7.22 Programmes Adopted to Promote Effective Diversity Management Practices .....            | 223 |

|   |     |
|---|-----|
| Figure 7.23 Diversity Involvement in Department Activities .....                                      | 225 |
| Figure 7.24 Diversity Management Practices Effective in Achieving<br>Organisation Desired Goals ..... | 226 |

## ABBREVIATIONS

|          |  |
|----------|--|
| AA       | : Affirmative Action   |
| ASSOCHAM | : The Associated Chambers of Commerce and Industry<br>Of India   |
| BPM      | : Business Process Management                                    |
| BPO      | : Business Processing Outsourcing                                |
| CAGR     | : Compound Annual Growth Rate                                    |
| DM       | : Diversity Management   |
| EEO      | : Equal Employment Opportunity                                   |
| EFQM     | : European foundation for Quality Management                     |
| ERP      | : Enterprise Resource Planning                                   |
| FERA     | : Foreign Exchange Regulation Act                                |
| FMCG     | : Fast Moving Consumer Goods                                     |
| FY       | : Financial Year   |
| GAAP     | : Generally Accepted Accounting Principles                       |
| GDP      | : Gross Domestic Product   |
| HRM      | : Human Resource Management                                      |
| IT       | : Information Technology   |
| KPO      | : Knowledge Processing Outsourcing                               |
| LGBT     | : Lesbian, Gay, Bisexual, Transgender                            |
| NASSCOM  | : The National Association of Software and Services<br>Companies |
| R&D      | : Research and Development                                       |
| SC/ST    | : Schedule Caste and Schedule Tribe                              |
| SPSS     | : Statistical Package for the Social Sciences                    |
| T&D      | : Training & Development   |
| USD      | : United States Dollar   |
| USP      | : Unique Selling Proposition                                     |
| bn       | : Billion  |
| mn       | : Million  |
| tn       | : Trillion   |

# Chapter I

## CONCEPTUAL FRAMEWORK

### 1.1 Concept of Diversity

As many distinctions of diversity exist as many definitions can be found in the diversity literature. The concept of diversity differs from organization to organization from author to author. The study on diversity has led to foundation of models that tries to explain through meaningful definitions.

Wellner, (2000) [1] conceptualized diversity as representing a multitude of individual differences and similarities that exist among people. Diversity encompasses many different human characteristics such as age, race, creed, national origin, religion, ethnicity, physical disability and sexual orientation.

Esty,et.ol. (1995) [2] defined diversity as acknowledging, understanding, accepting, valuing and celebrating differences among people with respect to age, class, ethnicity, gender, physical and mental ability, race, sexual orientation and spiritual practices.

According to Gardenswartz & Rowe (1998), [3] diversity “encompasses all of the ways that human beings are both similar and different. It involves variations in factor we control as well as those over which we have no choice”.

Going through the above lines by different author’s diversity can be coined as understanding individual uniqueness and recognizing individual differences. These can be along the dimensions of race, ethnicity, gender, sexual orientation, socio economic status, age, physical abilities, religious, beliefs, political beliefs or other ideologies. It’s the exploration of these differences in a safe, positive and fostering environment.

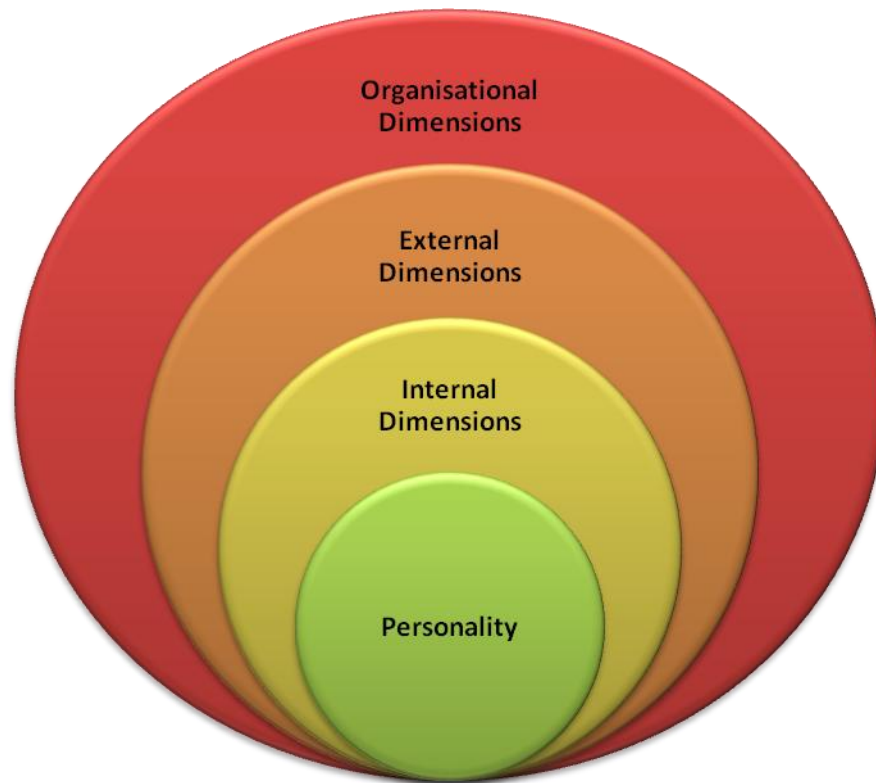
Diversity means more than just acknowledging and tolerating differences. It's a set of conscious practices and involves: (a) understanding and appreciating interdependence of humanity, cultures and the natural environment (b) practicing mutual respect for qualities and experiencing that are different from our own (c) understanding that diversity includes not only ways of being but also ways of knowing (d) recognizing that personal, cultural and institutionalized discrimination creates and sustains privileges for some while creating and sustaining disadvantages for others and (e) building alliances across differences so that we can work together to eradicate all forms of discrimination.

Thus, conceptualizing Diversity in a broader sense, it tends to advocate inclusiveness and serve as a reminder that diversity does not only imply the enforcement of affirmative action as prescribed by law, but also entails other motivation for attending to diversity such as, benefitting from the value of different perspectives in the workplace (Hays-Thomas and Stockdale and Crosby, (2004)) [5,6].

### **1.1.1 Four Layer Model of Diversity**

The characteristics representing diversity are illustrated in Gardenswartz and Rowe's (1994) [7] Four Layer Model of Diversity. According to Gardenswartz & Rowe the four layers of diversity are organizational dimensions, external dimensions, internal dimensions and personality. This model can help the manager to understand that diversity comprises of many characteristics of people at work and not only few. The diversity mature organisation will seek to understand these factors and dimensions of diversity ensuring to bring out all aspects of an individual talents and abilities in support of the organization's mission and goals.

**Figure 1.1 Four Layer Model of Diversity by Anita & Lee (1994)**



### **Organisational Dimension**

It represents the outermost layer and consists of characters such as management, status, union, affiliation, work location, seniority, divisional department and work content. The characteristics of diversity associated with this layer are items under the control of the organization in which one works. Much attention of diversity effort is focussed on issues of preferential treatment and opportunities for development or promotion.

### **External Dimension**

This layer represents those characteristics that deal with the life choices of an individual. The individual exercises a higher level of control over these characteristics over those that in the organisation dimension and might change over time. The characteristics in this layer are personal habits,

recreational habits, religion, educational background, work experience, appearance, status, marital status, geographic location and income.

### **Internal Dimension**

An individual has no control over these characteristics. Characteristics of this layer are assigned at birth such as age, race, ethnicity, gender and physical ability. Often these characteristics are the sources of prejudice and discrimination.

### **Personality**

It is described as traits and stable characteristics of an individual that are viewed as determining particular consistencies in the manner in which the person behaves in any given situation and over time (Winstanley,2006) [8]. The personality of an individual is influenced by the other three levels of the model.

A manager who wants to understand diversity and form an effective diverse team need to pay attention to all. The above layers of diversity with the goal of using both differences and similarities enrich the work environment and bring every employee closer to their organisations mission.

## **1.2 Diversity at the Workplace**

Today the world increasing globalization requires more interaction among people from diverse cultures, beliefs and backgrounds than ever before. Business organisation in the developed and developing countries are all caught up in the globalisation web which has heralded increased demographic diversity in the workplace.

What leads an organisation to construct a diverse workplace environment? Probably this can include various factors such as globalization of the market place, presence of more diverse workplace, operational changes of organisations like acquisition, mergers and transfer for facilities overseas



or increasing no. of women and minorities entering the workforce or external (customers, suppliers, civil liberties group or any social, legal, economic and other imperatives) or internal (employee groups or change in managers) pressures.

Cox, (1993) [9] argues that organisations experiences three stages in the evolution of towards a diversity sensitive environment i.e. Monolithic, Plural and Multicultural.

In the Monolithic stage the organisation has a minimal amount of structural integration for e.g. white male employee's dominancy. Others are expected to assimilate and accept the dominant culture of the organisation. This type of organisation may have women or marginalized members in their workforce but not in position of any sort of leadership or power.

In the plural or non-discriminatory stage the organisation has more heterogeneous members than monolithic. This type of organisation seeks to empower minorities by providing them equal advancement opportunities. They adhere to affirmative action or EEO regulations as a result of government regulations or due to threat of employee grievances. These organisations also meet quota in hiring and promotion.

In the multicultural stage differences are recognised and respected. The working culture allows employee freedom of choice. Policies and procedures are flexible, applied equitably and no one is exploited (Gardenswartz & Rowe, 1993; Cox, 2001) [10, 11].

Academicians and practitioners have sought to understand the impact of diversity and its management on organisational effectiveness. Studies have found that various forms of diversity are associated with greater innovation, improved strategic decision making and organisational performance. Some researchers have depicted that team and organisational diversity sometimes may lead to conflicts, reduces social

cohesions and increase employee turnover (Jackson, Joshi & Erhardt, 2003, Webber & Donahue, 2001). [12, 13]

**Workplace Diversity** can be defined as how the various similarities and differences in a group of people unite towards a common organizational goal on an individual and sub group level. These differences and similarities can be present in varying degrees and manifest in aspects such as age, gender, race, culture, ideas, perspectives and preferences. Each employee comes with a unique set of working values and needs that must be carefully handled by managers if they want to benefit from what each employee has to offer to their organisation.

Workplace and diversity when combine, bring together a number of special skills necessary for the improvement of an organisation bottom line which cannot be ignored. Having workplace diversity is considered to be a key point in today's business rather than just viewing it through philanthropically.

With a realization that diversity brings about competitive advantage, partnering occurs among diverse groups across all functional areas and is anchored by common goals. This reduces single mentality and allows for increased creativity and innovation. Past researches have shown that business organisations are increasingly embracing the use of workgroups as a strategy in the pursuit of organisational goal.

The benefit of diversity at workplace often cited by researchers and theorist alike like increasing positive relationship, variety of ideas, a wider knowledgebase, varied perspectives and skills, heightened creativity, increased effectiveness in problem solving, improved work performance and broader market intelligence within the organisation.

### **1.2.1 Effects of Workplace Diversity on Organisation**

Theoretically the workplace diversity literature espouses three different theoretical frameworks for the examination of the possible effects of workplace diversity (William & O'Reilly, 1998) [14].

The first is social categorisation which according to Turner (1987) [15] describes the categorization of people based on salient attributes like gender, ethnicity or age resulting in stereotyping on the basis of these differences.

The second is similarity/ attraction theory which asserts that similarity on salient and non-salient attributes like race or values increases interpersonal attraction and attachment (Berscheid & Walster, 1978) [16]. People who share similar important attitudes are more likely to be attracted to each other than those who share less important attitudes.

The third is information and decision making theory which examines the impact of distribution of information and expertise on work teams (Wittenbaum & Stasser, 1996) [17]. These theories lead to different and sometimes contradictory hypothesis regarding the effects of workplace diversity on group process and performance (Michaela Deanne, Paul & Janique, 2003) [18]. Like social categorization & similarity/ attraction theory predicts negative effects such as conflicts, poor communication, low productivity & increased labour turnover whereas from the information and decision making perspective emanates positive effects of workplace diversity because more diverse work teams are expected to process information differently as team members may bring together different viewpoints (William & O'Reilly, 1998; Cox, 1993; Pollar & Gozalez, 1994) [14,9,19] this in turn leads to more creativity and increased performance.

Rijamanpianina, (1996) [20] advocated that diversity at workplace does not directly influence the group and organisational performance but rather effects the management system at the level of four interrelated

organisational processes namely motivation, interaction, vision and learning.

Mullins (2008) [21], writes that by valuing and celebrating individual differences in workers, it will bring about added value to organization. She mentioned some of the positive effects of diversity at workplace:

- Promotes cost-effective employment relation
- Enhances customer relations
- Enhances creativity, flexibility and innovation
- Promotes sustainable development and business advantages

Going through various literatures some of the prominent effects as illustrated below can be seen and these effects are the very reasons also which entices an organisation to have well managed diversity at its workplace.

### **Company's Brand Image**

When an organisation recognizes that diverse people have different needs, different values, different desires in the workplace the organisation tends to create a brand image of being a company that values the diversity of its employees globally. Organisation which seeks acceptance and tolerance for these differences in order to create health and productive workplace is viewed as a benchmark company for others.

### **Company's Bottom Line**

Workforce diversity positively affects a company's bottom line by increasing the skill base and range of talent among employees. When a company recruit from a wider pool of candidates they are able to hire large number of exceptional personnel (Hubbard, 2004) [22]. Diversity at workplace enhances organizational productivity, profitability and responsiveness.

Various studies suggest that by developing diverse workforce a firm can expand its customer base and appeal. Diverse employees are better at communicating and understanding the needs of diverse customers thereby increasing the quality of customer services and relations.

### **Better working environment for employees**

A common premise in the literature is that more diverse workplace promotes personal development and higher level of satisfaction. Effective diversity in the workplace improves the quality of the work environment, job satisfaction and performance of the employees.

Research by Brock and Sanchez (1996) [23] supports the hypothesis that a diverse environment can increase worker satisfaction only as long as discrimination does not exist. By making diversity integrating into firm's social and business fabric, firm can increase its commitment towards retention and personnel development of employees.

### **Attract and Retain Talent**

One reason to diversify a workplace is talent shortage. In an era of critical talent shortage organisation has to attract, motivate, retain and utilise their valuable employees effectively if they are to be competitive. In order to get the best out of workforce companies does not exclude any particular group by gender, race or religion but instead construct an inclusive environment where everyone is invited and treated fairly which creates greater effect on organisation success by reducing the cost incurred due to labour turnover

## **1.3 Diversity Management in Organisation**

The world increasing globalization requires more interaction among people from diverse cultures, beliefs and backgrounds than ever before. People no longer live and work in an insular marketplace. They are now part of a worldwide economy with competition coming from nearly every continent. For this reason profit and non-profit organizations need diversity to

become more creative and open to change so as to yield greater productivity and competitive advantage.

Managing and valuing diversity is a key component of effective management which can improve workplace productivity. Demographic changes will require organizations to review their management practices and develop new and creative approaches to manage people. Looking to the need of managing diverse workforce effectively, the term diversity management plays a significant role.

Diversity management is an ongoing process that unleashes the various talents and capabilities which a diverse population brings to an organisation, community and society, so as to create a wholesome inclusive environment i.e. “safe for differences”, enables people to “reject rejection” celebrating diversity and maximize the full potential of all where everyone benefits for e.g. the law requires only to employ a certain percentage of people with disabilities and we choose the easiest way by employing them in administrative sort of jobs but managing diversity is not about restricting these people to certain jobs but making possible for them to work in diverse sectors and fields by providing them facility as per their requirement of their disability and with advent of technology it has made possible for organisations to some extent.

Diversity Management as the name says is a management strategy. It is applied predominantly top down as a managerial instrument. Its purpose is to enhance the effectiveness and productivity of organizations. The central idea of diversity management is that the workforce consists of a diverse population of employees and through recognizing, valuing, promoting and utilizing this diversity organizational improvement can be achieved.

It is founded that harnessing the differences of employees will create a productive environment in which everybody feels valued, where their talents are being fully utilised and in which organisational goals are met (Kandola & Fullerton, 1998) [24]. Bartz et. al. speak of diversity

management as an understanding that there are differences if these differences properly managed are an asset to an organisation with work being done more effectively and efficiently (1990:321 quoted in wrench 2007) [25].

Diversity management promotes the participation of everyone in working activities, supports the individual characteristics of each organisation members and utilizes their characteristics as a strategy (Cox & Blake, 1991, Gilbert, et al., 1999; Barabino, et al, 2001; Von Bergen, et al, 2002; Cuomo and Mapelli; 2007) [26, 27, 28, 29, and 30]. It's an innovative approach to the management of diversities through which it is possible to create an organisational climate of integration in which people feel integrated and respected for their uniqueness. Various researches concluded that well managed diverse teams outperform homogeneous teams as they tend to be more creative and effective at problem solving and employees who feel included, valued and rewarded are more engaged and motivated.

It is found that creating an inclusive and harmonious environment organization enhances their reputation with job seekers, allowing them to attract the best workers in the market, committed and greater employee engagement. Emphasis today is on cornering new markets, building effective & efficient global teams, managing brand reputation and developing global leaders. To achieve the desired results organizations need to strategically implement diversity management and align it with their business objectives.

When relating it with human resource management, diversity management is a strategic approach supported by some programs, activities and tools directed towards integration and development of diversity both physical and job related. The practices of diversity management can be divided into two wide categories i.e. cross national and intra national (Tung, 1993) [31].

The first one is the management of relations and communications among employees coming from more culture, more nations and employees of host country in order to support a productive and efficient workgroups. The intra national diversity management on the other hand focuses on the integration of new members as women, multiethnic, multicultural, minorities and disable person's etc. (Tung ( 1993), Iles (1995)) [31,32].

Past research also suggests that management commitment and participation is crucial for managing diversity. They should take strong personal stands and should role model the behaviour required for change followed by providing personal, financial and technical resources. Management must ensure that diversity should form a part of corporate strategy and all HR practices (training & development, recruitment& selection, Pay& remuneration and performance appraisal) should respond to diversity related issues.

Smith, (1998) [33] study described managing diversity process in stages. Author identified that whole diversity management process as a seven step process which is as follows:

- First step, involves commitment and participation of organisation leaders.
- Second step, ensures involvement of representation of diverse groups in setting business reasons for managing diversity.
- Third step, includes conducting employee survey, focus group interviews etc to assess the climate of diversity management.
- Fourth step, involves certain measures associated with the outcomes of diversity such as performance evaluation and bonuses tied to achievement of diversity goals.
- Fifth step, includes various programmes and practices promoting diversity at workplace like flexible work practices, mentoring programs, diversity awareness seminars etc.



- Sixth step, is described as an intervention stage with range of targeted actions including awareness training, changing of workplace profile or changing of performance appraisal system.
- Seventh step, focuses on conducting progress checks on different levels to get regular feedback and ongoing maintenance of progress.

Having a diverse workforce does not automatically translate into positive benefits, it must be effectively managed to reap the diversity “Dividend”. Therefore, it is imperative to recognize that people from different backgrounds brings fresh ideas and perceptions which can make the work done more efficiently and make products & services much better. This art of recognising can only possible when their present qualitative diversity management in their work culture. Various studies on diversity management leads to conclude that companies need to focus on diversity and look ways to become totally inclusive organisation because diversity has the potential of yielding greater productivity and competitive advantage which directly affects the bottom line of an organization.

The end result to effective diversity management is same to all organisations i.e. it helps assisting a working environment that appreciates and maximizes the possible differences between employees which in turn positively affects the bottom line, creates larger level of productivity, and improves performance on absenteeism and turnover resulting in a better position of the organisation (Cox, 1993) [9].

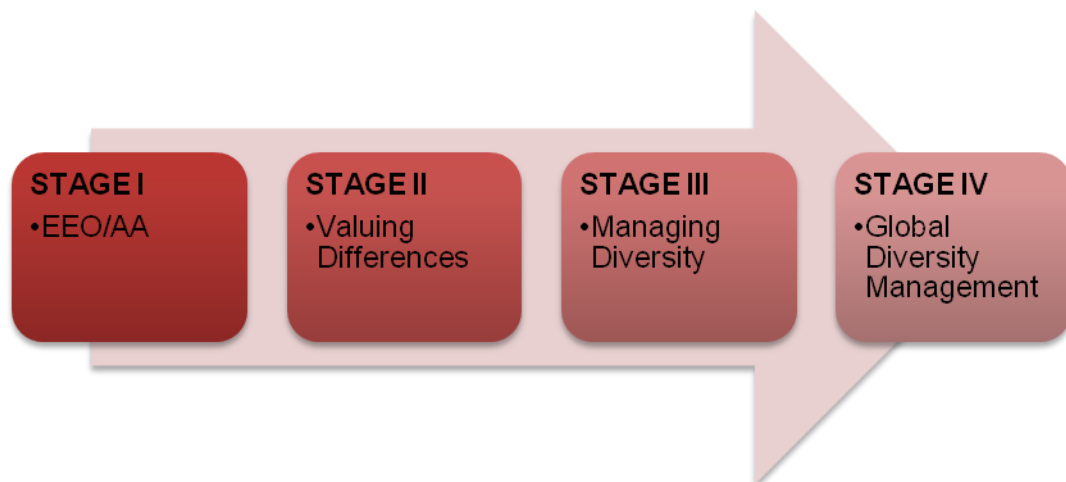
#### **1.4 Diversity Management Theories**

Discussion and theorizing about diversity management continues to add to the large, rich and diverse volume of literature. Diversity Management go back to “Equal Employment Opportunity/ Affirmative Action” followed by “Valuing Differences” and then “Managing Diversity”. These evolving

concepts emerged from broader, social and historical developments. The available literature has helped building a framework that attributes the development of the concept of Diversity Management and explains the linkage between broader social contexts and managerial responses, initiatives and motives.

The evolution theory of diversity management can be categorized into four stages evolving initially with the stage of 'EEO/AA' followed by 'Valuing Differences' and 'Managing Diversity'. Continuing on in this evolution is the more recent notion of 'Global Diversity Management' popularized by Ozbilgin & Tatli, (2008) [34].

**Figure 1.2 Evolution of Diversity Management**



### **Stage One: Equal Employment Opportunity/Affirmative Action**

EEO/AA is an outcome of the civil rights movement a term used to describe political equality and betterment of social and economic conditions. In terms of workplace the past literature pointed out how organisations have been legally forced to hire more broadly and also providing a working environment that endures equal employment opportunity in terms of employees, job status, promotion, benefits and layoffs (Wolkinson & Block 1996) [35]. This has resulted in management

changing where necessary the personnel policies and system within the confines of these new laws.

The literature dealing with the EEO/AA stage speaks of greater diversification of the workforce in the terms of race and colour. The proposed theory was for minorities who were traditionally discriminated and must be given preferential treatment i.e. positive discrimination in areas including social, political and economic. Introducing 'Affirmative Action' (AA) on top of Equal Employment Opportunity (EEO) was the solution for the corporate environment.

### **Stage Two: Valuing Differences**

Literature on valuing differences casts its focus away from changes in demography of the workforce, changing nature of the work or shift in values to the firm's workplace environment and globalisation. The literature notes that how management perspectives and motives that had been based on legalistic concerns were now shifting towards an opportunistic approach to harness the business advantage that flow from a diverse range of employees. Valuing Differences study focuses on differences at three different levels.

**Level First:** The Theory of the Individual which comprehends the influence of individual behaviour in work and interactions with others within the same organization.

**Level Second:** The Group Theory focuses on how different individual traits influence the dynamics of interaction within the groups and how these dynamics characterize group or team outcomes. The theory advocates that each group forms a common sense of group/team work and experience share of knowledge amongst each other.

**Level Third:** Theory of multiculturalism which calls for the recognition that differences between people being good for the company, especially in terms of creativity, innovation and problem solving.

According to, Thomas (1991) [36] Valuing Differences stage saw management motivated in exploiting the benefits in differences amongst company employees. If leveraged in a right way varied skills of diverse workforce could be an asset to the company. By valuing differences an organisation is able to create a situation where everyone is considered with dignity and treated with respect which eventually empowers people and this empowerment translates into a more powerful workforce. Thus, a company who values differences fosters mutual respect amongst groups of individual.

### **Stage Three: Managing Diversity**

The Managing Diversity stage represents a more strategic attempt by top management to obtain competitive advantage through integrating organization wide system and initiatives that harness the differences found within its own workforce (Cox & Blake, 1991) [26]. Management must view its employee diversity as an asset which forms an essential part of the equation for corporate success and managing this diversity can be the best ritual an organisation can follow.

Since, Managing diversity aims at empowering employees. It prescribes approaches that are philosophically broad enough to encompass all dimensions of diversity. It also emphasizes the managerial skills and policies required to optimize and emphasize every employee's contribution to the organizational goals (Henderson, 1994a, p. 8; Thomas, 1992, p. 315) [37, 38]. It emphasizes on the importance of strategic frameworks and attempts to align diversity initiatives and programs with that of corporate objectives to have successful diversity management at the workplace.

## **Stage Four: Global Diversity Management**

There is very little empirical literature that provides us with insights into how diversity management is being played out in the world of business in countries throughout the world. It can be expected that further research will contribute to the literature and our understanding of how diversity is evolving universally. Diversity managers in various countries are presently in the process of planning and implementing diversity management according to the situation of their own company. As Thomas (1999) [39] points out, diversity management means that managers have to make long-term commitments to change and shifts in mindsets requiring modifying definitions of leadership and management and changes in organizational systems and mechanisms.

In today's global world of business, multi-national companies, especially those companies whose initial business operations developed in the West, are faced with the task of how to localize global diversity initiatives. This paves the way, the literature on Global Diversity Management tells us, for "the urgent need of attention to concerns of diversity and equality beyond the narrow considerations at the national, organizational and intergroup levels"(Ozbiligin & Tatli (2008)) [34].

Global Diversity Management embraces both international aspects of diversity management from cross-national perspectives as well as domestic diversity management practices which increasingly operate within the international workforce (Ozbiligin & Tatli (2008)) [34]. Theories in Global Diversity Management recognize the importance of planning, coordination and implementation of strategies for a growing number of work organizations with international, global and transnational business activities.

## **1.5 Diversity Management Model**

### **1. Diversity Excellence Model**

The Diversity Excellence Model is a tool by which an organisation can assess its performance in working towards race equality and diversity outcomes. It's the most popular model for measuring and managing diversity (National School of Government (2005)) [40]. The DEM model explains causal relationship between enablers of diversity and positive organizational outcome. The model is based on the European Foundation for Quality Management (EFQM) [41] with a framework of assessment concentrating on:

1. Enablers – The things that an organisation does to enable it to function such as:

- Leadership - Is leadership at all levels committed and active inside and outside the organisation in promoting diversity, and is this demonstrably part of the organisational culture and philosophy?
- People - Do people understand and are they committed to, involved and recognised in the effective management of diversity?
- Policy & Strategy - Is the management of diversity mainstreamed, with a clear strategic aim which is communicated effectively, sensitively and implemented?
- Partnerships & Resources – Are partnerships and resources identified, aligned and deployed to take into account the diverse needs of all stakeholders?
- Processes – Are processes systematically designed / reviewed and improved to manage stakeholder diversity and generate increasing value?

2. Results – These are the outcomes of the organisation's business like:

- People Results – Is there data showing how the organisation is perceived by its people in the management of diversity?
- Customer Results – Is there disaggregated data (age, disability, gender, race etc) which systematically measures customer satisfaction?
- Society Results – Is there data showing how the organisation is perceived by local society in its management of diversity?
- Key Performance Results – to what extent is the organisation's management of diversity contributing to its business results?

## **2. Model of Structural Change: Total Quality Diversity**

Total Quality Diversity is a holistic model of managing diversity that operates on two levels (Caleb Rosado, (2006)) [42]. The primary or horizontal (includes biological attributes i.e. age, gender, sexual orientation, disabilities) and the secondary or vertical (includes psychosocial-spiritual attribute such as value system, ethics, core intelligence and world views).

The first dimension is focussed on the individual and concerned with embracing and valuing differences. This area is of tremendous importance. Here, is where discomfort employees are noticed and workshops on prejudice, cultural awareness, cross-cultural communication and conflict resolution are conducted to minimize this discomfort. The second dimension is focused on the institution and is concerned with harnessing and empowering diversity at workplace. It deals not only with corporate culture and structure but also the way tasks are divided to accomplish the mission of the company and its thinking system.

Both factors are driven by the bottom line profit motive to help business deliver a quality product and services that meets human needs in a competitive society. Included in TQD is TQR i.e. Total Quality Respect.

Total Quality Respect is an integral part of total quality diversity which advocates that the proper management of today's diverse business world is not possible without respect of human beings.

Total Quality Respect is the process whereby the others are treated with courtesy and compassion in an endeavour to safeguard the integrity, dignity, value and social worth of the individual. It's a lack of respect for others, no matter their position or the differences they bring to an institution which gives rise to most of the conflicts in organization.

The end result of this Total Quality Diversity process of management is a lean, competitive organization with a multicultural, truly diverse workforce where creativity, innovation, imagination and intelligence operate in a democratic workplace environment.

## **1.6 Advantages of Diversity Management on Organisation Performance**

Diversity Management is presented as a value added tool to improve the productivity of organisation through enhancing workplace performance. One can divide Diversity Management advantages on organisation performance into two categories: Internal Effect and External advantages which directly or indirectly affect the bottom line of an organisation.

### **1.6.1 Internal Advantages on Organisation Performance**

#### **Highly Motivated Employees**

An organisation with well managed diverse workforce tends to earn competitive advantage of very satisfied employees. An environment where all employees are equally treated as an asset leads to increased



satisfaction among them which directly impact their motivation level. Greater satisfaction leads to increased motivation. This satisfaction and motivation among employees directly affects the performance and productivity of organization.

Firstly, employees who are motivated perform their responsibilities in a better way and therefore, objectives can be achieved faster and more effectively. Secondly, the rate of turnover and the rate of absence decreases which ends in a reduction of costs. Thirdly, feeling included and appreciated increases loyalty and feeling of belonging also helps in attracting and retaining talent.

### **Creativity & Innovation**

It is advocated that effectively managed diverse workforce has the potential for higher creativity and innovation. As more ideas can be obtained from diverse employees the more likely to find a creative solution. It is an essential factor to generate creative business solutions or process and fetch as many ideas as possible from as many insightful alternative diverse aspects as possible. Since, it plays a pivotal role in improving productivity of the organisation. Process improvement, advertising, product design and quality improvement are some of the examples of organisational activities for which creativity and innovation are important (Nemeth, 1986) [43].

### **Knowledge Transfer**

Internal knowledge transfer between different educated employees is high only with the support of workplace environment. Knowledge is a highly perishable, increases with sharing and is cumulative (i.e. new knowledge is built from existing knowledge).

Employees are able to learn from each other and operate in the best practice manners provided that relationship share high camaraderie with no serious conflicts and differences involved. Diverse workforce is more eager to share its knowledge and learn from each other thus, benefitting entire company from this learning process. This knowledge is further used for problem solving activities and faster decision making.

### **Problem Solving**

Diverse workforce can increase revenues through improved problem solving and decision making providing a broader and richer base of experience which proves handy while approaching a problem. Diversity workforce can supply a greater variety of solution to problem in services, sourcing and allocation of resources.

According to various researches it is significant that the quality of problem solving greatly depends on how a diverse group is proactively managed. Presence of diverse views improves the quality of the decision making process so that one gets more and different alternatives for solving and approaching a problem. In sum a well diverse workforce create a competitive advantage through better decisions by higher levels of critical analysis of alternative (Harvey & Allard, 2002) [44].

### **Organisational Flexibility**

Through adaptation of diversity management greater flexibility can be achieved. This very adaptation facilitates the accommodation of diversity. Furthermore, managing of diverse workforce leads to more organisational flexibility through less standardised operating methods and more broaden policies and procedures within the company. The organisation becomes more fluid and adaptable with the tolerance of different viewpoints and greater openness of new ideas.

## **Continuous Improvement**

Diversity is a valuable resource for organizational achievement, especially in operating environments that require collaboration, constant change, innovation and continuous improvement in performance. Derivatively from fluent knowledge sharing and effective problem solving process the company can realise continuous improvement in all activities within the organisation. With continuous learning process among employees they are able to perform their tasks in better manner and thus, contributing in improving process continuously.

### **1.6.2 External Advantages on Organisation Performance**

#### **Recruitment of Human Talent**

In an era of talent shortage organisation with well managed diversity culture tends to attract, retain, motivate and utilise their best human capital. Instead of risking yourself loosing best talent to your competitors or excluding them on the basis of gender, race or religion organisation is paying emphasis on tapping on the best talent so that they can give best challenge to their competitors by contributing in a useful way. Due to talent shortage it is necessary to retain qualitative and valuable human capital and keep an eye on availability for the future needs.

Employees from diverse backgrounds bring individual talents and experiences and are flexible in adapting to fluctuating markets and customer demands. Weather it is exploring ways to increase corporate profits, tapping new markets or partnering with a global client more strategically, diverse workforce is always looked upon to enable your company to meet their goals. An organisation with well managed diversity at their workplace is likely to earn goodwill and is able to charm top quality talent globally.

## **Marketing Aspect**

Diversity Management realises the potential value of market segmentation based on diverse identity group. A well used diverse workforce can support selling goods and services in the increasingly diverse marketplace in several ways. Research on consumer behaviour has consistently shown that socio cultural identities affect buying behaviour. Marketing will depend to some degree on the ability of companies to understand and respond effectively to the cultural nuances of the diverse market place (Cox, 2001) [11]. A diverse collection of skills and experiences allows a company to provide service to customers on a global basis.

They can effectively cater to the needs of customers located abroad. They are more open to internationalisation of their organisation. They offer better ideas for products and services to a diverse public. While hiring employees who speak the dominant language or utilising the diverse collection of skills and experience they allow themselves to serve their clientele on global basis. An organisation that can speak the language of today's multicultural and international customers will enjoy a strategic advantage over others.

## **Cost Reduction**

Managers responsible for diversity management should have in mind that implementation of this process involve some costs. Therefore, all possible advantages and profits coming from diversity management should be compared to the costs of implementation of that strategy. Managing of a diverse workforce in the rightful manner is necessary in order to achieve that reduction (Harvey& Allard, 2002) [44] and one of the possible ways of attaining it by reducing costs of absenteeism and cost of staff turnover. Diversity management strategies save some money on litigation expenses

generated by discrimination lawsuits. This reduction can be achieved through effective management of diverse workforce.

### **Productivity and financial performance**

Organisations which excel at providing a climate conducive to contribution from people of diverse backgrounds will experience better financial performance in the long run than organizations which are not effective in managing diversity. It is likely that diversity policies are one of the factors that have contributed to improvement in financial performance. The right strategies of diversity management affect both, the productivity and the bottom line. Beyond saving money in lawsuits and labour turnover there are other issues too which reflects their impact on organisation financial performance such as good public relations, enhanced market share, higher sales, launch of new product, entering in new markets and improving performance in existing markets helps an organisation to gain return on investment.

Studies revealed that financial performance is higher for companies with more diversity in their workforce. Today business owners are faced with a diverse environment and connecting this diverse workforce with the business mission, goals and objectives could be the best advantage for the firms. It empowers the company to produce more profits than a company which is not as empowered by a diverse workforce (Wagonheim, 1994) [45].

### **1.7 Diversity Management through HR Practices**

Trans-National flow of capital or labour is one of the main features induced through globalisation. Today business has transcended national borders around the world, a large number of national companies and MNCs now see the entire globe as their arena. This development has showed its

impact on both business management and human resource management. Human Resource management is the major influence on contemporary Diversity Management.

In addressing the needs of a diverse workforce HRM has to deal with many issues whether it is implicitly or explicitly. HRM has become strategic importance as organisation recognises the value of their employees as a source of core competence and competitive advantage as well as acknowledging their responsibility towards the well being of their employees. The use of bundles of progressive HR practices would likely to increase profitability, productivity and help reducing staff turnover (Guthrie et.al. 2005) [46].

Quality of life, work life balance, lifelong learning, training and development, performance management, teamwork, flexibility and consultation are all elements of good practices encompassed in HRM and all which interconnect with diversity. HRM has become a strategic force in organisation which apart from caring for their employees recognises them as a core competence and resource. Effective HR practice is consistently associated with superior financial performance and is consistently a value adding function in an organisation (Becker & Huselid, 1999) [47]. Many authors have suggested a range of techniques for improving Diversity Management through HRM practice (Kossek et.al. 2005) [48].

A critical analysis of the current HR diversity practices such as recruitment & selection procedures, criteria for entry into jobs, selection tools, diversity training programmes, performance appraisal and compensation is quiet important. Such analysis helps to overcome unfairness, remove the glass ceilings and eradicate tokenism & resistance (Human 1993) [49].

The current human resource managers have recognised the need to adopt effective HR practices in order to overcome barriers for diversity and reap the rewards of a diverse workforce. Companies across the globe are making efforts in retaining and managing talent that can work within and across the countries thus, making diversity management important more than ever before.

The following HR practices adopted by many organisations which aim at changing organisational culture through changing the composition of the workforce and overcome adversity through increased sensitivity towards differences. These practices tend to identify obstacles faced by the employees of diverse background and modify practices accordingly to achieve organizational goals through diversity management.

The major purpose of HR practices is to increase and improve the productive contribution of personnel to the organisation in more ethical, social and administratively responsible way. Organisation can build competencies to foster inclusive and harmonious workplace by embedding them in formal HR practices. Full spectrum of HR policies and practices such as workforce planning, job design, staff selection and placement, developing & managing staff, performance management, rewards & recognition process must be incorporated before designing any sort of diversity management initiatives.

### **Recruitment & Selection**

Managing growth in the workplace diversity and increasing the representation of women and minorities is a critical HRM strategy of recruitment and selection for most organisations (Thomas & Ely, 1996) [50]. Human Resource managers usually tend to bring people into the organization and promote employees who fit or have values similar to the decision makers. Human Resource professionals and line managers who

recruit and interview job seekers in a multicultural workforce need to be aware of the ways in which the interviewer beliefs, attitudes and stereotype influence interview behaviour.

Benningten & Wein (2000) [51] found out that there is widespread discrimination in Employment and the Equal Opportunities Review (1995) presented the evidence of discrimination in recruitment and selection. Despite of equality legislation and declared commitment to equal opportunities there still exist a systematic discrimination. Morrison, (1992) [52] proposed that managing diversity can complement affirmative action strategies and new employment policies & practices to address the failure of organisation to promote women and racial & ethnic minorities into higher level of management. Accordingly, organisation should adopt recruitment policies which are consistent with fair employment policies and recruit candidates who are able to work or lead diverse team.

Today, many organisations have been effectively using recruiting tools in hiring women and minorities to mirror the increasingly diverse markets, prevent various forms of bias and win over new customers by gaining competitive advantage.

### **Training and Development**

Organisations should develop training programme to equip employees and managers with the skills to be more effective in working with leading diverse teams. High quality diversity awareness training is one HR practice that enhances the effective integration of diverse group members. Training builds a common understanding of the value of diversity and assists in building social cohesion so that it improves individual and organizational outcomes. Critical to the success of T&D, the important step is to link training to the strategic objectives of the organisation.



Kulik & Pepper (2003) [53] recommended that companies must clarify training objectives and systematically conduct a training need assessment on regular basis. Participants should know whether the training programmes seek to raise diversity awareness or develop multicultural skills. A top down training strategy may be valuable providing awareness training to senior managers first and team training afterwards. Education and training should be tailored to the specific needs of the organisation, division, level, team or individuals.

Training can make personnel aware of stereotypes and barriers further allowing all groups to address the obstacles that prevent minority employees from integrating. Training increases individual awareness about diversity issues and help prepare employees for organizational change (Thomas, 1991) [36]. At the management level the training must teach managers to maximize the benefits of diversity while minimizing potential conflicts, respect, value differences and understand the style & behaviour of other cultures (Loden, 1994) [54].

### **Performance Appraisal**

Effective performance appraisal practices should be objective instead of subjective, relevant to the job and the company, fair to all employees with no special treatment (Schuler, Dowling & De Cieri, 1993) [55]. In order to promote diversity action taken by the managers to hire and promote should be based on performance criteria.

There should be measurable standards for evaluating job performance, opportunities for training, giving assignments along with criteria for promotion process must be clearly linked to job requirements. In addition expectations of competencies and behaviours should be communicated to employees on a regular basis during performance appraisal discussion and also which assessing performance organisation can take into account

employee's ability to work well with and manage a diverse team. Effective performance appraisal practices in the area of diversity management should be objective and not subjective relevant to the job and the company.

The company should be fair to all the employees and offer no special treatment (Schuler, Dowling & De Cieri, 1993) [55]. Also some scholars suggest that while assessing a manager's performance, actions taken by the manager to hire and promote minorities and women can be used as performance criteria in order to promote diversity.

### **Pay and Remuneration**

Pay equality is a main cause of job dissatisfaction and the motivation. Therefore, it's a major HR diversity issue (Mc Loughlin and Carr 1997; Van den Bos, Lind, Verment and Wilke, 1998) [56, 57]. Study by Dagher et. Al. (1998) [58] reported that diversity practices in remuneration are widely used by many organizations. However, their study attributed strong positive remuneration practices to a union effect which has presented the occurrence of wage discrimination among unionized employees but globally women earn 20% to 30% less than men (Kossek et.al.2005) [59]. The implementation of equal pay has significantly reduced the earning differences between men and women (Blan and Kahn 1996; Katz and Autor 1999; Brainerd, 2000) [60, 61, and 62].

Pay equality contributes to effective Diversity Management and organizational performance. It aims at strictly following the principle of equal pay and a performance based pay system. Organisation compensation structure, wage determinants and bonus scheme should be designed in terms of ability, knowledge and skill. Organisation following pay for competence program enhances their employee performance and reduces absenteeism and turnover rate.

## **Glass Ceiling Initiatives**

“Glass Ceiling” according to scholars has been defined as a set of invisible barriers which block or restrict the entry of members of non-majority groups into senior management positions. Glass ceiling initiatives is therefore an organizational action of hiring, retaining and promoting members of gender or non majority groups into higher level management jobs in organisations. This initiative represents an important component of managing diversity.

Glass ceiling initiatives represent a variety of steps taken by organizations towards successful participation of members of socio-cultural minority groups in the power positions of organisation. It focuses attention on successful participation of members of socio cultural minority groups or underrepresented groups in the leadership structure of organisation. In addition to the legal and moral motives for many organisations there is a financial motive for investing in glass ceiling initiatives. Therefore, organisations must consider eliminating of glass ceiling effect as an economic imperative and develop glass ceiling audit process to address the glass ceiling challenge proactively rather than responding to external and internal pressure.

## **Diversity Audit**

Diversity Audit identifies obstacles faced by employees of diverse background and modifies company practices accordingly. The strategy is to audit current practices through surveys and focus groups and generate changes to address these deficiencies. In order to examine organisation overall management of diversity the problematic areas need to be investigated because organisation effectiveness and productivity depend on the human beings who work in them. There is need to look to individual attitudes and beliefs, issues like how open employees are to people who are different and comfortable with them, how managers use organisational

systems such as reward and decision making, accountability to capitalize on diversity, how adept are managers at getting maximum commitment from all segments of the company (Anita and lee, 2006) [63].Furthermore audit helps to establish a baseline that serves to measure progress in adapting the organisation and facilitating the effective management of diversity.

### **Effective Communication**

While building workforce with employees from different cultures and countries you increase the scope of communication and language barriers that impact internal and external communication process. One of the best ways to manage diversity in the workplace and to minimize all kinds of misunderstanding and conflicts is an effective form of communication in an organisation. Keeping an open door policy will not only make employees more comfortable but also encourage employees to come up with their concerns and issues related to work or other matters. Making yourself approachable to some extent will not only help in handling the conflicts but also every employee will feel important and well attended. Organisation may also hire interpreters and diversity trainers to help employees to work through communication challenges of diversity.

To improve communication organisation can assign employees with a group task for a project which will help employee understand each other and increase team spirit amongst them. Thus, working with a diversified team would encourage team member to work peacefully with a feeling that amid their differences each member brings a valuable contribution to the team.

## **Conflict Resolution**

An essential tool to manage diversity at workplace is the ability to handle conflicts. Disagreement that arises because of cultural differences must be handled promptly and swiftly. While investigating a disagreement the whole person should be fair, objective and factual. Getting to the bottom of issue and making sure that every person knows the importance of accepting everyone and appreciating their role in the office should be the priority as it will be helpful in not decreasing productivity at the workplace.

## **Feedback Mechanism**

Employee involvement and effective feedback mechanism are necessary components in achieving effective diversity management goals. Conducting staff surveys and exit survey managers actively seek employee input through formal and informal channels to measure employee confidence on workplace diversity support process. Many companies feedback mechanism also includes internal website where employees can express their concerns, doubts, engage themselves in open dialogue and learn about diversity. In many companies employee's uses feedback hotline which allows employees to contact diversity advisors and provide them feedback on questions given to them.

## **Written Harassment Policy**

A key aspect of prevention of discrimination and harassment at the workplace is the development and promotion of a written policy which makes it clear that these actions will not be tolerated under any circumstances. A policy should include a strong opening statement on the organisations attitude towards discrimination and harassment. When possible and relevant the policy should be translated for the people from culturally and linguistically diverse backgrounds. Providing an effective

procedure for complaints based on the principles of natural justice, treating all complaints in a sensitive, fair, timely and in confidential manner will encourage the reporting of behaviour which breaches the discrimination and harassment policy and help in minimizing harassment incidents.

### **Diversity Assessment**

Providing diversity assessment helps management to get insight of employees perception related to the workplace environment, regarding management's contribution in creating harmonious and productive workplace etc. The result obtained provides future progress and further helps in designing future initiatives. Diversity assessment includes analyzing variables such as job satisfaction, competence and behavioural changes amongst the employees which helps in tracking employee turnover, absenteeism and performance.

### **Pragmatic Management Policies**

It aims at designing policies directed at increasing work flexibility among working mothers. This might include benefits for part time employees, support for single parents, provision of adequate childcare facilities easing the double burden faced by women attempting to balance paid work with family responsibilities. Providing specialized equipments for disabled persons and facility of translation of company related information into languages represented among the staff. In addition to this many organisation conducts mentoring programs, involves experienced advisors to help employees with the whole concept of workforce diversity, its impact on their performance and why it should be managed at the workplace.

Diversity management aims at providing opportunities for informal and formal social interaction amongst staff giving access to various communication networks to facilitate greater contact among them to lower

any barrier arising from perceived and actual differences. Furthermore organisations are accountable to ensure sound procedures are in place to deal with any workplace complaints that may arise any time

### **1.8 Current Dilemmas Faced In Diversity Management**

Diversity appears to be a double edged sword increasing the opportunity for creativity as well as the likelihood that group members will be dissatisfied and fail to identify with the group (Millikens & Martins, (1996)) [64].

Diversity at Workplace can either add creativity and productivity or can be the cause of disrupt and conflicts. Tension is bound to occur if the company does not have a plan or program in place to manage diversity. Diversity encompasses each person's uniqueness, experience and personalities that are different but have to be dealt with in the workplace. Failure of which may result into chaos and conflicts.

Implementation of diversity in the workplace policies can be the overriding challenge to all diversity advocates. If left unmanaged employees can have a negative impact on the whole organization and it can result into the reverse discrimination against the members of the majority group or reinforcement of stereotypes or devaluation of minorities but can be avoided through effective management initiatives. Some of the major challenges faced are summarised below:

#### **Resistance to Change**

For a long established corporate resistance to change is the major challenge while implementing diversity in a workplace. It's a major obstacle to the diverse workplace who wants to survive, benefit and grow in the organization. There are always employees who will refuse to accept

the fact that the social and cultural makeup of their workplace is changing. This resistance silences new ideas and inhibits progress. Individual who do not make a diversity plan seriously are a big challenge to managers and owners trying to implement and maintain a plan.

This negative attitude can damage morale, slow down positive change and decrease productivity. Employee resistance can be handled through workshops. These changes can cause stress among employees and contribute towards negative relationship and poor workplace morale if not well planned and managed.

### **Stereotypes and Biases**

When people assign an identity to an entire group rather than judging each individual on their own witness and if negative attitudes are formed it might lead to stereotypes. Such behaviour will lead to either iteration or lawsuits which costs the company. A successful diversity initiative should be implemented to avoid these issues.

Stereotypes affect most non-traditional workers i.e. women, minorities, people with disabilities, and older workers. Stereotypes about women are certainly less positive than those of men (Fiske & Taylor, 1984; Henderson, 1994a; Smith & Stewart, 1983) [65, 66 and 67]. Though companies have shown an increased commitment to advancement of women at the workplace yet their representation in leadership still remains stagnant. Regardless of their talent or aptitudes they are undermined and misjudged.

Henderson (1994a) reported that "Workers with disabilities are viewed as not capable of performing their jobs" and older workers are stereotyped as inferior beings and viewed as unproductive. Such stereotypes lead to biasness at the workplace.



Inclusion of sexual orientation and increasingly gender identity in workplace inclusion initiatives and diversity awareness is still an untapped area. It is still labelled as one of the uncomfortable issues in workplace diversity. The insidious effects of stereotyping is not limited to women, minorities or underrepresented groups of society but it's the company that suffer the most by sub optimizing and losing a vital talent pool.

### **Ethnocentrism**

Ethnocentrism is the belief that one's own group and sub culture are inherently superior to other groups and culture. An ethnocentrism view point produces a monoculture, a culture that accepts only one way of doing things and one set of beliefs and values. This leads to assumption that people who are different are somehow deficient, people who complain are oversensitive and also diversity is threatening the smooth functioning of the organisation. This leads to assumption and inaccurate stereotypes hinder efforts to take advantage of unique talents and abilities (Loden & Rosener (1991), Daft (1997), Sadri & Tran (2002)) [68, 69 and 70].

### **Racism and Discrimination**

Nowadays colour and race in the organizational context does not matter much and cultural background is seen as irrelevant while recruiting someone but the main problem lies in unrecognition of authentic differences that are defining features of identity and power differentials that can hamper the achievements of minorities (Thomas et al. 2006) [71]. Moreover presence of minorities, women and PwD are perceived of being less or not qualified and just hired because of legal requirements (Sagrestano, (2006)) [72] which often leads to un-utilization of resources and a waste of talent. Being prevalent victim of discrimination they often

exclude themselves from social and corporate a network which causes low team spirit and solidarity.

Milliken & Martins (1996) [64] further argues that because of deep seated prejudices and stereotypes racially as well as sexually diverse people suffer more from negative effects than employees of different age. When a worker is discriminated it affects his ability to perform well and it also affects the perception of equality and raises issues of litigation.

## **Harassment**

Diversity in business is profitable but unfortunately this difference carries the potential for harassment. Harassment still exists in many forms, both subtle and obvious. Poole et.al. (1997) [73] defined harassment as any conduct or comment based on sexual, racial, or any other differences employees may have that is likely to cause offense and humiliation. Harassment has many negative effects. It can negatively affect employers and employees and can be very costly to an employer in productivity as well as in cost of litigation and settlements. Employees who are harassed can be affected in many different forms. Harassment distracts employees from focusing on task-related responsibilities, reduces productivity, and can lead to increased turnover.

Thacker and Gohmann (1996) [74] conducted a study to determine the consequences of sexual harassment. They surveyed over eight thousand federal employees and also found that harassment contributed to emotional and psychological trauma. Poole et.al. (1997) [73] reported that harassment can have a negative impact on the following five areas: (1) physiological, (2) emotional, (3) career path (4) self-perception and (5) social and interpersonal relations.

In addition, an environment where harassment goes on is not conducive to forming high-performance work teams (Dunnette & Motowidlo, 1982; Fernandez, 1993; Hotelling, 1991; Howard, 1991) [75, 76, 77 and 78]. Cultural backgrounds, age, religious beliefs, nationalities and physical abilities are all targets for workplace harassment. All employees have the right to work in an environment free of hostility where courtesy and mutual respect is the dominant attitudes. Harassment constitutes comments or conduct which is abusive, offensive, demeaning or vexations that are known to be unwelcome.

### **Communication**

Heterogeneous team displays a huge no. of different perspectives, ideas and experiences which can increase the quality and no. of solutions. These differences if not handled carefully may lead to miscommunication. This can further lead to problems in mutual consent and enhance dissent and dispute, combined with negative emotions and conflict (Jackson 1996, O'leary/ Weathington 2006, Kochan et al. 2003, Knouse et.al. 2008, Cox Smolinski 1994) [79,76,80,81,82]. Konrad, (2006) [83] argues that people prefer to communicate and interact with similar people or with persons that incorporate similar values because they do not like to get criticized or told to have wrong perspectives or notions.

### **Conflicts**

Conflicts that occurs in diverse workforce can be beneficial or impending because on the one hand the group's performance can increase and on another hand emotional conflict can harm it (Agars & Kottke (2006)) [84]. If organisation is not properly managed dominant group might develop assistance against the new employees. Furthermore, perceived inequality may enhance exasperations, slow down work or change cognitive perceptions which again lead to conflict and harassment against their

colleagues and make diversity program harder to be successful (O'Leary/Weathington, 2006) [76]. Increase diversity at workplace might lead to bigger risks that employees won't feel comfortable while working together and interpersonal conflicts may become the norm rather than cooperation.

## **Cost**

Cost associated with a culturally diverse workforce arises due to fighting lawsuits on diversity or programs that changes the organisation culture (European commission (2003), Cox & Smolinski, (1994)) [85, 82]. Cost such as "Cash Cost of Diversity" develops through hiring specialist staff, education and training programs as well as through the amelioration of working conditions and benefits.

Studies have emphasized that women and other minority groups have higher turnover rates which leads to higher financial organizational expenses. Additionally women quit jobs especially after marriage or childbirth (Cox & Blake (1991), Thomas et. al (2006)) [26, 71] and physically challenged persons are accused of causing an explosion of healthcare and production costs of enterprises due to poorer work quality.

Monitoring and reporting processes cost extra, whereas some costs are non-recurring and other long term expenses. Additional expenses such as "Opportunity Costs" which accrue through a diversion of management time and productivity deficit as well as "Business Risks" which develops through wrong time scheduling, shall be incurred (European Commission 2003: 10).

## **1.9 Diversity Awareness through Information Technology**

Information Technology has assisted organisations in managing diversity in several ways. Today we rely heavily on the internet for collecting information, serving customers, selling products and services. Using web based tools such as blogs, social networking sites, intranets, email, electronic bulletin boards or videoconferencing has helped fostering good communication by breaking down the language and cultural barriers.

Today, web based tools are revolutionizing the way we exchange information. The web based tools provides employees with valuable insights on how to interact with people from different cultures and access to country's specific knowledge. It provides a venue for networking, mentoring and socializing with online tools at their disposal from which employees are likely to get well equipped with information which can further help them to adapt workplace.

Rapid development of social software such as blogs, facebook, twitter, you tube etc have made easier for management to communicate on diversity both externally and internally. Many innovative and fast growing companies uses internal secure versions of instant messages, virtual classrooms etc to interact with their diverse workforce and customers. IT has been leveraged for connecting employees to various interest groups aimed at mentoring and volunteering diversity initiatives.

These online communities have continued to grow and represent different voices and viewpoints. In addition to this there are numerous new ways of communicating and creating awareness with the help of IT. In order to utilise those sources the organisation must be flexible enough to allow their employees to adopt whatever mode of communication they feel most comfortable with.

Some of the tools utilised by the organisation are as follows:

**BLOG** Establishing a blog is a perfect way to create an authentic arena to learn about organisations diverse workforce and become culturally aware of the world they live in. Managing blog can further help in discussing global perception, advantages and disadvantages of employee diverse workforce. Blog has made possible for an organisation to easily post a document for discussion or a question to create awareness and obtain feedback from their employees ensuring wider diversity of voices and incorporating in the organisations conversation and avoiding groupthink mentality.

**VIDEOCONFERENCING** Considered as a handy tool for culturally diverse workplaces. It enables team members to see facial expressions, gestures etc. which is important in relationship building (Pauleen & Yoong, (2001) [86]. Through teleconferencing and videoconferencing one can conduct meetings with associates all over the world but Videoconferencing being considered better than teleconferencing where conversation is done without seeing the other people which results into misinterpretation many a times. It also make difficult for people from non-english speaking background. Videoconferencing platforms such as Skype, Google hangout etc enables face to face conversation in a virtual meeting and Skype aims to take video conferencing to the next level with its Skype translator which promises to translate the language of one speaker into the language of the other.

**INTRANET/CORPORATE WEBSITE** Intranet is a form of technology that shares information within an organisation alone as opposed to internet which is externally oriented. The Company's intranet is used to show events within the company that promote diversity. Through it one can circulate diversity letters or upcoming events to celebrate. The use of intranet subdues the problems of communication, performance and community spirit by closely monitoring organisation activities and filling up the communication gap previously experienced.

The intranet usage and web technologies have prompted organisations to adopt and develop online collaboration tools aimed at efficiency, productivity and global reach. Organisations have specific internet site/portals about diversity management approaches integrated in the following section of corporate websites:

- Specific awareness on Home Page of corporate website
- Specific awareness in the HR section of corporate website
- Specific awareness in the Diversity section of corporate website

Many organisations runs managing diversity web page which includes online seminars, resources and information on workplace diversity for employees also produce e-magazine and use social networking sites to raise awareness and generate strong visibility. Organisations are extending awareness pertaining to diversity related issues through online products such as diversity awareness videos, training tools which are becoming readily available online. These tools are used as an internal marketing campaign to win the support and enthusiasm of the employees.

In the report to the U.S. Department of Commerce on “Best practices in achieving workforce diversity” the author Vice President, Al Gore, (2000) [87] iterates the importance of information technology in recruiting and retaining an effective and competitive diverse workforce. IT has allowed an employer to access wider population thus increasing the potential for identifying and hiring more qualified individuals at low operating cost (Keil.et.al.2007) [88].This has also led into partnership with various institutions serving minorities and disabled.

### **1.10 Management Loopholes while Executing Diversity Management Initiatives**

It's easy to admit that management strongly support diversity management initiatives and manages it effectively but does this claimed support really

translates into adequate support from them during the execution of diversity management initiatives. Deloitte's 2011[89] Global Diversity & Inclusion survey reveals that majority of companies are apparently doing something but how effectively they are doing is the main question. The study revealed that 46% of survey respondents mentioned budgetary issues being the major loophole while executing any diversity related initiative, around 41% of them highlighted inadequate support from the management. Past researches also revealed that there management failed to execute diversity management programmes adequately.

Insufficient budget resources can hamper successful implementation of diversity management initiatives. In an era where technology rules the workplace various functional areas insufficient resources and budget can drastically slowdown the diversity initiative progress for e.g. even highly trained professional can't be very productive if they are provided with insufficient tools and equipment to do their job.

The impetus for diversity initiative must come from awareness of the business implications such as addressing needs of workers satisfying the demands of competitive environment and fulfilling the requirements of the company's role in the community instead of accepting the change related to diversity only if potential benefits are clear and worthwhile. Management fails to recognize both the learning opportunities and challenge that the expression of different perspective presents for an organisation.

Many a times diversity management initiatives have drastically failed to meet their goals leaving management disappointed by the results they produce. There are varieties of reasons as to why diversity management initiatives are largely ineffective. A major loophole arises when company's management could not frame the problem accurately and solve it effectively.

All too often management have failed to devote time, money and personnel required to produce desired outcome. At various occasion management



and the diversity professional if appointed often fails to articulate explicit goals for their programmes. It is extremely difficult to implement a successful programme if the purpose and goals of each programme are not clear. Initiatives lacking clearly specified goals and objectives fail to align with the business goals which are the most important step in achieving both internal and external organisational goals.

Many diversity programmes are well supported by top management some do it to avoid legal issues or to be politically correct but few relate it to the business in terms of what impact it can have on the bottom line of the organization. Here, the managers fail to make a convincing diversity business case to show that diversity at workplace has a direct economic impact. Administrators often fail to make use of latest market research and sales technique to diagnose opportunities & threats and further improve their existing diversity management strategies.

Organisation faces dire consequences if it fails to execute successful diversity initiatives. It is evident from the past researches that achieving excellence in diversity requires the same kind of organizational attention as any other major strategic effort. Strong leadership and management support is necessary at every step. Furthermore demands of diversity at workplace constantly changes and need to be responsive to those changes in order to be dynamic time to time updating of tools and strategies is required which dramatically improves the result.

It is also observed that many companies struggle with effectively measuring the results of diversity initiatives. Organisation fails to adopt measurable goals and accountabilities related to their diversity initiatives. Very few reported that their organisation measured the outcomes. Hence, what is required is focus, persistence, setting of tough goals and adhering to tough evaluation standards.

Most initiatives lack periodic performance metrics that is required for continuous process improvement, gathering and reporting metrics of each

programme to the authority so as to check its authenticity. Metrics are a necessary element to validate that a diversity programme adopted contributes to an organisation business goals.

The findings of the survey conducted by Australian Human Resource Institute on “Australian organisations to assess and benchmark their diversity and inclusion practices”, to find out what organisations are doing to achieve greater workplace diversity inclusion [90]. The findings suggested that organisational diversity initiatives need to be better resourced and funded regularly. They also need to be frequently monitored and measured so that their effectiveness can be evaluated on regular basis.

Therefore, it can be concluded that apart from organisation support their commitment is also required for successful implementation of diversity initiatives. Organisation must have internally driven initiatives supported by senior management commitment as well as ongoing attention. Management cooperation and participation is required to create conducive environment to achieve desired outcome. Leaders and managers within organization must incorporate diversity policies into every aspect of organisations function and purpose for greater results.

### **1.11 Need and Rationale of the study**

Organizations in India are mostly global especially in the Information Technology sector. Thus, incorporating diverse people and their perspectives have become a major concern for every organization along with the increased challenge for organizations to manage diverse employees effectively. Therefore, looking at the current scenario the outcome of effectively managed diversity at workplace cannot be ignored. There is an increased need to understand the impact of well managed

diversity on organization productivity along with the repercussions for not managing it effectively.

The study focuses on the knowledge of diversity management and at what level the diversity management is integrated in the organization. Thus, the major question that arises is how much Indian organisations are acknowledged about the advantage of having diverse workforce along with its impact on the organisations productivity and how much do they realize that by managing and promoting diversity they can help meet the competitive pressure they currently face. What all programmes do they conduct so as to meet the challenges while managing diversity at workplace?

It is well known that diversity management results in profit as well as competitive advantage for the organization. Organizations which manage diversity are recipients of more committed, satisfied and better performing employees otherwise may lead to lack of skills, competencies, interest in employees which will ultimately increase employee turnover, reduce individual and organizations performance to a great extent. In the researchers opinion the research will provide diversity practitioners with valuable information where prioritization of actions and decisions making related to diversity is concerned.

The overriding theme of this study is to analyse to which extent IT companies have knowledge about diversity management and at what level of development is integrated in the enterprise. The study is undertaken to find out the growing need of diversity at workplace and to map the attitudes of employees towards workplace diversity. The research explores and analysis the development of diversity management and workforce diversity in IT sector of India. The study presents the result of a survey by analysing the recognition of diversity management in IT sector in India

which aims at making the concept of diversity management well known and useful in the managerial practices.

Past research work has mainly focussed on cultural diversity issues and its impact on organisational culture but little work is done on how this workforce diversity at workplace can be effectively managed, what efforts are being made by the organization to increase and promote inclusiveness and create awareness about workplace diversity so as to increase the productivity of the organisation. Whether the organisation takes any necessary action to get regular feedback from employees regarding matters pertaining to diversity and its impact on the success of the organisation or not?

Since the existing literature on diversity management continues to provide a great deal of description and broad range of prescriptions and yet remains anaemic in terms of empirical evidence and critical perspective therefore the research work aims at exploring the topic by collecting sound empirical evidence by applying appropriate research instruments. It is evident that the concept of diversity will continue to be an intricate aspect of the business environment of today and in the future. Organizations must embrace and understand the importance of diversity in order to remain competitive and respond to globalization positively to escalate productivity within its organization.

### **1.12 Objectives of the Study**

Various dimensions of diverse workforce in an organisation were found out during the study of existing literature and what all opportunities and challenges they brought along with them. Hence, the study aims to find out the types of diversity prevails in IT sector of India and its contribution towards the productivity of the organization. The research also proposes to study the existing strategies being adopted by the organisation

regarding attracting, recruiting, hiring and retaining of talents from all walks of life. Keeping all these points in mind the research aims to meet the following objectives:

- To study the growing need of diversity management at workplace.
- To map the attitudes of employees towards workplace diversity in IT Sector.
- To study main challenges that creates barriers while managing diversity at workplace.
- To find out linkage between diversity management practices and business performance.
- To collect the findings, information & analyze to draw conclusion whether the management is doing enough to create awareness regarding Diversity Management within and outside the organisation.
- To find strategies that may be implemented to bring more effectiveness to diversity management practices.
- To study how Indian organization have designed policies to integrate diversity issues with organizational objectives in the current dynamic business environment.
- To find out extent to which diversity is central to the activities of the department in the organisation.

### **1.13 Hypotheses of the Study**

To guide the current study hypotheses were developed. These hypotheses were based upon literature review on how managing diversity can lead to improve productivity of an organisation. The implications and overall results of each hypothesis will be presented in chapter seven.

**H<sub>0</sub>:** Diversity at workplace hasn't brought any significant growth in the software companies of India.

**H<sub>1</sub>:** Diversity at workplace has brought significant growth in the software companies of India.

**H<sub>0</sub>:** Successful leveraging of diverse workforce through diversity management does not affect employee's performance, satisfaction, commitment or their ability to adapt to changes of the globalized market.

**H<sub>2</sub>:** Companies that are successful in leveraging the diversity of their people through diversity management are more committed, more satisfied and are better able to adapt to changes of the globalized market.

**H<sub>0</sub>:** Various diversity programmes practiced by the companies have no such positive impact on diverse workforce at workplace and business performance

**H<sub>3</sub>:** Various diversity programmes practiced by the companies are able to create the positive impact on diverse workforce at workplace and business performance.

#### **1.14 Relevance of the Proposed Study**

The researcher through the proposed research study would like to analyse the positive outcomes of diversified workforce in IT Sector of India. The entire study aims at getting an insight of the existing diverse workforce in the organisations of IT Sector and how well this diversity is managed so that it creates a positive impact on the productivity of organization. Additionally, there is also the challenge of effectively designing management procedures and practices in a manner that is conducive to diversity, where differences are valued and people who look, think and talk differently can work together productively.

The study intends to unveil the major barriers that create discord in maintaining synergy amongst the diverse workforce. The study will try to uncover the untapped area of diversity management and thus providing a potential prospectus for future research. Besides meeting the academic requirements it is hoped that the findings will provide opportunities for recommendation to the management to incorporate effective HR practices to manage diversity productively. The study will also result into understanding and presenting of key focus points related to the diversity management within the organisation and is likely to provide clarity on the relevance of existing theoretical guidelines for diversity management. Furthermore, it will help diversity practitioners to focus on relevant areas.

## **CHAPTER II**

### **INDIAN IT INDUSTRY: AN OVERVIEW**

#### **2.1 Indian IT Introduction**

This chapter gives an overview of Indian Information Technology Industry's origin, growth and sustainability. IT stands for Information Technology. The broad spectrum of IT industry encompasses industries like software industry, hardware industry, computer companies and outsourcing companies. Over the last decade Indian IT Industry has greatly impacted the growth of the country's economy. The industry has played a pivotal role in transforming the image of India from an agricultural based economy to a knowledge based economy.

India remained hostile to the software industry through the 1970's. Indian policy in the 1970's was appropriately described as "static, protectionist and regulatory" (Rubin, 1982). The main protectionist policy was the foreign exchange regulation act of 1973 (FERA-1973) under which a foreign firm could operate in India only with a minority interest (Foreign ownership was restricted to maximum of 40%). Import tariffs were here and software was not considered as an "Industry". The country's policies effectively prevented the private development of software in India.

It was not till the mid 1980s that redemption policies including free entry for TNCs helped the sector. Government policy changed to a supportive stance in 1984. New Computer Policy (NCP-1984) was introduced which reduced import tariffs on hardware and software to 60%. With the beginning of economic reforms in the early 1990s efforts were made to attract foreign as well as domestic investment. Foreign companies were permitted to establish fully owned subsidiaries in the export processing zone.



The IT Industry first stepped in India in 1970 when the TATA group of collaboration with boroughs set up the first software zone, SEEPZ in Mumbai. Once the market identified the industry's potential government targeted software exports and created the necessary institutions. Creation of NASSCOM in 1988 and later establishment of STPs (Software Technology Parks) in 1990 represented a fundamental approach towards policy making for the growth of software industry.

The Ministry of Finance abolished entry barriers for foreign companies made available fast low cost data connection facilities, reduced & rationalized duties, taxes and tariffs. Since, then there is no looking back, it has grown leaps and bounds. India today is the world leader in IT and business outsourcing. It has globally established its seniority in manpower, quality of services, enhanced global delivery capabilities and favourable government policies.

The Indian IT industry is at an inflection point in its evolution. The end users will demand continued performance improvements to protect their profitability, new technologies to serve the next billion customers and innovative commercial models. Compared to its competitors India ranks high on several critical parameters including level of government support, quality of products, quality of labour pool, English language skills, project management skills, strong focus on processes and a favourable time zone differences with US that permits 24/7 interval operations. Almost all the major US and European Information Technology firms have set up software development and research & development centres in India especially in Bangalore (NASSCOM Report, 2001).

India is the world's largest sourcing destination accounting for approx 55% of the USD 146 bn market. The country's cost competitiveness is providing IT services which is approximately 3-4 times cheaper than the US and continues to be its USP in the Global sourcing market. Indian IT companies have helped clients to save USD 200bn in the last five years.

Indian firms are trying to move up the value chain by acquiring deeper knowledge of business domains, management capability and to reduce costs by developing superior methodologies and tools. India's software firms ensured product quality and reliability by adopting internationally recognized standardized work process. Today, new breed of companies led by second generation software entrepreneurs are setting up product oriented companies offering an attractive avenue for IT companies to develop products and services to cater to the high growth consumer segment.

In this economic and business environment with the increase of rapid technology the demand for IT Sector is witnessing tremendous growth. The inter linkage between IT and the growth of the economy, the end users and IT providers will collectively ensure effective leverage of IT in India. Indian IT companies are now well recognized for delivering quality products and services. They have also proved their capability of timely execution of projects and being considered as one of the fastest growing sectors in the country IT industry.

This sector has proved to be quiet instrumental in the growth of the Indian economy on the global map. It has transformed India's image from bureaucratic economy to a land of innovation entrepreneur. Organisations are increasingly looking at IT to transform their business automatically processes to foster speed and reduced and reduced costs, facilitating smooth interactions between parties and helping them manage increasingly large quantities of data to create a competitive advantage in their industries. The domestic IT market is broadly classified into four segments 1. IT Services 2. IT enabled Services (ITes) and business processing Outsourcing (BPO) 3. Software 4. E- Business.

## 2.2 Indian IT Economy Insight

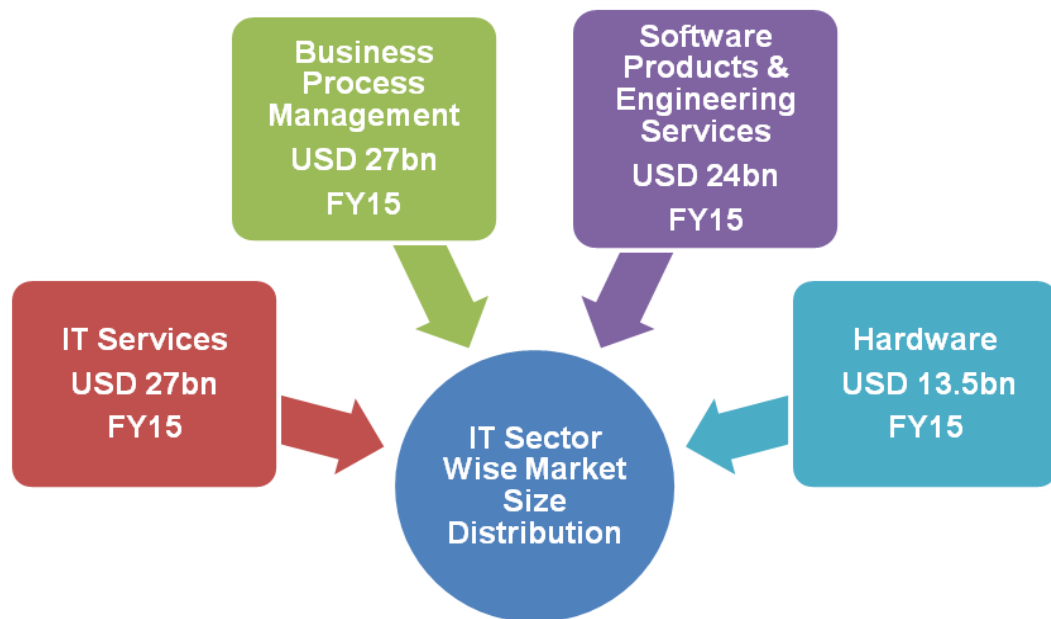
The success of the Indian software has had wide ranging effects across the Indian economy. The Industry has weathered ups & down in the global economy market maintaining a high rate of growth.

Recognising the advantage India offers globally global giants like Microsoft, Accenture, Oracle, IBM, Lenovo have established their captive centres in India while domestic Companies like Infosys, TCS, Wipro already dominating the IT market. According to Manufacturer Association of Information Technology (MAIT) the growth of IT industry is expected to be around 30% and overall sales are projected.

India's IT industry amounts to 12.3% of the global market largely due to exports. A preferred destination for IT& ITes in the world continues to be a leader in the global sourcing industry with 55% market share. India's IT lobby made its optimistic forecast for software exports to grow 13-15% in FY15 says NASSCOM. It would rise to \$99bn from about \$86bn estimated for this fiscal year ending March. Including domestic market the Indian IT industry is currently pegged at \$118bn.

India's technology & BPM sector (including hardware) is estimated to have generated US\$118bn in FY14, implying a growth rate of 23.72%. India continues to maintain a leading position in the global sourcing market which amounts to 7% of the global market. The contribution of the IT sector to India's GDP rose to approximately 9.5% in FY15 from 1.2% in FY98. NASSCOM recently projected that the Indian IT Industry would grow to about \$300bn by 2020 and would focus on specific areas such as the domestic IT markets, software products & E-Commerce.

**Figure 2.1 India's IT Sector Wise Market Size Distribution**



**Source: NASSCOM Tech Sci Research**

The pace of IT spending in India may make it the third largest IT markets in the Asia Pacific by 2016 and second largest by 2018 after china said a new report by research firm Gartner Inc. Increasing Global competitiveness is forcing Indian software value chain. Companies are now providing higher value added services like consulting, product development, R&D and digital technologies such as social media, mobility, analytics (SMAC). India's cost competitiveness is providing IT services which is approximately 3-4 times cheaper than the US continues to be the mainstay of its unique selling proposition (USP) in the global sourcing market.

As per the data released by the Department of Industrial Policy and Promotion (DIPP) Indian IT's core competencies and strength have attracted significant investment from major countries. It has attracted cumulative Foreign Direct Investment (FDI) inflows worth US\$17.575bn April 2000 & May 2015. According to DDIPP statistics and Department of IT emerging new technologies now offer an entire new gamut of

opportunities for top firms in India. Now, business models, technologies and addition of new markets are pushing growth. Disruptive technologies such as cloud computing, social media and data analytics are offering new avenues of growth across verticals for IT companies. Social mobility, analytics & cloud (SMAC) are collectively expected to offer a US\$1 trillion approx. Cloud represents the largest opportunity under SMAC increasing a CGAR of approx. 30% to around US\$ 650-700Bbn by 2020. According to Gartner report the public cloud market alone in the country was estimated to treble to US\$1.9bn by 2018 from US\$638 mn in 2014.

The social media is the second most lucrative segment IT firms offering a US\$ 250bn market opportunity by 2020. The Indian e-commerce segment is US\$12bn in size and is witnessing strong growth. Indian E-Commerce industry is expected to grow at a CAGR of 35% to reach US\$100bn size in the next five years as per a study by ASSOCHAM Pricewater house Coopers. India's internet economy is expected to touch Rs.10trillion (US\$151.6 bn) by 2018, accounting for 5% of the country's gross domestic product according to a report by the Boston consulting group (BCG).

The no. of start ups in technology is expected to reach 50,000 adding to around 2% of GDP. Companies are now investing a lot in R&D and training employees to create an efficient, enhancing, productivity and quality. R&D forms a significant portion of company's expenses to promote innovations in the changing landscape. Around USD1.6bn is spent annually on training workforce and growing R&D needs.

### **2.2.1 Government Initiatives**

Government of India has taken various initiatives to promote IT &ITes sector in India by launching digital India and Start up India campaign. The government of India has launched the digital India program to provide several government departments and the people of India. Digital India

initiative could help boost India's gross domestic product by US\$550 bn to US\$1 tn by 2025 as per the research from McKinsey. The digital India program is aimed at connecting all the gram panchayats by broadband and internet and promotes e-governance to transform India into a connected knowledge economy. Government plans around digital India, smart cities and increased focus on broadband, internet infrastructure. India and US have agreed joint collaboration on implementing India's ambitious Rs. 1.13trillion digital India Initiative.

The Country's cost competitiveness, quality of labour pool, workforce linguistic capabilities, overall quality control and government flexible policies and project management skills continues to be its key parameters in the global IT market. Today, changing economic and business conditions, evolving consumer preferences, rapid technological innovation & adoption and globalization are creating an increasingly competitive market to transform the manner in which they operate.

### **2.3 IT Sector Human Resource at Glance**

The collaborative energy is created by talented employees from diverse background together focussing on innovation, to think out of the box and help fuel success in Indian IT Sector. Availability of Human Resource is one of the factors which have made India as one of the hotspots of BPO/IT industry. India being a home to a vast pool of HR consisting of educated, English speaking and tech savvy personnel forms a strong base of skilled software manpower. Indian technical manpower due to early government investment in technical education created a series of elite technical and management institutes that responded to a severe global shortage of technical manpower. Over the past decade, the Indian IT sector has become the country's premier growth engine, crossing significant milestone in terms of revenue growth, employment generation and value creation in addition to becoming brand ambassador for India.

The very high standards of management practiced in Indian IT firms and the tremendous employment opportunities offered by the industry had significant effects on the confidence and work ethic of young professionals in India. In order to comply with international capital markets IT firms have set new standards in accounting and corporate governance. The HRD ministry played a felicitating role in ensuring adequate supply & quality of the technical force.

Many initiatives by the HRD has helped to multiply technical institutes and technically qualified graduates. The expansion of technical & management education in India helped fuel nearly 300,000 engineering graduates entering the workforce every year. To keep tab on the quality control of the technical institutes HRD ministry developed mechanism to regulate quality by establishing All India Council for Technical Education.

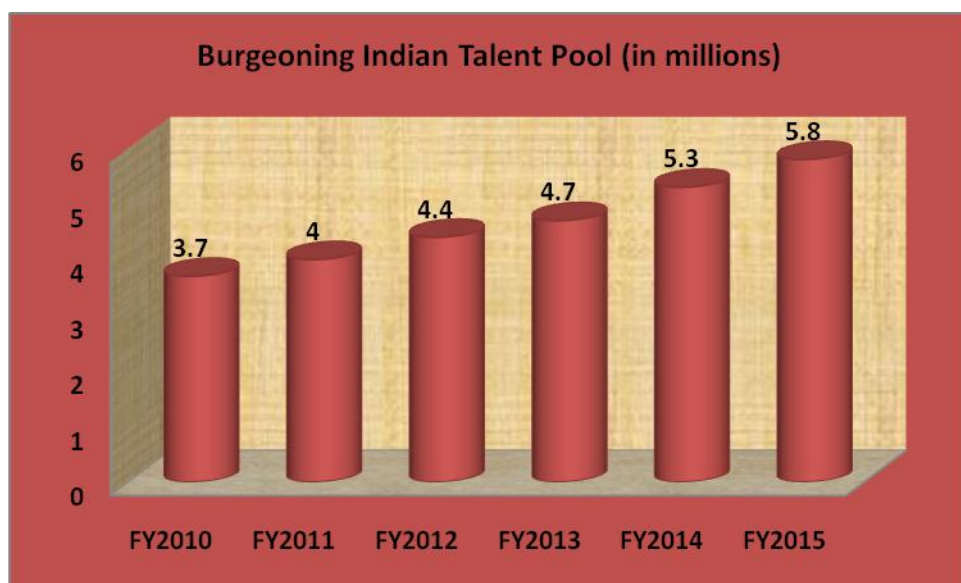
India's fundamental advantages of having abundant talent and low cost are sustainable over the long term with a young demographic profile and over 3mn graduates and post graduates that are added annually to the talent base, no other country offers a similar mix and scale of human resource. The direct employment is expected to reach nearly 2.23mn, while indirect job creation estimated at ~8mn. As per the forecast of world bank by 2020 India could become the fourth largest economy in the world. India has the largest pool of scientific and technical manpower in the world (Budhwar & Bhatnagar, 2009).

The industry employs about 10mn workforce. India's cost competitiveness in providing IT services which is approximately 3-4 times cheaper than the US continues to be the mainstay of its unique selling proposition (USP) in the global sourcing market. India's skilled manpower is in demand globally. IT industry has over 4, 1, 0000 working professional and around 1, 2, 2000 software engineers are trained each year. The IT Sector of India offers a lot of opportunities of employment and with the emergence of BPO and KPO large number of graduates from general streams are recruited thus, solving the employment problem of the country to some

extent. Mastery over quantitative aspects coupled with English proficiency enabled India to take advantage of the current International demand for IT.

Currently Industry employs about 20mn workforce. During FY08-FY15 number of graduates added to talent pool in India grew at CAGR of 9.4% and is estimated to expand at a CAGR OF 10% by 2020. India added around 5.8mn graduates to the talent pool during FY15.

**Figure 2.2 Growth of Indian Talent Pool**



**Source:** NASSCOM, Techsci Research

**Note:** Graduates includes both graduates & post graduates

The fast extending IT & ITes sector has also opened a new door of opportunity for women. The significant increase in the participation of women in IT workforce has brought change in the women representation in organizational hierarchy. IT Industry has been hailed as significant source of high quality and well paid employment for the educated youth of India and with many companies having multiple locations abroad is realizing the need to develop a global workforce.



## **2.4 Brief History of leading IT Companies Covered**

Here is the brief study of the Domestic and International IT Companies running in India. The following four companies are undertaken to support the research work further. The below literature constitute the heritage, products & Services, economic status and human resource insight of each company.

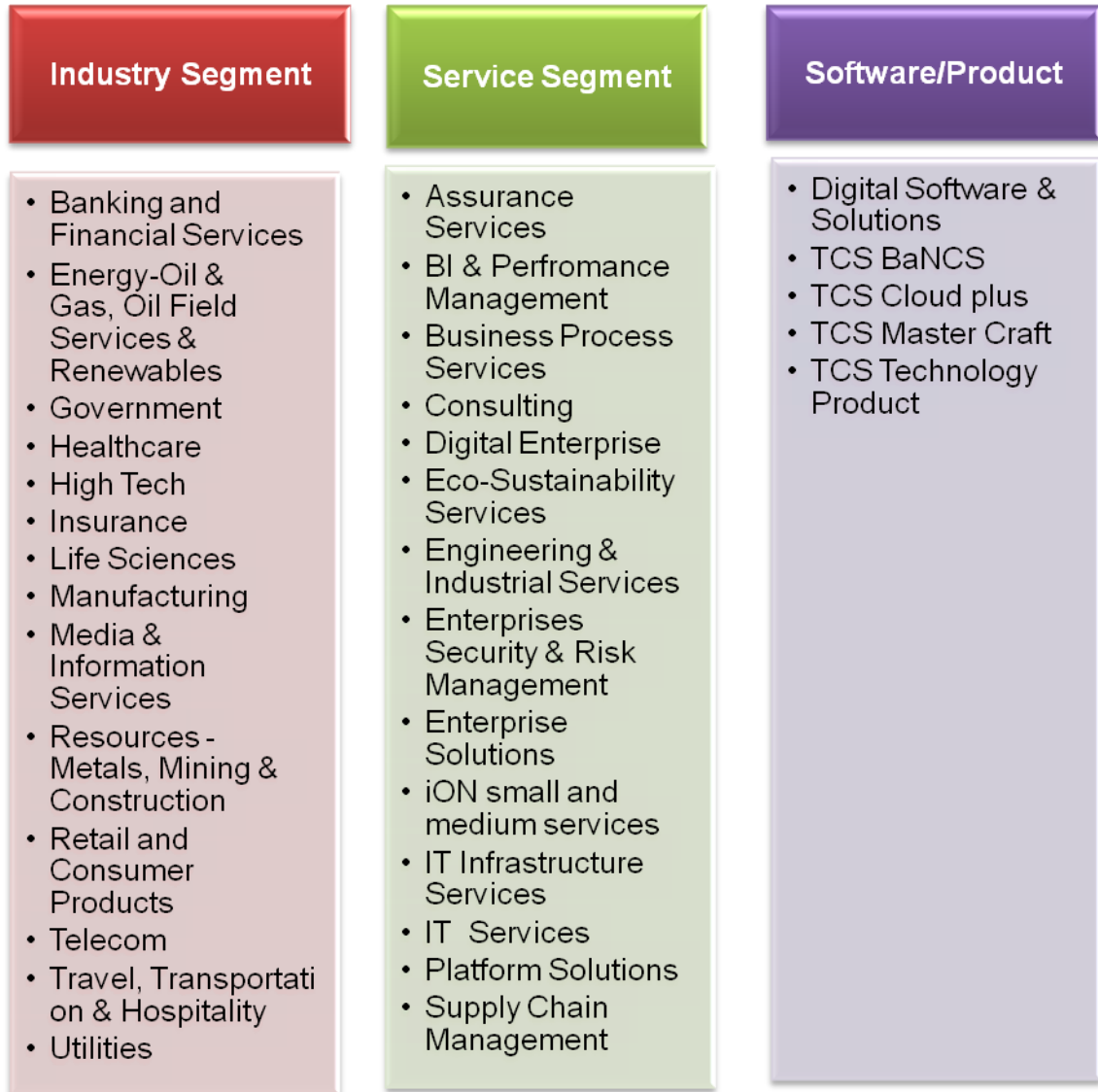
### **2.4.1 TATA Consultancy Services Limited (TCS)**

Tata consultancy services limited (TCS) is an Indian multinational Information Technology service, consulting and business solutions company headquartered in Mumbai, Maharashtra. TCS Ltd was founded in 1968 by a division of Tata sons limited. TCS is a part of the TATA Group founded by Jamsetji TATA in 1868. It is a subsidiary of the Tata Group which has a global footprint and is listed on the Bombay Stock Exchange and National Stock Exchange of India. It has 199 offices across 44 countries, 124 delivery centres in 21 countries and has a total of 59 subsidiary companies. TCS is the largest Indian Company by market capitalization and is the largest Indian based IT Services Company by 2013 revenues. TCS has over 300,000 of the world's best trained consultants in 46 countries. The company generated consolidated revenues of US\$ 13.4bn for year ended March 31, 2014. TCS is now placed among the most valuable IT services brands worldwide. It is the world's 10<sup>th</sup> largest IT services provider measured by the revenues.

Tata Consultancy Services is an IT services, consulting and business solutions organization that delivers real results to global business ensuring a level of certainty no other firm can match. TCS offers a consulting, integrated portfolio of IT, BPS, infrastructure, engineering and assurance services. This is delivered through its unique global network delivery model, recognised as the benchmark of excellence in software development. TCS and its 59 subsidiaries provide a wide range of information technology-related products.

The company's portfolio consists of:

**Figure 2.3 TCS Company Portfolio**



The company has built strong domain capabilities in a range of industry verticals, positioning itself as a strategic partner capable of reliably delivering innovative technology led solutions to business problems. The company has been steadily expanding its geographic footprint.

TCS has grown to its current position as the largest IT Services firm in Asia on the basis of its outstanding services record, collaborative, partnerships, innovation and corporate responsibility. TCS strengthen global market position in FY14 with its annual revenue at Rs 81,809 Cr in FY 14 and Annual Net Profit at Rs 19,117 Cr up by 37.5% highlights its growth momentum. TCS delivering strong growth company has strengthened its competitive positioning in the market. As an organisation the company remains focused on discipline execution of their strategy as well as on energizing 300,000 TCS'ites to ensure that they mark a difference to their customers, their colleagues and the community.

TCS offers Business Process Services to manage and execute business processes as well as provide analytics and insights. TCS constantly innovates business process delivery through business models such as platform BPO and pricing models such as transaction and outcome based pricing. It offers consulting led integrated portfolio of IT and IT enabled infrastructure, engineering and assurance services which is delivered through its unique global network delivery model, recognized as the benchmark of excellence in software development.

#### **2.4.1.1 Human Resource Insight**

TCS is one of the largest private sector employer in India. TCS is backed by a strong delivery team that supports several customers globally. Widely recognized for adopting various process and project management tools that streamline HR services enables them to offer global platform that offers multi process and multi country HR outsourcing services. TCS has highly educated workforce whose technical skills are greatly valued globally. The company attracts high quality talent and its global workforce plan is structured in alignment with the short, medium and long term business plans. Experienced professionals are recruited through online

jobsites, head hunters, recruitment agencies and through employee reference themes.

It has a total of 313,757 employees as of September, 2014 of which 31% are women. The no. of Non-Indian nationals are 241, 60 as of March 2014 (7.7 %). The company continues to build a next generation organization that is social, engaged and collaborative and these efforts are having a positive impact with retention rates rising in the cost financial year as employees see TCS as an organization that offers them a progressive career path. The total employee's strength of the company stood at 300,464 professional in Q4. The gross employee additions were 18,564 and net employee additions were 9,751 professionals of these 7,572 trainees and 7,401 laterals recruited in India while 3,591 employees were hired in International location. The average age of a TCS employee is 29 years while 32.7% of the workforce comprised of women with 118 nationalities represented in the workforce.

To build a quality talent pool, TCS started programmes such as Academic Interface Learning & Development Programme, Initial Learning Programme, Continues Learning Programme, Leadership Development Programme, Foreign Language Initiative, Workplace Learning and Ignite. Compensation Management system at TCS is based on the economic value added (EVA) model. TCS conducts appraisal of its regular employees twice in a year and also at the end of the project in case of employees hired specifically for various projects.

In order to identify its outstanding talent, TCS has been recognizing the contribution of its people in many ways. The company is an equal opportunity employer and TCSites comes from many nationalities and speak many languages. It leverages innovative technologies, new thinking and breath through ideas to stay future ready.

## 2.4.2 Infosys

Indian Information Technology giant Infosys Technologies was co-founded in 1981 by Narayan Murthy, Nandan Nilkeni, N.S.Raghavan, S.Gopalkrishna, S.D.Shibilal. Currently Vishal Sikka is the CEO and MD of Infosys

The company was incorporated as “Infosys Consultants Pvt. Ltd.” With a capital of Rs 10,000 in Pune as the registered office and signed its first client, data basics corporation in New York. In 1983 the company’s corporate headquarters was relocated to Bangalore. It changed its name to “Infosys Technologies Private Limited” in April 1992 and to “Infosys Technologies Limited” when it became a public limited company in June 1992. It was later renamed to “Infosys Limited” in June 2011. Infosys made an Initial Public Offer (IPO) in Feb 1993. By March 31, 2014 Infosys had 890 clients across 30 countries. Infosys has a global presence with 72 offices and 94 development centres in the U.S., India, China, Australia, Japan, Middle East and Europe.

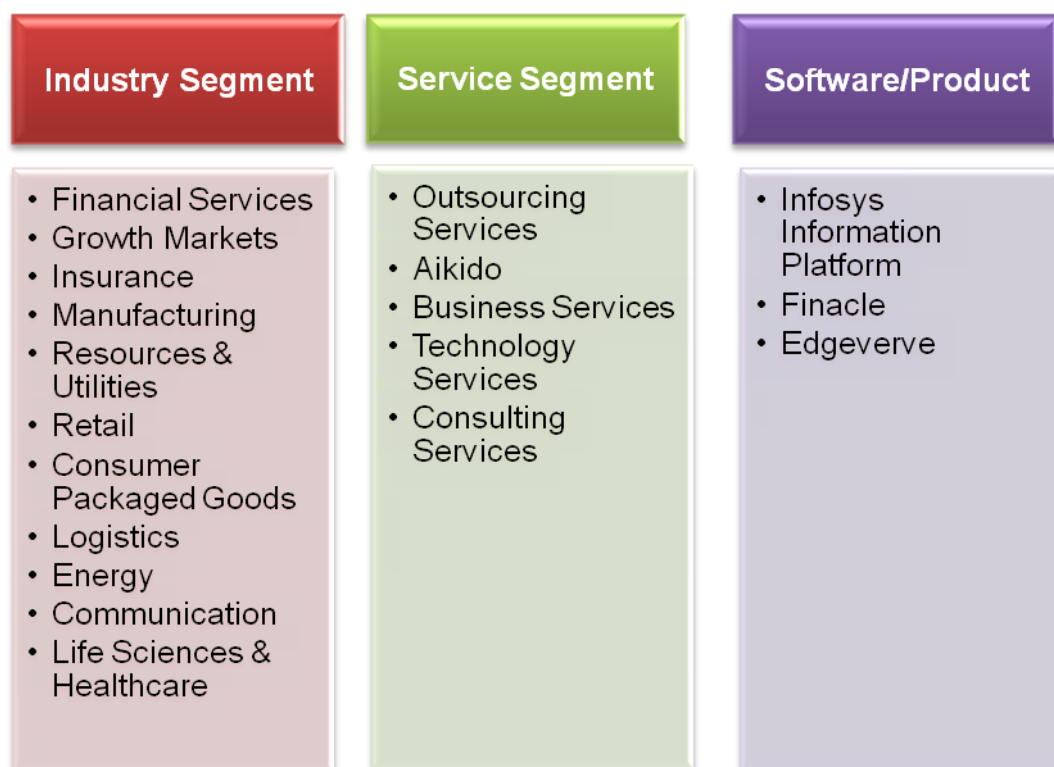
Fiscal 2014 was a year of optimism and renewed vigour for Infosys. Infosys crossed revenue of Rs 50,000 crore (8bn in US Dollar). The revenue growth doubled to 11.5% in fiscal 2014 from 5.8% in fiscal 2013. In recent year Infosys embarked on a strategy that focuses on opportunities from three key terms first: Highly competitive, large revenue yielding outsourcing projects, second: Consulting, end-to-end solutions, leveraging technology for higher margins, Third: Intellectual property based solutions, to deliver revenue from effort.

In Products and Services the company provides software development, maintenance and independent validation services to companies in banking, finance, insurance, manufacturing and other banking, finance, insurance, manufacturing and other domains. One of its own products is “Finacle” which is a universal banking solution with various modules for retail and corporate banking. Finacle is an integrated, centralised, multi-

currency and multi-language-enabled and functionally rich banking solution to address retail and corporate banking requirements. Recently Infosys announced Aikido- the three enhanced services offerings in design thinking, platform & knowledge based IT (KBIT) an important step in renewing existing services and more into entirely new areas also connecting existing service lines to strategic priorities of clients.

Following are some of the company's operating segment:

**Figure 2.4 Infosys Operating Segments**



### 2.4.2.1 Human Resource Insight

Infosys has a total of 1, 73000 employees as of 31<sup>st</sup> Oct, 14 of which 34.7% are women. Its workforce consists of employees representing 89 nationalities working from 32 countries. Out of its total workforce 75% are software professional, 15% are working in its BPO and remaining 5% work for support & sales. During FY13-14 Infosys had made a gross addition of 39,985 employees.

With unwavering focus on growing existing client relationship and increasing market share through service differentiation and operational agility company has made several strategic changes to its organizational itself into eight business segments. Financial Services, Insurance, Energy and Communications, Life Sciences & Healthcare, Resources & Utilities, Manufacturing, Retail, consumer packaged goods, logistics & Growth markets.

The company believe employee motivation, development and engagement are key aspects of good human resource management. Several forums and communication channels have been initiated for employees to only share their points of view and feedback related to the business, on self development or career advancement. Company provide opportunities for employees to interact with senior management through innovative initiatives such a just-a-minute (JAM). Also by introducing “Fast Track” program which is exclusively designed to identify high performers and providing them challenging opportunities to grow faster within the organisation, rewarding & recognizing consistent superior performance is essential to build stronger Infosys.

Competency development continues to be a key area of strategic focus. During fiscal year 2014, the total training provided to Infoscions was over 2.13mn. Infosys ltd is a proud winner of many Training& Development program such as American Society for Training & Development (ASTD), the Global Most Acknowledged Knowledge Enterprise award (MAKE) etc. Infosys Global Delivery Model (GDM) allows taking the work to the location where the best talent is available, produce where it is most cost effective and sell where it is most cost effective and sell where it is most profitable with the least amount of acceptable risk. The GDM enables to drive maximum benefit from large pool of highly skilled technology professionals, 24 hours execution capabilities across multiple time zones.

Having a culture and reputation as a leader in the consulting and outsourcing services industry enables to attract & retain some of the best talent. It is believed that the quality & Level of services that our professionals deliver is among the highest in the Global Technology Services Industry.

### **2.4.3 ORACLE**

Oracle Corporation is an American Multinational Computer Technology Corporation headquartered in Redwood City, California, United States. Larry Ellison, Bob Miner and Ed Oates founded Oracle on June 16, 1977.

The company specializes in developing and marketing computer hardware systems and enterprise software products particularly its own brands of database management system. Oracle provides the world's most complete, open and integrated business software and hardware systems. More than 400,000 customers in 145 countries avail the benefits of Oracle products and services. Oracle key offerings include database, middleware, applications, servers, storage, support and consulting. The key industries include financial services, manufacturing, communications, media & entertainment, utilities, tax, public sector, education & research, life sciences, healthcare, travel and transportation, consumer products, aerospace & defence, automotive, professional services & natural sciences.

Oracle is the first software company to develop and deploy 100% internet enabled enterprise software across its entire product line. It's the only company capable of implementing complete global e-business solutions that extend from front office customer relationship management to back office operational applications to platform infrastructure. Oracle provides:

- An internet ready platform for building and deploying web based applications
- A comprehensive suite of internet enabled business applications.



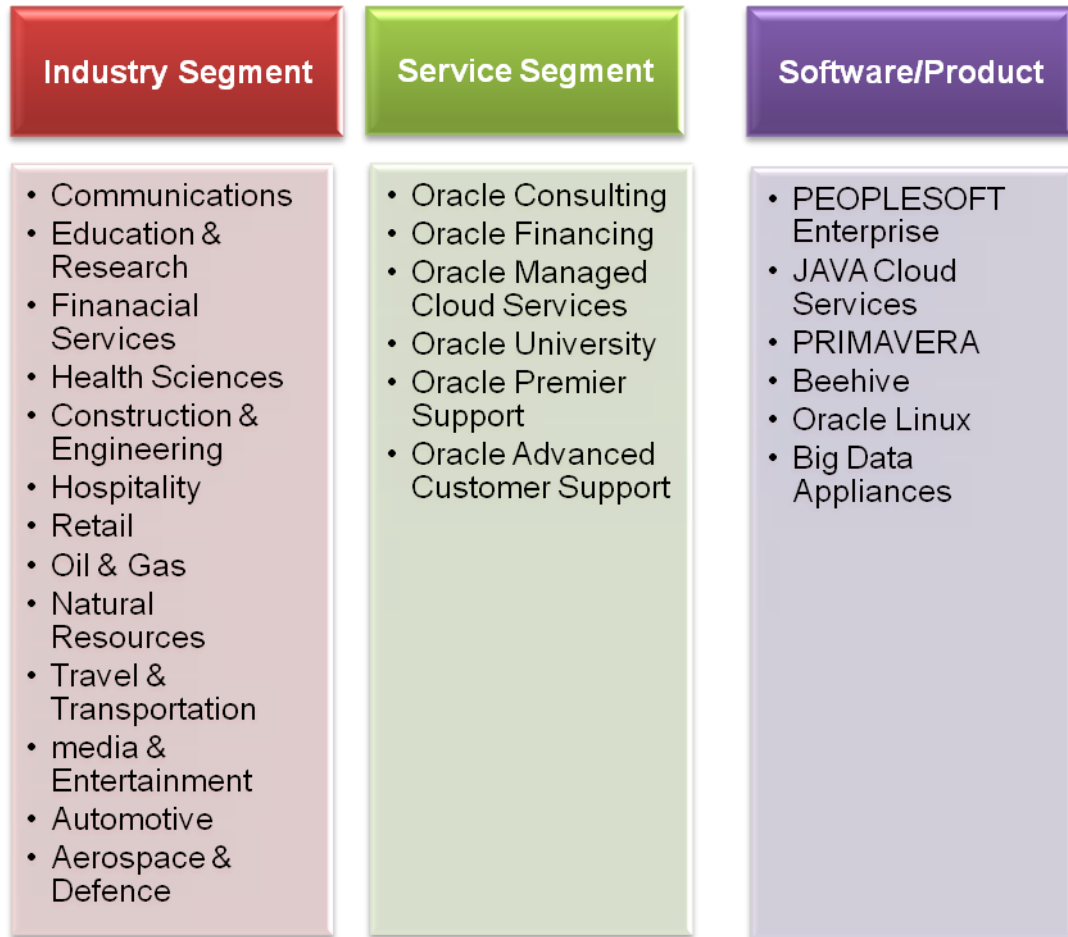
- Professional services for help in formulating e-business strategy, in designing, customizing and implementing e-business solutions.

The corporation is committed to promote data privacy and security for the customers, partners and employees around the world. Oracle products are built with features that provide needed privacy and security control for personal data. The company enforces corporate policies and practices to protect the personal information of customers and employees. The company provides data privacy awareness training to employees which defines how customer and employee information should be managed. With its acquisition of sun Microsystems in 2010 oracle acquired the ownership and stewardship of JAVA. More than 9 million developers use JAVA to create applications for everything from smart cards and smart phones to enterprise servers and the cloud. Oracle stewardship of JAVA has focused on three goals i.e. advancing java technology, expanding community participation and growing java ecosystem of developers and end users.

The company generated US\$ 38.3bn GAAP revenue in FY2014 and has more than 25,000 partners worldwide, 36,000 developers & engineers, 18,000 support personnel and 17,000 consulting experts. Oracle also invests more than \$4.5 bn in research and development annually. Oracle Corporation is the world's leading supplier of software for information management and the world's second largest independent software company with annual revenue of more than \$10.1bn. Its business spans the globe with operations in 145 countries and 1, 1, 5000 employees worldwide. Oracle fosters an inclusive environment that leverages the diverse backgrounds and perspectives of all our employees, suppliers, customers and partners to drive a sustainable global competitive advantage.

Following are some of the operating segments of the company:

**Figure 2.5 Oracle Operating Segments**



### 2.4.3.1 ORACLE India

The company is amongst the first few multinational software companies to set up operations in India. Beginning with a distributorship through TCS in 1987, Oracle has been in India for over 25 years representing second largest employee base outside of the US with nearly 40,000 current employees. Oracle India being the only organisation outside its California headquarters to represent all divisions which includes sales, marketing, consulting and education for the domestic market. The Company established direct operations with a liaison office in 1991 and in 1993

formed Oracle India Private Limited a wholly owned subsidiary of Oracle Corp. Focused on the sales & marketing of Oracles software in India.

In 2013 Oracle India look beyond its conventional ERP, focused more on niche application like CRM, logistics management and HCM. The company continues to lead the database market with 63% market share.

The Company has seven development centres including an Asian R&D centre, a partner solution centre, retail CCOE and three GDCs at Bangalore, Hyderabad & Noida. In FY11 and FY12 the Human Rights Company recognized Oracle as a best place to work.

In contribution to India's "Start up" India" and "Make in India" initiatives oracle is investing over 400\$m in Bangalore by opening nine incubation centres which will support entrepreneurship and development of innovative start-ups by providing software, tools and training to new software and technology.

These centres will be located in Bangalore, Chennai, Gurgaon, Hyderabad, Mumbai, Noida, Pune, Trivandrum and Vijaywada. Oracle Launched company's first "Oracle start-ups cloud accelerator in India to support government of India's "Start up India" initiative by fostering entrepreneurship and promoting innovation by creating the right eco system for growth and development.

#### **2.4.3.2 Human Resource Insight**

Oracle fosters a culture of innovation, excellence and respect throughout its workforce of more than 1, 15000 employees. As a market leader that delivers world class products & services, Oracle is an employer by choice in the technology industry. Oracles performance oriented culture makes it an attractive place to work. Employment with Oracle offers a supportive environment that foster diversity inclusion and employee wellness.

Company believes in providing an opportunity to telecommunicate and work flexible schedule to employees.

The company hires thousand of new employees each year. These new employees are provided training and professional skill courses and customized organisational development consultation. Every oracle employee takes advantage of the online and in person training and professional development that the company provides. Oracle provides extensive training opportunities and a supportive environment that foster career self management.

With the aim of enhancing the productivity and effectiveness of the workforce it provides a comprehensive digital library of educational material that is available on demand. Oracle's organisational and talent development team seek to retain and develop high potentials employees who provide great value to oracle and our customers. This team offers variety of customized organizational assessment, organizational performance and skill analysis, strategic planning facilitation, change management consultations and leadership training to help oracle team increase their effectiveness.

Oracle human resource analytics provides powerful metrics, alerts and reports to executive, HR professionals and line managers enabling them to understand how workforce factors are affecting individual departments and take appropriate actions. Managers and front line professionals receive critical information on staffing, recruitment, workforce development, workforce cost and diversity at all levels such as by geography, job category, division and pay grade etc. It also helps addressing the business objectives of recruiting and promoting a diverse workforce. The HR specialist through this can monitor the demographics of candidates and of the existing workforce to fine tune the diversity hiring plan.

#### **2.4.4 International Business Machine (IBM)**

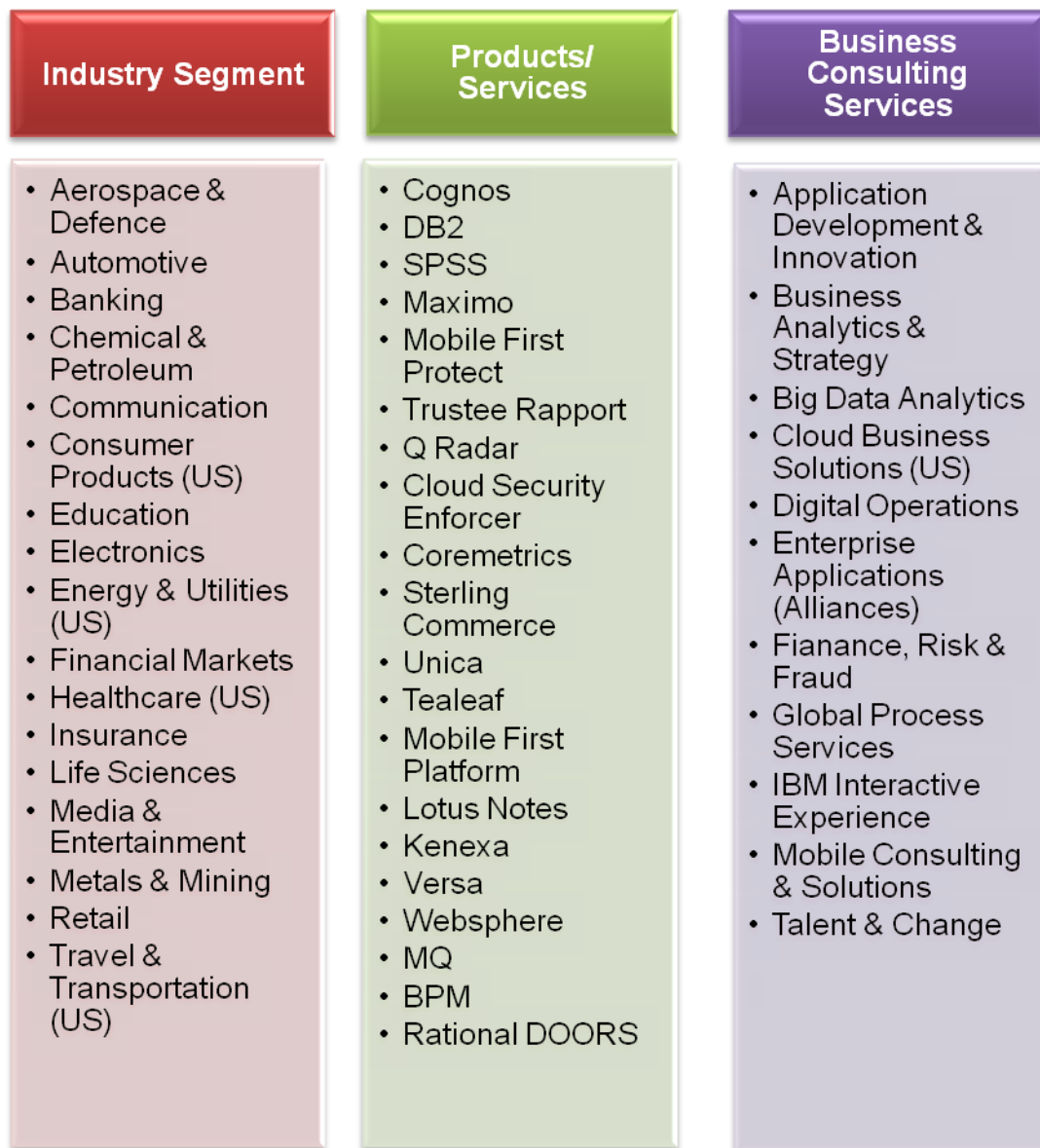
International Business Machine abbreviated as IBM and nicknamed “Big Blue”, is a multinational computer technology and IT consulting corporation headquartered in Armonk, New York, United States. IBM has been well known through most of its recent history as one of the world’s largest computer companies and systems integration. The company was founded on 16<sup>th</sup> June, 1911 by Charles Raulett Flint as the Computing Tabulating Recording Company (CTR) through a merger of three companies i.e. the Tabulating Machine Company, The International Time recording Company and The Computing Scale Company.

IBM manufactures and sells computer hardware and software. It also offers infrastructure services, hosting services and consulting services in the areas ranging from mainframe computer to nano –technology. IBM Operates in five segments: Global Technology Services (GTS), Global Business Services (GBS), Software, Systems & Technology and Global Financing. It holds more patents than any other U.S. based Technology Company and has eleven research laboratories worldwide.

In 2013, the company reported revenue of \$99.8bn expanded gross and net income margins and delivered diluted earnings per share growth of 4.0% as reported & 6.8% on an operating basis. Also, the revenues for the second quarter of 2014 financial were \$24.4bn. Presently the company continues its transformation of its portfolio to higher value expending \$3.1bn to acquire ten companies to expand its capabilities in its key growth areas, in addition to it the company plans to invest \$3bn in research & development over the next five years to develop new processors and new materials. IBM is a global technology and innovation company that stands for progress.

IBM Product and service framework is a road map for business transformation which aims at delivering speed, flexibility, choice, cost reduction & alignment of business & IT priorities.

**Figure 2.6 IBM Product and Service Framework**



IBM is counted amongst the largest and most profitable information technology employers in the world with over 431,212 (2013) highly skilled professionals worldwide. It leads market in exporting \$ 592mn of software, services and human capital to the Asia Pacific region. The company has scientists, engineers, consultants and sales professionals in over 170 countries. IBM employees have earned five Nobel Prize, Four Turing Awards, Five National Medals of Technology and Five National Medals of Science. IBMers around the world invent and integrate hardware, software

and services to help forward thinking enterprises, institutions and people everywhere succeed in building a smarter people.

#### **2.4.4.1 IBM India**

IBM India Pvt. Limited is the Indian subsidiary of IBM. IBM India has now grown to an extent where it poses a stiff challenge in IT Global Delivery and manpower attraction/retention. It now operates the following business lines from India which contributes to worldwide IBM in a global delivery framework. India Software Labs (ISL), Linux Technology Centre, India Research Lab (IRL), Global Business Services (GBS), Global Technology Services (GTS), Global Business Solutions Centre (GBSC), Sales & Distribution (S&D), Integrated Technology Services (ITS).

IBM has been present in India since 1992. It has employees in 14 cities and presence in 200 towns of India, either directly or via one of its 2,500 business partners. IBM has approximately 1, 64,800 employees in India as of March 2014, the largest population for IBM outside the USA. India is a home to largest global delivery teams across infrastructure, Applications and Process outsourcing, according to software technology parks of India (SIPI). IBM is the biggest MNC software exporter in India. Its business in India has growth to annual revenue of 19,924 cr (\$3.2bn) for the year ended March 2013.

The domestic Indian market has become one of the fastest growing in the world of IBM with revenues rising by 40-50%. It has also made some big deal such as buying "Daksh" an Indian outsourcing company in 2004. The company is expected to invest further \$6bn in India over the company three years up from \$2bn in the previous three. IBM India has now grown to an extent where it poses a stiff challenge to home grown software companies of India in IT global delivery and manpower attraction/retention.

The company creates value for clients and solves business problems through integrated solutions that leverage information technology and deep knowledge of business processes. IBM Solution typically creates values by reducing client's operational costs or by enabling new capabilities that generate revenue.

#### **2.4.4.2 Human Resource Insight**

In 1993 IBM was looming bankruptcy. Both, Lou Gerstner (IBM's CEO in 1993-2003) and Sam Palmisano (IBM's CEO from 2003) brought company in a good financial shape, re-creating of IBM to a "globally integrated enterprise" (Robert J. Grossman, 2003). The central part of such recovery was IBM's recognition for human capital as the "most distinctive and manageable asset". (Robert J. Grossman, 2003). In 2003, IBM generated more than \$ 90 billion in revenue, having over 330, 000 workers. According to Sam Palmisano's the company that focus only on technological or manufacturing innovations cannot expect to have leading role in the global market. Emphasize should be on developing strategy and improving quality of talent management.

The key success is IBM's recognition of human capital. Grossman outlined that HR and talent management are core of IBM prospective. The CEO put great faith on HR professionals, believing that if company started losing revenue or market share it would be because HR did not deliver "the right people to the right jobs at the right time" (Robert J. Grossman, 2003). IBM is appreciated for recruiting and retaining the best talent across the world. With over 431,212 employees and more than 35,000 global managers IBM's success is attributed to its skilled diverse workforce recruited from almost all the countries in the world. Randy MacDonald is Senior Vice President of HR position at IBM since 2000 supervises global HR activities with 3,300 staff, at over \$1.3 billion budget and keeps around 400,000 of IBM's employees productive and engaged. His work



philosophy is to be proactive and innovate. Under his leadership IBM HR redesigned bonus plans, benefit and performance management programs to link them closely to the business results. Today the company workforce comprises more than 15% of women. Over the past five years, a period of rapid growth for the company, the no. of women in professional and management positions has grown more than twice.

IBM is committed to diversified workforce and actively seeks qualified candidates who reflect the many markets they serve including women, people with disabilities, gays and lesbians. Human Resource employed around the world by IBM has always been its paramount priority. Company's basic belief is to help each employee to develop his potential and make the best use of its abilities, pay and promote on merit and maintain two way communications between managers and employer.

Over the years IBM has implemented a no. of innovative programs policies and practices that demonstrate and sustain respect for its employees. Among them are "Open Door Policy", speak up program, comprehensive employee opinion surveys, effective internal communications and information media.

The company's focus on Talent Management enables the company to utilize its workforce properly and also to assess its future talent needs. Implementing best practices in Talent Management will be further used to formulate and implement succession planning and leadership development strategies.

## **CHAPTER III**

### **IT SECTOR WORKFORCE IN CONTEXT TO DIVERSITY**

#### **3.1 Introduction**

Information Technology industry needs talent from throughout the world. Talent shortage has been a prime driver for organisation to actively seek diverse talent. Human resource and IT leaders are now faced with a growing crisis of inability to attract and retain talent in the technology sector (Kastrul, 2008). The need of talent mix workplace is pressurizing the employers of IT Companies to attract and retain diverse workforce otherwise they might run the risk of losing their competitive advantage and innovativeness.

In the face of changing demography and rapid globalization of business, IT industry is one of the major industries in India which has embraced workforce diversity as a strategy to remain competitive, innovative and productive. Also outsourcing and off shoring has brought people together from different parts of the world to collaborate on projects thus making cross cultural communications and diversity an important part of the IT Industry. Working on teams with people from different backgrounds today is more of the norm than ever before and IT sector is foremost in this respect.

IT Sector has witnessed drastic changes due to globalisation. Since, an effective human resource management is the best way to differentiate one company from others. The companies now recruit employees from all available global talent pool of world societies including talented individuals from the groups who may in the past have been under represented within the IT industry. In today's shifting global market place the Indian companies must learn to manage diversity within and outside the company in order to flourish.

India has a very diverse society which is reflected in patterns of lifestyle, occupational pursuits, inheritance and succession rules. IT Industry has been witnessing tremendous change in their working style, managing resources and managing style. Workplace diversity in India had typically started with gender diversity which further expanded to cultural diversity, generational diversity and inclusion of differently able. In India several researches show that there are significant differences in perceptions of employees towards diversity addressed in organisations (Kundu, 2003; Patrick & Kumar, 2012). Bagati & Carter, 2010 identifies the leadership gender gap in India. According, to the world economic forum (2009) integration of women into the country's economy needs to improve.

An organisation talent can be a source for a sustained competitive advantage and can affect important organizational outcomes such as survival, profitability, customer satisfaction level and employee performance (Peffer, 1994; Prahalad, 1983). Indian IT industry presents the case of an internationally competitive high technology with diversified workforce. India being culturally rich and having heterogeneous workforce with the employees of different nations, languages, religions and different provincial states, working together to fulfil organizational goals, numerous diversity management practices has been adopted to manage diversity in organisation.

In the context of rising political support for reservations in higher education and private sector employment, it would be in fact be in the interest of IT companies to formulate or support some kind of positive discrimination policy (statutory or voluntary) and to increase to diversity of their workforces.

Although the pool of qualified OBC & SC/ST engineers may be in smaller proportion then that of engineer graduated from upper castes it can be possible for companies to ensure the inclusion of employees from more diverse backgrounds by changing their recruiting policy. Several companies have already taken steps to increase the diversity and

inclusiveness of their workforces for instance by floating internship schemes and training programmes for rural youth and scheduled caste engineers.

In India IT organisations are leading their way towards increase in inclusion of PwDs. According to NASSCOM, there was an approximately 110% increase in participation from organisations who initiated the inclusion of PwDs as compared to 2014. With reference to the nature of disabilities organisations are expanding their horizons to include people who are visually challenged, hearing impaired, those with locomotor disability, multiple disabilities, epilepsy, autism and profound disabilities. In order foster working environment for PwDs (People with Disability) organisation are deploying unique technology and information and infrastructure investment to meet the needs of each category of disability.

With IT being a major facilitator of the global marketplace, employees are increasing becoming aware of the benefits of their organisation having diverse workforce that is as expensive as their customer base (Moody, Woszczyński, Beise & Myers 2003). Many researchers advocated the positive outcome of diversity, diverse workforce accords an organization greater opportunity to understand and serve different markets as well as provide a richer pool of workers from which the organization can recruit (Cox & Blake, 1991; Richard, 2000). Organisation now fosters inclusive environment across all of its business units as it encourages all employees to focus as the commonalities they share and leverage their differences towards productive teamwork.

Induction of minorities and feminization has substantially increased. More than 50% of workforce is now female and is acquiring higher position in the hierarchy thus, breaking the concept of “Glass Ceiling”. Many IT companies like Google India are addressing the needs of Lesbians, Gays, Bisexual and Transgender employees etc.

Employee base of IT sector now reflects the diversity of the world and there is no denying to it that that the biggest challenge that goes hand in hand with diversity is discrimination. Diverse workforce has to suffer many forms of discrimination and to reduce such barriers diversity management is considered to be the best productive tool for all kinds of organisation.

### **3.2 Extent of Diversity in Leading Indian IT Organisations Covered**

#### **3.2.1 INTERNATIONAL BUSINESS MACHINE**

IBM has a long history of communication to diversity and has consistently taken the lead on diversity policies. Company has a well structured diversity policy. IBM is known for its workplace that includes everyone and excludes no one by creating a safe environment where each individual is valued for the characteristics that makes them unique. IBM believes diversity as a fuel of creativity and innovation, the very key of attracting, retaining and motivating talented people. IBM thinks about diversity the way we think about innovation. Both are essential to the success of business.

As per the company's CEO saying "When we innovate, technology becomes smarter for clients & creates new opportunities for growth and when we incorporate diversity into our business we create better innovation and outcomes". Till date Company has embraced diversity and has given opportunities to IBMers and its clients to achieve their full attention. The no. of female executives worldwide has increased 75%, the top 52 executives who determine corporate strategy is composed of women, ethnic minorities born in U.S. and Non U.S. citizen has displayed a significant rise. The organisation has seen the no. of self identified gay, lesbian, bisexual and transgender executives increased and the number of executives with disabilities more than triple. In 1914 first employee with disability was hired i.e. 76 years before the American Disability Act.

As part of diversity agenda IBM proactively supports its lesbian, gay, bisexual and transgender and diverse population with a Diversity Council, Diversity Taskforce and LGBT Networking group.

### **IBM Diversity Council**

It's a global initiative which aims at increasing the focus on diversity issues. The council is made up of executive sponsors, Diversity Program Manager, Diversity Networking group leads and is chaired by the country CEO. The council ensures company's workplace to represent an environment which visibly encourages and values the differences of employees from various backgrounds. Its objective is to increase employee awareness, management sensitivity and effective utilization of diverse workforce.

### **Diversity Networking Groups**

IBM employees have voluntarily come together with a goal of enhancing the productivity of their organisation by laying foundation of Diversity Networking group of their organisation by helping their members in becoming more effective at the workplace through meeting, coaching, planning, developing professional mentoring, coaching, planning, developing professional skills, enhancing recruitment and welcoming programs. The company has Five diversity Networking Groups:

- EAGLE: Employee Alliance for Gay, Lesbian Empowerment
- WIT: Women in Technology
- PWD Diversity: Diversity Networking Group
- Work life Diversity Networking Group
- Cultural Diversity Networking Groups

### **Global Workforce Council**

This council focuses on five issues like cultural awareness and acceptance, multilingualism, diversity of management team, the advancement of women, workplace flexibility & balance.

## **Human Capital Management Service**

Established in 2004, it aims at forming well structured plan for recruiting and training for Pwd. In each business unit IBM has live champions. These live champions work with educational institutes for campus recruitment of physically disabled candidates.

## **Diversity Taskforce**

IBM task force initiative have helped the organisation to uncover and understand differences amongst the groups and aims at finding ways to appeal to a broader set of employees and customers. The task force by creating a link between IBM's diversity goals with business goals have led to significant accomplishments. IBM creates eight task forces each focused on a different group such as Asian, Gays, Lesbian, women, minorities and disables. The goal of this initiative was to uncover differences existing among the groups, understand them and implement ways to appeal to a broader set of employees and customers. This task force creates a link between Company's diversity goals and its business goals. Each task force has three objectives:

- What is required for the group to feel welcome and valued at IBM.
- What IBM and the group can do to maximize their productivity.
- What IBM can do to maximize the pursuit of market shares from constituency's community.

## **IBM Women in Technology**

IBM has a long history of commitment to the advancement of women in the workplace. In 1934 before U.S. Equal Pay Act, IBM recruited its first professional women and in 1943 IBM appointed its first women VP. Over the past two decades women entering the workforce have increased dramatically. Today, women represent over 30% of IBM employees nationwide and 25% of its managers. IBM has its global chairman, president and CEO a woman Ms. Virginia Rometty and just appointed Ms.

Vanitha Narayanan as its Indian Head. In 1995 the company formed its Global Women Leaders taskforce. Globally Women comprise almost 18% of the IBM worldwide executive population.

Thus, IBM goal over the years has been to create an environment and programs conducive enough to attract and retain women employees. The company understand their needs and provide services that helps women to be productive enough. By providing them flexible work schedule, facility of compressing their workweeks and facility of working at home allows them to fulfil their family and personal obligations. The company goal is to provide a foundation for working mothers and women who aspire to have both an executive life and a family.

### **Minority Recruiting/People with Disability**

IBM have been dedicated to place disabled young people in business and preparing them for corporate and community leadership. IBMs project ABLE is an effort to significantly increase the representation of disabled employees at IBM. They have established a voluntary PwD Network Enablers at IBM which is a great forum in which PwD joiners can participate. The company has recently announced a new streamlined process called Accessible Workplace Connection (AWC) for people with disability which provides assistive technology solutions to complete their work such as screen magnifiers for employees with low vision, vision relay interpretation for people who are deaf and screen readers for blind.

Diversity is a critical leadership success factor at IBM. IBM has recognized the importance of building teams across the company from different countries. Diversity Management will begin to develop rapidly out from under the traditional human resources and talent acquisition roles to assume more responsibilities that will touch corporate strategy, corporate social responsibility, corporate marketing and sales, organizational designs and effectiveness to make ensure that it touches all functional areas (internally and the supply chain (externally)).



### **3.2.2 TATA CONSULTING SERVICES**

TCS currently largest IT services firm in Asia and amongst the top ten global IT services companies is based on its record of outstanding services, collaboration, innovation & diversity management. TCS has established itself as an Equal Opportunity and Affirmative action employer through HR framework , involving recruitment, retention, career management, compensation, reward & recognition programs, competency management, learning & Development policies are designed and implemented equally without differentiation on the basis of gender, nationality, religion and other factors. TCS seeks to differentiate themselves through customer centricity, innovation, entrepreneurship trust worthiness and values driven business operations while balancing the interests of diverse stakeholders including shareholders, employees and civil society.

TCS subscribes to the TATA code of conduct in embracing diversity. Compensation level are merit based, determined by the qualification, experience levels, special skills and performance. Gender or any other parameters does not define criteria in determining compensation. They have well defined diversity and inclusion policy in determining compensation levels.

Company also adding more gender diversity in the group's management cadre, especially at the board level says official close to the initiative. Young women are been handpicked to be groomed for leadership roles. The composition of women associate has been rising year on year. At TCS the percentage of women in the workforce is as high as 30.3% and women occupy 11% of senior management positions like Dr Ritu Anand, VP and Deputy Global Head of HR who heads the global talent management functions at TCS, Deborah Hadwen who was appointed CEO, TCS (Aus & Nz) in April, 2011.

Tracing the journey of diversity in India currently 7.5% of the workforce consists of Non-Indians, with 183 offices across 42 countries, 2, 50,000 employees representing 113 different.

TCS offers its employees an opportunity to work on global engagements by supporting them with required cross cultural training policies and other benefits. Dr Ritu Anand, VP & Deputy Global Head of HR who looks after global team management and handles the diversity and inclusion portfolio at TCS. Dr. Ritu Anand remarks while referring to the cultural diversity of the company that if anything is challenging then this is it. Approximately 8% of TCSites are Non-Indian national American, Britishers, Europeans, Latin Americans, Chinese Citizens and others. She explains that it is challenging to embrace diversity in Non-English speaking countries. There are issues related to language, laws & regulations and understanding of the local culture.

Following are few diversity management tools being adopted by the organisation to encourage positive influence of diversity at workplace.

### **Culture Meter**

TCS had launched culture meter in 2008 on its intranet to ensure greater integration among its culturally diverse employee pool. It aims to cater and share information about the country, its culture, law and TCS business information & performance. Senior leaders here share their experience while working in different countries.

### **Maitree**

It stands for friendship and is a global platform for employees and their family members. Maitree brings TCSites and their families together through various activities such as drama, music, book, clubs, nature walks and photographs. Events that are specific to the culture of the geography like thanks giving, Chinese new year etc are also celebrated so that employees make themselves feel at home.

## **DAWN**

DAWN stands for Diversity & Women Network. It's a platform which aims at encouraging diversity in terms of gender and where reorientation and leadership programme are conducted for the empowerment of women associates. TCS has seen the no. of women employees increase from 25% to 31% over recent year. A mentor or an advisor is appointed for every woman to quickly acclimatise her to the new environment after a long break. Women through this platform explore & develop their leadership potential by conducting.

## **Relocation Training**

Many TCS employees are assigned to work outside their home countries for a while. Before getting posted abroad the employee undergoes thoroughly about the new location, new customs, and new practices. The training is given by the experts hired by the company so that no problem arises while acclimatizing new place and culture.

## **TATA Affirmative Action Programme**

Adopted in 2007, the programme attempts to address the prevailing social inequities in India by encouraging positive discrimination for SC/ST community. This programme focuses on four E's i.e. four areas of development which includes employment, employability, entrepreneurship and education. Since, TCS believes in social equity and adhere to the principle of equal opportunity, irrespective of caste, whether in recruitment or career advancement within the organization. Therefore, it commits to support equal footing for socially and economically disadvantage sections in the country at large TCS promotes access to quality education and technical skill competencies for members off the SC/ST community.

These various initiatives have been an agent for change in multiple ways and have benefitted the organization productivity at large.

### **3.2.3 ORACLE**

Oracle is an employer of choice in the technology industry. Oracle's performance oriented culture and supportive environment that fosters diversity inclusive and employee wellness makes it an attractive place to work. Oracle workforce represents a variety of cultures, practice many religions and live in large cities and small towns. The company workplace culture fosters an inclusive environment that leverages the diverse backgrounds and perspectives of our employees, customers, suppliers and partners to drive a global competitive advantage. Oracle offers a variety of programs to support their diversity employee population here are some of them:

#### **OWL (Oracle Women Leadership)**

A leadership and professional development program founded in 2006, supports the growth of current and emerging women leader within oracle. OWL is a global community that recognizes the value of networking, mentoring, lifelong learning and paying it forward. Nearly 100 women from Oracle's senior management lead 70 OWL communities globally, educating current and future generations of women leaders. OWL aims to create local and global opportunities that support, educate and empower women to explore their leadership potentials. It fosters an environment to grow and retain future female talent.

#### **Flexible Workplace**

Flexible work arrangements, alternative schedules are provided to employees with physical challenges, disabilities or other special needs. Women are provided with flexible work hours or work at home facility to maintain their productivity towards the organisation.

#### **Equal Employment Opportunity**

At oracle every employee and applicants for employment are treated with dignity and respect. Employment decisions are based on merit,

experience, potential and talent without regards to race, colour, sex, marital status, nationality, age, religion, disability and sexual orientation. Every effort is made to attract, invest and develop the talent of diverse people who contributes in the success of an organisation. Oracle provides equitable treatment (reasonable accommodations with includes Job retraining, adjusted work schedule, special equipment, transportation facilities and medical leave for women, employees with disabilities to optimize their performance.

### **Oracle LGBT Affinity Group**

This group symbolizes the support for the LGBT community. The group educates Oracle employees about issue of concern to the community as they relate to the diversity in the workplace. Oracle strikes to create a culture of respect and inclusiveness for all employees with such initiatives employees feel included, supported and encouraged.

Oracle workplace culture considers having diversity itself a path to success while working in global environment and getting benefit, different ideas from diverse minds is work experiencing.

### **Dimensions of Diversity**

It's a monthly newsletter that highlights the dimension of diversity within the workforce and includes programs, initiatives taken by the organisations to engage colleagues, partners, customers and the wider community.

### **3.2.4 INFOSYS**

Diversity is an important parameter of the Infosys corporate scorecard. Infosys employees represent people from diverse nationalities, age groups, culture, employment histories and levels of physical ability. Multi pronged approach is used to promote diversity and inclusion within the organization. Organisation's diversity and inclusion approach are

incremental and business driven. Infosys implement diversity goals through “ACTION” which stands for Auditing inclusivity & diversity levels, Creating Change, Training managers, Initiating & Implementing work models, Organizing & Assisting affinity groups and Networking with external bodies to benchmark practices.

Many sessions have been conducted across Infosys campuses in fiscal year 2014 include:

- Session on “Demystifying Disability- Fostering inclusion”
- Session on “Role of an ally in inclusion of employees from the LGBT community at the workplace”
- Drama based on diversity and inclusion sensitization session for senior managers and unit diversity council members.

Following are some initiatives taken by the organization to encourage and manage diversity in an effective manner:

### **Infyability**

Formed in 2011 creates a strong support system for the differently able and has been one of the strategic agenda of the diversity team. The group is formed for PwD that aims to create a safe, accessible and inclusive work environment. The group addresses specific needs in the recruitment, development, engagement, growth and retention of employees with disability. The company also provides special accessories and tools to these employees to improve accessibility and to create a working culture where skills & knowledge of every employee is valued and respected.

### **Infosys Women Inclusivity Network (IWIN)**

Infosys women workforce comprises more than 32%. This network helps creating a gender inclusive workplace, a support system to help women with work/life balance. The working mother can avail herself of the satellite Office (city office), Flex hours, part time. IWIN circle is a peer counselling network comprising senior women employees at Infosys on managing self,

work and parenting challenges. The group enables the advancement of women executives by providing greater flexibility, exclusive training, mentoring and experience sharing programs for developing stronger networks.

### **Infosys Gay Lesbian Employees and You (IGLU)**

This affinity group was set up with objective of creating a safe and respectful work environment for employees from the Lesbian, Gay, Bisexual and Transgender (LGBT) community. Various awareness programs and exclusive events are held to foster inclusion. This resource group conduct programs and initiatives such as peer-to-peer forums, leaders speak series, conferences, special events, and celebrations to ensure continuous engagement with diverse workforce.

Being an Equal Opportunity Employer the organization has a vision to create an inclusive workplace and leverage diversity for a sustainable competitive advantage. The principles and goals of the Universal Declaration of Human Rights are at the epicentre of organisation diversity and inclusion strategy. Infosys has established a dedicated organization to manage and drive diversity and inclusion initiatives effectively.

### **Employee Resource Group (ERG)**

Infosys have set up ERG to provide appropriate forums for acknowledging diverse needs of their employees. This group act as facilitators for community participation, cultural enrichment, support based on gender, networking and sexual orientation. The group further designs appropriate program and initiatives, conferences, leadership talks and various events to ensure engagement of diverse groups and communities.

The company policies prohibits harassment of any kind including discrimination based on pregnancy, childbirth or related medical condition, race, religion, creed, colour, gender, national origin or ancestry, physical or mental disability, marital status, age or any other basis protected by

laws of the governments where we operate. They have set up global diversity council to equip their women employees with insights and opportunities as they treat the path to leadership. Organisations annual employee satisfaction survey- LITMUS (Let's interact on themes that matter to us) helps them to capture feedback from employees. During the tenure at the company employees are motivated through various skill development, engagement and volunteering programs, also flexible work culture is provided to employees to retain and keep employees motivated.



## **CHAPTER IV**

### **LITERATURE REVIEW**

#### **4.1 Introduction**

This chapter sheds light on the work of various authors and researchers in the field of diversity management. The chapter serves to review and develop an understanding of previous research and theories on the topic of study and use them to develop a conceptual framework around the subject. The chapter's content will provide the theoretical basis that serves as the ground for this study. A theoretical framework derived from literature indicates how the researcher will approach the research analytically. Literature review allows identifying a gap in the existing knowledge and delineating your own research.

The literature will further analyse the main issues dealt by the organizations while en route to diversity management process at workplace. Beside this, the chapter describes the context in which the organization are involved in managing workforce diversity and which contextual influences they suffer in terms of diversity. The following chapter aims at generating literature theories to support this research. It outlines the relevant theoretical model reviews regarding managing diversity and its impact on organisation performance.

While working on the research topic the researcher has gone through numerous studies carried out in past and present by national and international authors to gain an insight for further research work.

## 4.2 Reviews by Indian Authors

Hereby, mentioning the brief review of the strands of research made in past by Indian authors:

**Saini & Cooke** (2010) [1] the authors study explored the societal context of managing diversity at workplaces in India. It assessed how the notion is understood and operationalized in a number of leading business organizations across different ownership forms and industrial sectors. Their findings revealed that majority of the organisation have not adopted a strategic approach to diversity management to enhance their performance. Their study further found that younger and knowledge-intensive multinational operations are more likely to take a comparatively more proactive approach to DM to leverage competitive advantage than long-established, domestic firms in traditional industrial sectors. The latter firms are more likely to implement DM policy as legal compliance and less likely to adopt DM initiatives as HR interventions because of their relatively low level of awareness of strategic HRM.

**Som** (2007); **Venkata Ratnam Chandra** (1996) [2,3] suggests that India must address a range of diversity issues including age, education, religion, caste, socially disadvantaged (e.g. scheduled castes, scheduled tribes and other depressed classes), gender, language, regional, background, ethnicity, economic well being and lifestyle (e.g. vegetarian vs. Non-vegetarian).

**Kundu** (2003) [4] India is a multi religious country with Hinduism being the dominant religion practiced by 81% by the population (so in addition managers and other categories of employees especially those belonging to the higher castes, recent reservation policies and concessions through which socially disadvantaged people may enter organizations).

**Budhwar** (2003) [5] India is a large country comprising 29 states and 6 union territories. Linguistically speaking it has a variety of language,

dialects and cultures. The cultural diversity is the hallmark of Indian society vary few other countries in the world might be as diverse as India. The constitution recognises sixteen languages including hindi & English that are the two official languages. India has one of the largest English speaking populations in the Asia pacific region. One of the key hurdles in the way of managing diversity is plural India is strong feeling for regionalism, casteism & stereotypes based on these beliefs. Managing in the new scenario therefore involves taking strategic direction as well as planning and implementing a performance improvement agenda through more effective management of systems, process and people.

**Kundu** (2007) [6] in his research study the author explored reactions and perceptions of male and female employees about workforce diversity status in Indian Organizations. The research includes survey of 1,083 employees from eighty companies from different sectors in India. The study reveals the prevalence of gender and racial discrimination in Indian organizations. Male employees rated female employees less qualified, less competent and less productive than females rated themselves. Female employees believed that they had less chance of receiving work facilities, promotions, salary increases than male employees.

**Vidu Soni** (2000) [7] According to an article on the reception of diversity in public sector he says that concept of diversity management suffers from similar disagreements. The advantage of managing diversity has been met with considerable backlash. He further added that staffs do not have the clear understanding of diversity initiative programs or activities that enhances the diversity. Different groups have different perception about diversity. Also, organisation understands the importance of diverse workforce. More competition and output has been seen in result of workplace diversity. As far as programme or initiatives to enhance the diversity management is concern it is closely link with rules, regulations and companies policies.

**Dhillon** (2009) [8] suggested that diversity is about getting the right mix of people with the right set of skills and competencies. Making sure the mix of people we have works best for the organization, members feeling a sense of belonging, respected, valued and accepted for whom they are and the way they are welcomed into the organization.

**Singh and Point** (2004) [9] opines that globalisation was the key driver for multinational companies. The ability to work and learn trans culturally was seen important for all sectors and levels. They further suggested that communicating on diversity has a positive effect on employees and employers, being proactive would offer some benefits. However, even though there are serious reasons to strongly communicate about diversity it often defaults. In addition, the author answers the questions of what to communicate on diversity. The first aspect to consider while communicating about diversity is to define the concept itself because of the complexity of the concept. Such advises make sense when it is known that only 30% of the companies asked in a report from the society for human resource management have an official definition of diversity. Secondary, he advises to gather the stakeholders around the concept is narrowly focused on only one stakeholder group, the employees and recommends extending it to other stakeholders such as suppliers and shareholders. Since communicating on diversity has positive effect on employees and employers being proactive would offer some benefits.

**Saini & Wooderd** (2005) [10] their comparative study on diversity management in USA & Indian organizations found that through diversity management, discourse in India is at the stage of equal opportunity their lies a gap between the legal promise and actual implementation. Authors identified that in India position of women's right is not clearly defined. They also quoted forms of unfavourable discrimination from society, employers and superiors towards women. Scholars in their study identified strong masculine and patriarchal male dominated workplace culture in organizations of India.

**Joshi & Jackson** (2004) [11] based on their research a positive relationship was found between team gender diversity and intra team cooperation but only within regions that was relatively diverse in terms of gender. Their study about multi attribute, multi level analysis of team diversity and sales performance demonstrate that an improved understanding of the relationship between team diversity and team performance can be reached by considering the combined effects of team diversity and demographic social context.

**Jonathan, David and Aparna** (2004) [12] authors stated that the past research on workplace diversity suggests that diversity can be either detrimental or beneficial for workgroup performance. For instance, workgroup diversity is positively associated with creativity and problem-solving skills and negatively related with cohesiveness and cooperation.

**Radha Mohan Chebolu**, (2007) [13] author suggests that having culturally diversified workforce is really competent but to manage such talent effectively is a bigger challenge which requires a leader that has an organizational vision and an attitude to manage it productively.

**Deshwal and Chowdhary** (2012) [14] proposed that workplace diversity management involves managing the differences that people bring for the productive well being of all, especially for the organization and its mission. Such a management model recognizes diversity in two dimensions: “The primary or horizontal (mainly biological, usually visible such as age, gender, race, ethnicity, sexual orientation, disabilities etc.) and secondary or vertical (psychological-spiritual, usually invisible such as value system, world views, mindsets, ethics, intelligence etc.).

Their study further showed that the workforce diversity performance standards needed to be clearly and objectively established, effectively communicated and used on objective criteria without any bias. Their study indicated that there was need for creation of the support system to reduce isolation and discrimination. In fact the firm should communicate what

diversity is and what the organization hopes to achieve by managing it more effectively. Their study found out the successful diversity management policies and programs made a huge difference in the communication among employees and the general productivity of the organization. However the study by them did not use statistical method on the independent variables of appreciating workforce diversity, commitment to managing diversity, gaining employee commitment as the predictor of workforce diversity management.

**Bhatti** (2006) [15] when dealing with people we need to take care that we are not dealing with creatures of logic we are dealing with creatures of emotions, creatures bristling with prejudices and motivated by pride and vanity. Emotions, prejudices and pride are the products of the individual's culture and if the culture of team members varies the task of managing such people becomes more complex.

**Jackson, Joshi & Erhardt** (2003); **Webber & Donahue** (2001) [16, 17] some studies have found that various forms of diversity are associated with greater innovation, improved strategic decision making and organizational performance. Other research shows that various types of team and organizational diversity sometimes increase conflicts, reduce social cohesion and increase employee turnover. Empirically workforce diversity is found to have a contrasting dual implication on organizational effectiveness.

**Budhwar & Bhatnagar** (2009) [18] apart from the economic environment the socio cultural context of any country is also known to significantly influence its HRM systems.

**Som** (2006, 2007) [19, 2] Suggested that because of increasing competition that has resulted from liberalization Indian organizations have adopted HRM practices both critically and constructively to foster creativity and innovation among employees.

**Upadhyay & Vasavi** (2006) [20] The HR factor has been very important for the growth of the Indian software services industry because the industry works on the human resource augmentation mode which means that the revenue of an organization is directly related to the number of projects executed and no. of people working on a project.

**Jauhari and Singh** (2013) [21] the authors study explored the impact of company's diversity strategy on employee's attitudes and behaviour at the workplace. Their paper investigated the relationship between perceived diversity climate and employees organisational loyalty with mediating role of perceived organisational support. Their findings shows perceived organisational support mediates the positive relationship between perceived diversity climate and employees organisational loyalty after controlling for the demographic factors. The paper suggests that management should adopt strategic approach to diversity management to build employees organisational loyalty which would further help them to counter talent attraction and retention problems.

#### **4.3 Reviews by International Authors**

Snippets of research made by International authors with reference to diversity at workplace, managing diversity and human resource management:

**Milliken & Martins** (1996) [22] opines that "Diversity" appears to be a double edged sword, increasing the opportunity for creativity as well as the likelihood that group members will be dissatisfied and fail to identify with the group.

**Nkomo** (1995) [23] states that diversity based on race, ethnicity and gender cannot be understood in the same way as diversity based on organizational functions, abilities or cognitive orientations. It has been conceptualized by researchers from several view point. Several have looked at it from a narrow perspective while some others have a broad viewpoint.

**Jackson, May & Whitney** (1995) [24] Scholars argue that diversity encompasses all the possible ways people can differ. Individuals according to this school of thought, do not only differ because of their race, gender, age and other demographic categories but also because of their values, abilities, organisational function because of their values , abilities, organizational functions, tenure and personality.

**McGrath, Berdahl & Arrow** (1995) [25] conceptualized workplace diversity by developing a five cluster classification. This often cited as: Demographic characteristics such as age, ethnicity, gender, sexual orientation, physical status, religion, education, task related knowledge, skills & capacities, values, views & attitudes, personal, cognitive and attitudinal styles, status in the organization such as one's hierarchical position, profession domain, departmental affiliation and seniority.

**Kosek & Lobel** (1996) [26] has defined diversity as “It is derived not only from differences in ethnicity & gender, but also based on differences in function, nationality, language, ability, religion, lifestyle and tenure.

**Matton & Hernandez** (2004) [27] offer a more elaborate definition of diversity “Diversity is an expanded and more inclusive conception of whom and what is valuable in the workplace, a collaboration of culture, thoughts and ideas that enhances business performance. Although some companies primary diversity focus emanated from issues surrounding women and minorities”, others strongly highlighted the equal importance of all attributes of differences of experience, thought, education, geography and language in addition to race, gender, sexual orientation and physical disabilities.

**Childs** (2005) [28] Today, workforce diversity is a global workplace and marketplace topic. Any business that intends to be successful must have a borderless view and an underlying commitment to ensure that workforce diversity is part of its day to day business conducts.



**Robbins** (2009) [29] workforce diversity refers to organizational that are becoming more heterogeneous with the mix of people in terms of gender, age, race and education background. According, to Robbins workforce diversity has important implications towards management practices and policies. Presently diversity is viewed in a limited fashion, primarily addressing issues of race or gender differences and linked to the laws providing protected status to certain groups.

**Dahm** (2003) [30] According to author diversity within the workplace can evoke an array of emotions, as some view diversity as something to be dealt rather than a tool to be used to improve the organisation performance. Many will agree that the results of a diversity conscious organization add value to the employees and organisation.

**Manual Espinoza** (2007) [31] advised workforce diversity through its ability to open up marketing opportunities and provision of varied skills from diverse employees tends to give organization a competitive advantage. Further firms seeking to build an image as employer of choice can leverage on effective diversity to retain employee's competitiveness and impact the bottom line.

**Cox** (2001) [32] a remarkable scientist, specialized in diversity theory focuses on visible aspects of workforce diversity. Cox defined diversity as the representation in one social system of people with distinctly different group affiliations of cultural significance. Later he enlarges this definition and states that diversity is the variation of social and cultural identities among the people existing together in a defined employment or market setting. Further **Cox and Blake** (1991) [33] asserted that an organisation's ability to attract, retain and motivate people from diverse cultural backgrounds may lead to competitive advantages in cost structures and through maintaining the highest quality of human resources. In this way, employees have more choice from a greater skill base, improved employee satisfaction, reduced internal disputes, greater workplace

harmony, improved retention and more effective and fairer promotion of talent.

**Iles and Hayers** (1997) [34] support and state that diversity contributes to effective decision making in organizations. A culturally diverse project team can make use of a diverse range of perspectives offered by its members by drawing in their diverse technical expertise along with the benefits of internal flexibility and efficiency have positive financial implications. Hence, good diversity management can make a significant contribution to the way in which organisations think and learn.

**Worman** (2005) [35] their study was intended to examine the impact of diversity on business performance. Multinational corporations have the added challenge of managing diverse cultural issues. The challenging business environment faced by multinational corporations require quick responses and flexibility to cultural contexts both to meet consumer demands for products and services and to address the supply of labour as well as informing mergers and acquisitions. It was found that attitudes towards diversity are moderated by the ethnic identities of employees. The effects of workforce diversity are conditioned by other organizational and contextual factors. Diversity can't be used as a competitive organizational strength unless it's managed properly.

**Mor Barak** (2005) [36] the three terms i.e. EO, AA & DM can be seen as a continuum: EO legislation implies that it is unlawful to discriminate, AA programme imply that an employer needs to take positive steps to ensure equal employment and promotion opportunities and DM implies achieving heterogeneous workforce and valuing employee differences in the interest of business and perhaps local as well global community.

**Cho and Mor Barak** (2008) [37] had cautioned that managers who work with the diverse workforce need to understand how differences rooted in culture may affect workers perceptions and behaviours and which of these differences are consequential. When understood it is possible to initiate

deliberate efforts to accommodate the needs of the employees and to develop human resource practices to show that their inputs valued. This will in turn foster harmonious coexistence and create an environment for everyone to contribute their best and be recognized for excellence. **Mor**, further with reference to MNC's in India stated that more and more MNC's have started their operations in India, they are wanting to know the peculiarities and idiosyncrasies of the Indian workforce and how it could be motivated to contribute its best to the organizational goals. Thus, diversity management and organisational justice issues are bound to become more critical than before.

**Simlin** (2006) [38] conducted study on the type of work culture prevalent in the Indian IT-ITes sector using Geert Hosted's six dimensions of organizational culture to learn the relevance of Hosted's cultural dimensions in context of Indian IT-ITes and understand the impact of diversity openness on job satisfaction. It was found that IT-ITes organisations of Indian origin need to take more measure to create diversity open environment where people freely express their uniqueness and culture. It was found in the study that organisations must try to create diversity open culture instead of one which assimilates the employees to its own dominant culture. It is important to build and nurture a culture of diversity openness. It would not only help in increasing job satisfaction but also further the cause of effectively managing cultural diversity.

**Fisher, Schoenfeldt & Shaw** (1991) [39] Workplace diversity is now recognized by organization as a catalyst for creating a competitive advantage. Organization has the opportunity to utilize a vast array of knowledge, skills and abilities found in diverse work environment. As a result the contemporary workforce is viewed as one of higher quality. Therefore, it is pertinent that organisations recognise and manage workplace diversity.

**Kennedy & Everest** (1991) [40] As per their research findings they suggest that in order for organization to remain competitive it is absolutely necessary for employees not only to embrace diversity but to seek out all available strategies that will attract the talent needed within the organisation for upcoming years.

**Norton & Fox**, (1997) [41] stressed the importance of assessing diversity on four functional levels: Culture (mission, goals and underlying assumptions); structure (systems, policies and practices); roles & responsibilities (individuals and team members); and work relationship skills (at the interpersonal level as well as between the individual and organisation).

**West & Anderson** (1996) [42] stated that connection between diversity, creativity, innovation and competitive advantage had stimulated both academics and the business community in search for factors and situations that give rise to creativity in individuals and for the catalyst of creativity in teams.

**Feldman** (2005) [43] focused on the relationship between the management of diversity among employees in business organizations. He observed that organizations stand to gain a lot by being proactive in the management of the diversity at their workplace. He further noted that if diversity fails to get managed it is bound to lead to an increase in its negative effects such as absenteeism, prejudices, stereotyping, lack of training, reduced performance etc.

**William & O'Reilly** (1998) [44] the workplace diversity literature espouses three different theoretical frameworks for the examination of the possible effects of workplace diversity. The first is social categorization of people based on salient attributes like gender, ethnicity or resulting in stereotyping on the basis of these differences. The second is similarity/attraction theory which asserts that similarity on salient and non-salient attributes like race or values increases interpersonal attraction and

attachment (**Berscheid & Walsten, 1978**) [45]. The Third is information and decision making theory which examines the impact of distribution of information & expertise on work teams (**Wittenbaum & Stasser, 1996**) [46].

**Maria Riaz Hamdani, M.Ronald Buckley** (2010) [47] The researcher suggests that organisation must not treat diverse workforce as a means for generating economic benefits but must also pay attention towards the factors that help promoting diversity at workplace. He focused on paying attention on institutional factors such as regulatory structures, governmental agencies, law makers, courts, professional organizations, interest groups and the general public.

**Ozbilgin & Tatli** (2008) [48] their study found that diversity has enhanced performance by broadening the group's perspectives. There is a strong empirical confirmation that successful diversity management and a resulting improvement in organisational performance are positively correlated.

**Anderson & Metcafe** (2003) [49] reviewed the evidence for managing workplace diversity. They suggested that while there are claimed gains for workplace diversity, there are also adverse implications. They argued that there is a paucity of stout research examining the impact of diversity upon business which has raised questions about the existence of any connection between workplace diversity and business performance. The business benefits of workplace diversity have been widely contested ever since the idea was conceived and even now there is an ongoing debate as to whether there is indeed any discernible business benefit.

**Anita & Lee** (2006) [50] suggested that in order to examine organisations overall management of diversity three areas need to be investigated. First because organisation effectiveness and productivity depend on the human being who work for them, there is a need to look to individual attitudes and beliefs such as issues as how open employees are to people who are

different and comfortable staff with change are important areas of assessment. How do managers use such organisational systems as accountability, reward and decision making to capitalize on diversity? How adept are managers at getting maximum commitment from all segments of the work.

**Robinson and Dechant** (1997) [51] highlighted the fact that the consumer market is becoming increasingly diverse. Demographics are not only changing but the buying power is becoming more diverse. This means that in order to grow and maintain their businesses, companies are likely to be interested in new profiles of customers which they may seek from other national markets. Considering this aspect it appears healthy and rather smart that a company would strengthen its relationship with consumers and show its attachment to include diversity in its workforce and management.

The author also adds that benefits can be derived from the good will of diverse consumers who would rather spend their money on items produced by and support a business that has a diverse workforce. Author holds that even though conflict may arise within diverse groups they eventually perform better than homogeneous groups in establishing many solutions to every problem.

Author also highlights the benefits from diversity policies in corporation such as cost savings and talent pool attractiveness are regularly cited as strong arguments for diversity. They also reported that human resource managers views that the top five reasons for managing diversity were better utilisation of talent, increased marketplace understanding, enhanced breadth of understanding in leadership positions, enhanced creativity and increased quality of team problem solving etc.

**Erasmus** (2007) [52] mentioned that diversity management and workforce diversity is a forced integration that creates conflict and uncertainty in the workforce as leadership is not skilled in the discipline of diversity

management and its principles. As a result, managers do not know how to effectively practice diversity management, what factors contributes to effective diversity management and task that can deal with diversity related issues in the workplace.

**Hayles & Mendez** (1997) [53] there is a strong correlation between good diversity practices and profits based on recent studies. According to various authors there may not be a recipe for diversity but they believe that an attempt to diversify the workforce can provide a competitive advantage. They consider diversity as a prerequisite for innovation and argue that seeking and bringing differences together may enhance creativity and innovation. Following this way of thinking diversity becomes a booster for innovation, a cross road where ideas are attached together and result in new ones.

**Daniel Vloeberghs** (2005) [54] opines that managing diversified workforce is a biggest challenge for human resource management department. He further added that workplace diversity has both positive and negative impact on an organisation functioning's. Firstly, it lowers employee commitment and their satisfaction since people prefer interaction with similar ones. Secondly, it increases creativity and innovation as diverse minds imbibe diverse thoughts. Thirdly, diverse workforce symbolise equality and lastly, it affects communication process within group or as an individual.

**Laroche** (2003) [55] the advantage includes having different approaches to problem solving and making decisions which can become a major source of achieving competitive advantage.

**Smith & Cooper-Martin** (1997) [56] matching internal employee diversity to population diversity can provide performance benefits which may help improving awareness with respect to consumer needs, organizations ability to segment & target differential groups more effectively and provide more accurate means to communicate the target population.

**Allard** (2002) [57] as stated by the author benefits include fresh outlooks, higher morale, increased flexibility, multiple perspectives, increased problem solving skills, increased creativity, reduction in intergroup tensions and improved market opportunities.

**Cornelius et. al.** (2000) [58] according to this author benefits of diversity are taking advantage of diversity in the labour market, maximizing employee potential, managing across borders & cultures, creating business opportunities and enhancing creativity.

**Hollowell** (2007) [59] concluded that workforce diversity management positively affected the bottom line based on the conceptual literature which provided several explanations. Workforce diversity increased creativity & innovation in the organizations. Attitudes and beliefs varied in terms with employee diversity variables such as age, gender and ethnicity/race. Diversity encouraged more effective problem solving and variety of outlook that may merge from a diverse group.

**Salmon & Schork** (1998) [60] some published research shows better return on investment for organizations that have been recognized for their focus on diversity.

Their key drivers were universally recognized which are as follows:

- Enhanced access to a broader talent pool
- Improved innovation
- Stronger customer relationships

**Kandola & Fullerton** (1998) [61] describes managing diversity is not just focussing on issues concerning discrimination regarding sex, age & ethnicity but also to use the diverse workforce to improve employees potential and their contribution towards their organization. To speak of diversity management means to understand that there are some differences among people and that these differences if managed properly are a huge resource for organisations to obtain better outcomes.



**Sadri & Tran** (2002) [62] Managing diversity is based on the assumptions that diverse groups will create new ways of working together and that morale, profit and productivity will increase.

**Harter, Schmidt & Hayes** (2002) [63] findings of the study conducted by them states that career satisfaction among immigrants and visible minorities is lower and has a significant impact on not on employee performance and retention but also on organizational profitability and productivity.

**Stonewall** (2004) [64] mentions that sexual orientation in the workplace is still a taboo topic. Various researches have shown that lesbians, gay & bisexuals people who are out at work are vulnerable to harassment, bullying and discrimination at their workplace.

**Taylor** (1995) [65] the main goal of workplace diversity management is prohibition of discrimination against individuals which would cause them to be unfairly differentiated from co workers. In addition managing workplace diversity addresses the need to create a fair work environment for all employees. He further contends that the main arguments in favour of managing diversity are: cost, resource acquisition, marketing, creativity, problem solving and system flexibility.

**Kundu** (2003) & **Mueller** (1998) [4, 66] states that hiring women, minorities and others helps organization to tap niche markets.

**Chris Barrigar** (2014) [67] iterates that disabled employees bring a positive outlook at workplace that benefits morale in an organisation. More over they bring particular aptitudes that benefits the goals of their employer. They promote improvement in the organizational climate and in the team they generate more cooperation and solidarity with others. When provided with advantageous working conditions they display greater work engagement and motivation. They try to compensate their deficits through greater efforts.

**Easley** (2001) [68] to meet the demands of today's technologically advanced society, organizations must rethink what diversity means and how the concepts of developing, valuing and managing a truly diverse organisation must transcend traditional strategies.

**Pitt & Wise** (2010) [69] identified three main reasons for organizations to engage in diversity management implementation as their key motivators which were based on business environmental factors. In their study they concluded that organizations appeared to be responding to business environmental issues such as environment uncertainty, favourability and institutional isomorphism. Therefore, managers in organizations could use the findings to think about the environment in which they operate, in which they could affect their implementation of diversity management initiatives.

**Zane** (2002) [70] Identified three organisational requirements to meet the challenge of sustaining employees willingness to work together when they do not share values, experiences, culture and way of interpreting meaning and problem solving. Three of these organisational requirements are: Top management commitment, skilled training and breadth of organisational knowledge HR possesses and a shared understanding that managing diversity is not a problem to be solved but an ongoing and lengthy process. By using quantitative and qualitative data the author shows how a sustained commitment by the CEO and his involvement with discourse communities within the organisation, ultimately results in employees taking responsibility for defining and implementing positive cultural changes that support diversity.

**Kaler** (2001) & **Greene et.al.** (2005) [71, 72] states that "managing diversity" aims specifically to meet organizational goals rather than getting underpinned by the broader notions of social justice. However, when the factors influencing the organizations are analysed the company cannot ignore the external institutions such as government and the civil society claiming for the organisations contribution to social equality.

**Gilbert & Ivancevick** (2000); **Shaw** (1993) [73, 74] argued that with decreasing homogeneity in the workforce it has become crucial for organizations to develop equal opportunities and diversity management policies to maintain the skills of employees with diverse backgrounds in order to protect their competitive position in the marketplace.

**Aoun & Gibeily** (2013) [75] literature, journals, studies and theories have shown that the workforce diversity management is directed towards accomplishing, accepting and usage of people differences and blending them together for betterment of the organization. There literature states that accomplishment of the goals is accelerated by the application of the various workforce diversity management policies, appreciating employee diversity organization commitment to managing diversity, gaining employee commitment, promoting employee inclusion and facilitating family spirit. There should be sufficient workforce diversity management policies to support each one of the considerations.

**Pless & Maak** (2004); **Cox** (2001) [76, 32] opines that one of the most needed requirements is organisational culture. The organizational culture plays a central role in diversity management implementation. If the organizational culture isn't integration oriented and if it doesn't have the integration values every attempt towards diversity management fails. So some necessary requirements such as organisational culture, integration values and management competencies must exist to make efficient diversity management approach.

**Tung** (1993) [77] writes that the diversity management isn't only managing diversity of human resource of an organisation but it is also the management of human resource of an organisation that work in its units in foreign countries. In fact the practices of diversity management can be divided into two wide categories: cross national and international diversity management.

**Hubbard** (2003) [78] an emphasis on diversity begins with management mind set and then translates into a cluster of behaviours beginning with recruitment and selection strategies and continuing through the employment cycle with altered practices in benefits, compensation, job structures and of course training.

**Trauth et.al.** (2005) [79] pointed out that it is critical that researchers and practitioners take an active role in creating HR solutions and it is important to understand diversity issues in the global IT environment.

**Dale** (2007) [80] there is similarities between human resource management and managing diversity. One of the most important concepts in modern management is human resource management. Normally equality and diversity are clear terms for HRM. Competitive advantage can be gained by utilizing the human resource management through diverse training, research & development programs.

**Hiltrop** (1996) [81] provides some evidence indicating that best practices encouraged employee's attitudes and behaviour towards strengthening the competitive strategy of an organisation.

**Grover & Crooke**, (1995); **Milkovich & Gomez** (1976) [82,83] their study revealed that diversity policies leads employees to perceive that the company is concerned with the needs of employees causing them more committed to the company. For instance when firm promises their employees employment security the individuals in return reciprocate with the commitment to their organisation.

**Cox** (1993) [84] He augmented that human resource management must conduct cultural and organisational audit such as recruitment, selection, appraisal and career planning. Cultural diversity in the form of sex, age, race, colour and nationality makes a fair contribution to an organisation which would result in harmony amongst the employees. The author states that the biggest supporter of diversity is to increase the maximum output and reduce the disadvantages in the management.

Cox further says that managing diversity can result in contribution to organisational goals as individual group identities like gender, race, nationalities, age and departmental affiliations. Cox reviews that organisations with a view of diversity will have an edge of flexibility at workplace, creativity and problem solutions. He further suggests that a strong commitment to diversity at workplace will make a stronger management force which is a main purpose of company's long term goals and objectives. Cox presented a change model for work on diversity. He presented the five main activities started with leadership, research and measurement, education, alignment of management system, follow up. These activities present an overview of the organisational change to become multicultural. He reviews that leadership must comprised of management philosophy, vision, organization design, personal involvement, communication, strategy and strategic integration.

**Loden & Rosener**, (1991) [85] proposed that there are numerous unique efforts underway to deal with diverse workforce. Organisation may adopt some common practices that would distinguish them from others. These practices involves diversity linked to strategic vision, systems & procedures that support diversity, ongoing monitoring of personnel recruitment, promotion and development, organizational commitment to technical reduction, rewards based on results, enhanced benefits, reinforcement of the value of diversity in hiring and promotions as an organisational priority.

**Reskin** (2003) [86] Diversity management practices are said to enhance productivity, effectiveness and sustained competitiveness. The repercussion of not managing it properly would impact negatively on employee's performance in terms of their work efficiency which translates to retrogressive organisations productivity. An improper management would lead to differences in promotions, pay, training, turnover, mutual acceptance, job satisfaction and other sorts of inequality.

**Reskin & McBrier** (2000) [87] study stated that diversity culture should be imbibed in organisations vision, mission, business strategy and HRM strategy. Further recommended that formulation of HR diversity policies are also necessary as they found that organisation with written documents for hiring and firing had higher percentage of women in management.

**Koonce** (2001) [88] according to the author organisations must develop, implement and maintain ongoing training because a one day training session will not change people's behaviour.

**Human** (1996) [89] recommends diversity training programmes should focus on equipping employees with skills that would help them understand diversity in a way which would change their quality of social interaction.

**Daft**, (1997) [90] suggests that training helps people to handle conflict in a constructive manner in order to reduce stress and negative energy when working in diverse culture.

**Arthur** (1995) [91] the author states that managing diversity includes building specific skills and creating policies that augment the best work behaviours and attitudes from each employee. Managing workplace diversity has become major focus in many human resource departments. Human resource management allows HR departments to strategically utilize personnel in a manner that will meet the demands of society through improvements in the organizations productivity and performance. The goal of strategic human resource management as it pertains to this study is to manage workplace diversity in a manner that will motivate employees, promote productivity and positively impact job satisfaction. Consequently personnel must be effectively utilized to improve performance and achieve the organization's mission and objectives.

**Thomas** (1991) [92] Neglect in managing workplace diversity can have negative effects on an organizations productivity and efficiency. These negative effects include tension between co workers of differing gender, race, age, religion etc. and inability to attract and retain qualified

individuals, legal complaints & actions and decrease in capital as a result of new employee recruitments and their training. Therefore, managing workplace diversity is beneficial for the organization and employees productivity.

**Dass & Parker** (1996); **Kosek & Lobel** (1996); **Mc Mohan** (2006); **Williams** (1999) [93, 26, 94, 95] Successful diversity management requires HR managers to possess skills in leadership, organizational development, change management, psychology, communication, measurement & assessment. The HR manager is uniquely qualified and strategically positioned to partner with management at all levels within the organization to meet these challenges.

**Werner & De Simone** (2009) [96] a diverse workforce presents both opportunities and challenges to HRD professionals. The challenges are twofold: firstly, To confront the underlying assumptions, beliefs and attitudes that foster bigotry & stereotyping within the organization by acting as advocates for victims of discrimination and by willingly fighting for institutional justice and secondly to examine the organizational practices in terms of socialization, orientation, career development, sexual and racial harassment.

**Porter** (1995) [97] study said that corporate website could be used as a mean of communication and revealing public statement of the organizations commitment to workplace diversity. It is also equally important to communicate commitment by allocating the necessary resources staff, budgets and time to move the diversity process forward.

**Point & Singh** (2003) [9] states that websites gives access to multitude of information and act as an important element of a public relations strategy to draw a positive image to the company's stakeholders, customers and employees.

**Reichenberg** (2001) [98] states that organisation must use measureable criteria to evaluate the progress of the initiative undertaken to achieve the

goals of diversity. According to him accountability for the results of diversity programs is an attribute of diversity best practice organisations. Accountability can be determined through the use of metrics, surveys, focus, groups, customer's survey, management employee evaluations and training evaluations. He further stated that diversity competencies should be incorporated into management systems so that organisation can determine how employee support workplace diversity, accepts it, deal with it and understand its impact on business relationship.



## **CHAPTER V**

### **RESEARCH METHODOLOGY**

#### **5.1 Introduction**

The overriding theme of this chapter is to present and describe the research methodology used in this current study. The following chapter outlines the objectives of the research undertaken, the method by which the research was conducted and why the methodology chosen was deemed appropriate for this study. It aims at providing a structure on how the data was collected and analyzed so as to find the answers to the research objectives.

Research Methodology represents the practical framework of the thesis. According, to Clifford Woody (2009), research is comprised of defining and redefining problems, formulating & suggesting hypothesis, collecting & evaluating data, making research conclusions and necessary recommendations. It also further analyse whether the conclusion fits the hypothesis or not. Redman & Marry describes research as a combined effort to excess and gain new knowledge. The online website dictionary describes research as a “systematic examination and enquiry to establish a result or conclusion” (Kumar, 2008).

Research project requires the most suitable technique to generate information needed to refine the study with an accurate result. It is important to have a well designed research methodology in order to have significant influence on the appropriateness, validity and reliability of the gathered information.

The emphasis of this chapter is on the research method strategy, research instrument adopted for data gathering, sampling technique used followed by the process of analysis and limitations of the approach employed. The

analysis of the data will help identifying blocks or threads that are likely to be framed and named with the goal of answering the research questions.

Therefore, in order to achieve the purpose of understanding and drawing conclusions of the study undertaken the methodology is vitally important. The objective of this part is to outline the structure and assumptions of the methodology for this thesis in order to determine influencing factors and direct the readers towards better understanding.

The main focus of this study is to empirically assess the relationship between diversity management and its impact on organisation productivity. This further includes a discussion of research results regarding the impact of diversity management upon organisations performance and variable that will influence this impact.

A very few researches on this subject have been conducted so far, some of them fall short of a comprehensive examination of diversity management and organisation productivity. The research further helps in analyzing the extent to which the organisation decision makers such as human resource managers, training & development managers and other executives have knowledge about diversity management.

The research proposed to explore the existence of relationship between employees diversity and organisations productivity. The research also sought to provide the importance of diversity management in the workplace. The insight of this thesis may be significant and valuable for other companies seeking to understand the relationship between diversity management and organisation productivity and for those particularly facing diversity challenges. It may not only guide managers to dig the concept of diversity further but also may prove an area of interest for many prospective employers who feel concerned by the topic.

## **5.2 Research Type**

The entire research study intends to be descriptive and exploratory. The study was carried out by determining the critical analysis of the available literature and through interpretation of the data collected through primary sources.

### **5.2.1 Descriptive Research**

This type of research usually have one or more guiding research questions and frequently aims to describe characteristics of population based on data collected from samples. According, to Burns and Grove (2003) descriptive research “is designed to provide a picture of a situation as it naturally happens. It is used to justify current practice, make judgements and also to develop theories. Descriptive studies mostly obtain information about the preferences, attitudes, practices, concerns or interest of some group.

Descriptive design was suitably used in the formulation of knowledge and solution to existing problems. Descriptive design was used to obtain information on the factors of workforce diversity management and the effect on organisation performance in the selected companies.

### **5.2.2 Exploratory Research**

This study is also of an exploratory nature which further aims at understanding the decisions of the participants by gauging at their opinions and attitudes. The goal of exploratory research is to formulate problems, clarify concept and form hypothesis. It begins with the literature search, focus group discussion or case studies.

### **5.3 Research Approach**

There are two main methodological research approaches within social science qualitative and quantitative (Holme & Solvag, 1991; Weidersheim-Paul & Erricson, 1998). In order to achieve the desired outcome for the current study the research adopted was quantitative approach. Quantitative research is used to quantify attitudes, opinions, behaviours and other defined variables and generalize results from a large sample population.

The purpose of quantitative approach is to gather, analyze and measure statistical data from a large sample and selection to find connection between the different variables related to the study (Holmes & Solavang, 1991). Important features of this approach are: defining the problem or questions to be studied and developing hypothesis that predicts the results of the research before the study begins along with controlling the contextual factors that might influence the results of the study, collecting data from samples of participants and using numerical statistical approaches to analyze the collected data.

Data collected through this approach is more structured then qualitative data collection method. Quantitative research integrates purposes and procedures that are destructive, objective and generalized. The data collected and analyzed through quantitative method helps in providing a generalized overview of diversity statistics and management initiative towards diversity management at the workplace. This involves in depth analysis and interpretation of data collected and broad overview of opinions, issues of concerns etc in relation to diversity management.

### **5.4 Research Design**

Different scholars and practitioners have different definitions of research design. Burns and Grove (2003) define research design as a “Blueprint for

conducting a study with maximum control over factors that may interfere with the validity of the findings". Parahoo (1997) explains research design as a plan that describes how, when and where data are to be collected and analyzed. Whereas Hofstee (2006) defines a research design as "The way you choose to design your study on how you went about coming to a conclusion" i.e. "The general technique used within the research".

"The research design should be effective in producing the wanted information within the constraints put on the researcher" (Ghauri & Gronhaug, 2005). The research design therefore, includes the research structure, methods used to gather and examine the information relevant to the study. A good design ensures that the information collected is relevant and useful to conduct the research undertaken more effectively and efficiently.

In order to establish the relationship between diversity management and organisation productivity quantitative enquiry was made. Quantitative research was conducted for further investigation that addressed research objectives through empirical assessments. Quantitative method involves the collection and analysis of numerical data that is obtained from test, questionnaires, surveys etc. Statistics were generated through the use of large scale survey research using methods such as questionnaire or structured interviews. In this research questionnaire survey was chosen as an appropriate tool to examine the factors that influenced the study. The researcher examined a small sample that was representative of the whole population in order to obtain more in depth and rich description. The researcher had distributed the questionnaire to employees of companies selected for the study i.e. IBM, Infosys, TCS and Oracle.

The study adopts a quantitative method utilizing a survey in the form of a questionnaire constructed using the web based survey software Qualtrics. The researcher collected the data by conducting an online survey. The questionnaire link was e-mailed along with a broad overview of the study to each participant to answer the questions as directly as possible. Also at

the beginning of the questionnaire assurance of absolute confidentiality of every response was given to them so as to heighten the credibility of the responses.

#### **5.4.1 Variables under Investigation**

a. Independent Variable:

- Workforce Diversity
- Diversity Management

b. Dependent Variable:

- Parameters that describes organisation performance and employee performance.

#### **5.4.2 Data Collection Method**

Data collection method is one of the important tasks of the research. Data for this research work were gleaned both from primary and secondary data sources. Both sources were used to answer research hypotheses and research objectives.

##### **5.4.2.1 Primary Data Collection**

Primary data is defined as the information gathered through interaction with other people through meetings, one-to-one interview, focus groups and surveys. The purpose of collecting primary data is to improve the understanding and perform a direct assessment of the research topic by obtaining first hand information. In this study the primary instrument used is questionnaire survey. According to Zikmund, (2004) the main benefits of using survey method is that it's quite inexpensive and enables the researcher to collect large amount of primary data for respondents in short period of time. It ensures completeness and consistency of information gathered and also it's the only feasible way to reach a large no. of respondents.

To conduct the survey a self administered questionnaire was created in order to collect information amongst the targeted segments of people to gather data and information desired. A clear and comprehensible questionnaire enables respondents to provide accurate information for the research.

#### **5.4.2.2 Secondary Data Collection**

Secondary data are the information gathered from sources already existed (Sekaran, 2003). The researcher intends to gather empirical data to satisfy the primary objective by using existing data that someone else had collected, recorded and analyzed. Original works have been considered with emphasis on data pertaining to impact of diversity management on organisations productivity.

Secondary data proves to be of great help in exploratory research. Secondary data are usually historical by nature. They are quite assembled and lot easier to be obtained in a faster way. They may be outdated as they were initially collected for other purposes but proves to be of great value. In this study the researcher had made detailed secondary research by going through several books, online articles and dissertations done by other researchers. Internet has been of much help as large amount of data was gathered from online journals, articles and statistics through online databases. Different journals offered different reviews comments and arguments made by various authors and academicians which proved highly useful.

The information was collected through past and present database of the chosen companies, books, journals, magazines, research papers and various search engines etc. were utilised to make the study more approx and genuine. Secondary data collected by the researcher by browsing through various literature books, articles available online etc. had helped immensely informing the background of the subject.

### **5.4.3 Sample Design**

A sample is some part of a larger body especially selected to represent the whole. Polit et. al, (2004) defines a sample as “A proportion of a population”. It’s a part of selecting units (e.g. people, organizations) from a population of interest so that by studying the sample we can fairly generalize our results back to the population from which they were chosen. According to Sekaran, (2003) sample is defined as sub group or subset of the population. A sample is a “Sub group of a population” (Frey et. al.).

#### **5.4.3.1 Target Population**

Population refers to the entire group of people, events or things that the researcher wishes to investigate (Sekaran, 2003). Parahoo (1997) defines population as “The total no. of units from which data can be collected”, such as individuals, artefacts, events or organization. Burns and Grove (2003) describe population as all the elements that meet the criteria for inclusion in a study. They also stated that certain characteristics or eligibility criteria are required for the membership in the target population.

The population targeted for this research was from top information technology sector of India. The employees working in IT MNC’s both domestic and international running in India were targeted to support the research work undertaken by the researcher.

For convenience and accessibility the population was drawn from country’s IT hub i.e. Bangalore. City Bangalore being a conglomeration of many IT companies, the companies running here shows much wider variety of workforce diversity at the organizational level. It has emerged as an internationally leading IT hub with a diverse workforce. Also organisations here are investing enough in programs and practices to monitor diversity at workplace as an essential part of globalisation efforts.



Following are the main IT clusters of Bangalore:

- Software Technology Park (STPI)
- International Tech Park Limited (ITPL)
- Electronic City

The distribution of employee population is given in the table below:

**Lower Management Level:** IT professionals who are at entry level or executive level and having an experience up to 3 years in the current management position.

**Middle Management Level:** IT professionals who are working at senior executive or manager level and having an experience of 4-6 or 7-9 years in the current management position.

**Higher Management Level:** IT professionals who are working at senior manager level and having an experience greater than nine years in the current management position.

**Table 5.1**  
**Distribution of Population**

| S.NO. | CATEGORY                | POPULATION (N) |
|-------|-------------------------|----------------|
| 1     | Higher Level Management | 7              |
| 2     | Middle Level Management | 70             |
| 3     | Lower Level Management  | 133            |
| Total |                         | 210            |

Further proper selection of respondents was essential for this study to achieve research objectives. Therefore following criteria were adopted for further inclusion of respondents in this study:

- Respondent working in the selected IT Industry
- Currently employed and working in the higher, middle and low management level.

#### **5.4.3.2 Sample Size**

Sample size is the number of respondents included in a research. For the present study a sample size of 250 was drawn from the entire population constituting the organization. It's an elementary unit or group of such units which besides being clearly defined, identifiable and observable are convenient for the purpose of sampling. The entire study is focused on the selected IT Inc. i.e. Oracle, IBM, TCS and Infosys. Around 250 questionnaires were distributed in total out of which 220 questionnaires were returned comprising a response rate of 88%. Ten responses were eliminated due to excessive missing data. Therefore, sample size for testing was 210 i.e. 84% of the total.

#### **5.4.4 Sampling Technique or Method**

Sampling Theory is important to understand in regards to selecting a sampling method because it seeks to “make sampling more efficient” (Cochran). Cochran, opines that using correct sampling method allows researcher the ability to reduce research costs, conduct research more efficiently, greater flexibility and greater accuracy. It can be defined as the method or technique adopted to select a set of respondents from a large population for the purpose of data collection. Here, probability sampling technique was used in selecting the sample.

##### **5.4.4.1 Probability Sampling Method**

The above method was used to elicit information. Probability sampling is one in which each person in the population has the same probability/chance of being selected and this probability can be accurately determined. Frey, opines that it is important to give everyone an equal chance of being selected because it eliminates the danger of researchers

biasing the selection process because of their own opinions and desires. For this research work respondents were chosen at random from the entire population of the selected companies i.e. IBM, TCS, Oracle and Infosys. The prominent companies in IT sector of India comprising of both domestic and international.

There are four types of probability sampling that are standard across disciplines out of which stratified random sampling was adopted in this study.

#### **5.4.4.2 Stratified Random Sampling**

Here the entire population is divided into various mutually exclusive and collectively exhaustive strata (group). Each stratum is then sampled out of which the respondents are selected randomly. In this study the researcher intends to choose representative randomly from each category to fill up the questionnaire designed for research purpose.

The population was categorized into mutually exclusive group such as age group, gender group, physically challenges group, representative from each hierarchy level etc. from which samples were drawn by the researcher. About 210 IT personnel from different hierarchy level i.e. lower management level, middle management level and higher management level were randomly selected for this research work from the selected MNC's.

To obtain a sample size that is adequate to the objective of the study, 25% of the target population was drawn proportionally in each stratum. A sample size of 53 respondents was used for this study. The sample size distribution is as follows:

**Table 5.2**  
**Sample Size Distribution**

| S.NO. | CATEGORY                | POPULATION | PERCENTAGE | SAMPLE<br>(N)= N*%age |
|-------|-------------------------|------------|------------|-----------------------|
| 1     | Higher Level Management | 7          | 25%        | 2                     |
| 2     | Middle Level Management | 70         | 25%        | 18                    |
| 3     | Lower Level management  | 133        | 25%        | 33                    |
| Total |                         | 210        |            | 53                    |

To get in depth information of official perceptions and their experience regarding diversity management, the officials and executives of the organization working in HR department were selected accordingly, after all organizational leaders, officials and executives employed in HR department are responsible for developing and promoting organizational culture and practices so their input were extremely valuable while considering diversity issues.

### **5.5 Research Method**

Survey method was adopted by the researcher to collect primary data for this study. A survey is a data collection tool used to gather information about individuals focusing on a wide range of things, including personal facts, attitudes, past behaviours and opinion. Survey research provides a quantitative or numeric description of trends, attitudes or opinions of a population by studying a sample of that population. It includes cross sectional or longitudinal studies using questionnaire or structured

interviews for data collection with the intent of generalizing from a sample to population (Fowler, 2008).

The survey methodology is an important protocol specifically aiming at overseeing and coordinating survey research designs, database modelling and data release. Surveys are generally standardized to ensure that they have reliability and validity.

### **5.5.1 Research Instrument**

#### **a. Questionnaire Survey**

According to Parahoo (1997) a research instrument is a tool used to collect data. An instrument is a tool well designed to measure knowledge attitude and skills. An ideal research instrument results in measuring the data that are relevant, accurate, objective, sensitive and efficient. To employ survey effectively questionnaire was prepared with well defined questions based on goals and objectives of the research undertaken. It had both open ended and close ended questions to collect the relevant information. A five point Likert scale was used to record survey responses. HR managers of selected companies were approached to get opinion about diversity management practices and obstacles present in industry.

Questionnaire used was constructed by adopting and then modifying the questionnaires of several related research journals so as to ensure higher validity of the questions. Various research journals constituting well developed questionnaire were considered instead of constructing own questionnaire to conduct survey among the targeted respondents. The questionnaire was also based on the literature review of this research as it helped a lot in developing research ideas and producing questionnaire with good quality.

## **b. Questionnaire Design**

The questionnaire was constructed using the web based survey software Qualtrics. Qualtrics is a private research software company. Qualtrics research suite is an online survey software and act on relevant data. Being the most premiere online survey platform it's the most convenient way to get relevant insight. The entire survey was conducted online.

Online survey provides a wealth of opportunities and challenges for researchers. The field of online survey research is rapidly developing. Electronics method of survey data collection have been touted as the wave of the future with supporters citing speedy response, low cost and easy fielding as major benefits. They are effective for gathering information quickly and relatively inexpensively from geographically dispersed participants. The questionnaire was accessed by a link through survey invitation forwarded to all potential respondents through e-mail. The respondent completed the questionnaire by clicking on the link, responding to the questions and submitting it by using a submit button on the final page of the questionnaire. In web based surveys the questionnaire resides on a website.

The layout of the questionnaire was made simple so that the respondents can easily understand and answer them clearly. The questionnaire was based on the objectives of the study. The entire questionnaire was divided into following three sections:

**SECTION A:** this section was devoted to collect information regarding respondents demographic data which consist of elements such as gender, age, marital status, no. of children, working experience, educational level, position in the organisation, no. of subordinates etc.

**SECTION B:** this section of the questionnaire solicits information from employees in terms of diversity management and its influence on employee's performance. The questions aim at examining employee's

awareness of workplace diversity and its impact on organisation performance.

It helped in collecting information regarding presence of diversified culture in their organization and its effect on organization productivity, practices and programmes incorporated to conduct diversity management process effectively also identifying potential drivers for diversity management and extent to which diversity is central to the activities of their department and how important role does it play in enhancing the productivity of their department along with identifying major barriers hindering diversity management progress.

**SECTION C:** Questions in this section aims at collecting personal opinion of each respondent regarding workforce diversity and its impact on organisation performance. Identifying major loopholes observed in management while executing diversity management.

## **5.6 Data Processing**

A researcher has to make plans for each and every stage of the research process. Therefore, after collection of data raw data is converted into meaningful statement which involves the most important stages of research process i.e. data processing, data analysis, data interpretation and data presentation.

Data processing involves various manipulations necessary for preparing the data for analysis. It refers to certain operations such as editing, coding, and computing of the scores.

### **5.6.1 Editing of the Data**

Editing plays a pivotal role in the direction of the errors, omission and correction of those errors made by either researcher or respondents. This results in increase in the degree of accuracy, consistency and

homogeneity. Here, scrutiny of all completed questionnaire takes place in a very careful manner. Information gathered during data collection may lack uniformity. While going through this process errors in grammar or wording are also checked to ensure that the information provided is accurate, complete and consistent.

### **5.6.2 Data Checking**

After retrieving the entire questionnaire submitted by the respondents. Reliability test was conducted to measure the credibility of the questions and to detect any problem. The reliability test was conducted to ensure the measurements are reliable and consistent. To ensure any further corrections or amendments that is required before conducting the real survey.

### **5.6.3 Data Coding**

This step involves assignment of some symbols either alphabetical, numerals or both to each response of the question. The purpose of coding is to translate raw data into numerical or alphabetical data in a much efficient manner which is further counted and tabulated. In this study researcher performs coding in a given below manner:

In Section A of the questionnaire question one seeking gender information “Male” is coded as 1 and “Female” is coded as 2. For question two seeking marital status “Married “ is coded as 1, “Unmarried” is coded as 2 and “Others” is coded as 3. In question three seeking no. of children status “0-1” is coded as 1, “2-3” is coded as 2 and “>3” is coded as 3. Question four & five had dropdown list format. While Question six to eleven all were numerically coded as above.

In Section B & C questions exhibiting Likert scale were coded as Q10 of section B was coded as “No Impact” coded as 1, “Little Impact” as 2, “Uncertain” as 3, “Some Impact” as 4 and “Major Impact” as 4, while Q8 of



section C was coded as “Strongly disagree” coded as 1, “Disagree” as 2, “Neutral” as 3, “Agree” as 4 and “Strongly Agree” as 5.

Whereas Q2 & Q7 of Section B constituted side by side matrix multiple choice question pattern which were coded as: In Q2 Feedback Mechanism Used “Yes” as 1 and “No” as 2; Feedback Mechanism Used Effectiveness “High” as 1, “Medium” as 2, “Low” as 3. Q7 was coded as Activities Central “Not Central” as 1, “Very Central” as 2; Importance “Very Important” as 1, “Important” as 2 and “Less Important” as 3.

#### **5.6.4 Data Classification**

Data is further classified on the basis of measuring scale which categorizes data in different types of scales such as nominal, ordinal and Interval (i.e. Likert scale). In this study Nominal, ordinal and Likert scale was used. According to Sekaran, (2003) classifying data on the basis of scale measurement helps in distinguishing one variable from another. It's a tool that allows the researcher to assign subjects to certain categories or groups.

##### **a. Nominal Scale**

Section A of the questionnaire is designed according to nominal scale. Its the simplest type of scale which is used for labelling variables without any quantitative value such as Question one “Gender”, Q2 Marital Status.

##### **b. Ordinal Scale**

The simplest ordinal scale is ranking. An ordinal scale allows you to interpret if object has more or less characteristic than other objects. Ordinal scale allows entities to be placed into groups that are in order but the differences between each order is not known for e.g. questions asked about the age or no. of children etc. Ordinal data would use non-parametric statistics like median and mode, rank order correlation. Mean cannot be defined as ordinal set.

### **c. Interval Scale**

Interval scales are numeric scales in which we can interpret exact differences between values. In contrast to ordinal scale which measures differences in order and not differences in the degree of order.

In this study Likert scale is used. According to Zikmund, (2003) Likert scale is used as a measure of attitude designed to allow respondents to indicate whether how strongly they agree or disagree with carefully constructed statements that range from very positive to negative towards as attitudinal object. In this questionnaire majority of questions in Section B & C are of Likert scale type. The Likert scale type questions had five responses which were assigned numerical score accordingly:

- c. Strongly Agree = 1
- d. Disagree = 2
- e. Neutral = 3
- f. Agree = 4
- g. Strongly Agree = 5

Likert scale data would use parametric statistical technique i.e. mean, standard deviation, correlation, regression and analysis of variations.

### **5.6.5 Data Transcribing**

This is the final step where coded data from the questionnaire are inserted manually into spreadsheet and will be transcribed into SPSS software version.20 for data analysis.

## **CHAPTER VI**

### **DISTRIBUTION OF RESPONDENTS ON THE BASIS OF DIVERSITY PARAMETERS**

The previous chapter presented the methodology adopted for the present study. The current chapter presents the statistical analysis of the data and interpretation of the results obtained. Data analysis involved coding of the responses, tabulating the data and performing several statistical computations using SPSS 20 software. SPSS 20 Statistical software was used to conduct various statistical analyses. To begin the statistical data analysis process descriptive statistics were calculated on the independent variables to summarize and describe the data collected whereas inferential statistics were used to reach the conclusion and make generalization about the data collected from the selected sample population.

This chapter describes the analysis of data followed by a discussion of the research findings. The findings obtained are further related to the research questions and objectives that guided the study. Zikmund, 2003 stated that data analysis is an application of reasoning to understand and interpret the data or information that has been collected through questionnaire.

Collected data was analyzed using descriptive and inferential statistics. Descriptive analysis namely frequency distribution, cross tabulation, measures of central tendency including mean and standard deviations were used to describe the characteristics of the data collected. Descriptive analysis was conducted to gather the details about the respondent's personal particulars such as age, gender, ethnicity, experience etc. whereas inferential analysis of the data involved following methods:

- Chi Square Test
- Cronbach Alpha Reliability Test

The chapter further provides discussion of the research findings from the result obtained. The discussions are in tandem with the literature review which involved theoretical and empirical studies discussed earlier.

The Data collected through questionnaire were analysed statistically by using the software package for social science (SPSS version 20). The software further enables to present data or information better through graphical presentation e.g. bar chart, histogram, pie chart etc.

The current chapter exhibits distribution of respondents on the basis of diversity parameters. The distribution is represented in the form of tables and graphs followed by their interpretation

## 6.1 Descriptive Analysis

### 6.1.1 Demographic Breakdown of the Data Collected

In the Section A of the questionnaire survey each respondent were asked questions regarding their demographic profile which included their gender, age, marital status, no. of children, ethnicity, category, experience, position in the organisation, educational level and no. of subordinates. This part displays the respondent's demographic characteristic based on frequency analysis.

**Table 6.1**  
**Distribution of Respondents In Terms of Gender**

| <b>Gender</b> | <b>Frequency</b> | <b>Percent</b> |
|---------------|------------------|----------------|
| <b>Female</b> | 65               | 31.0           |
| <b>Male</b>   | 145              | 69.0           |
| <b>Total</b>  | 210              | 100.0          |

**Source:** Data generated by SPSS version 20.0

**Figure 6.1**  
**Distribution of Respondents In Terms Of Gender**

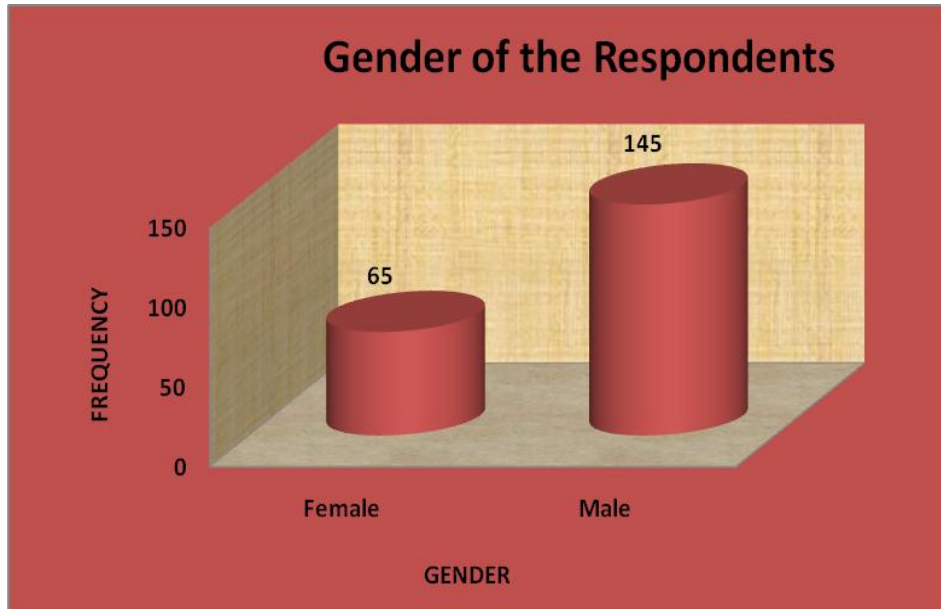


Table and Figure 6.1 indicate gender distribution of respondents. Gender is one dimension used to assess workforce diversity. Female respondents constituted 31% of respondents while 69% were male. In other words, from 210 respondents 145 of them are male while the remaining 65 are female.

**Table 6.2**  
**Company Wise Distribution of Respondents**

| Company      | Frequency  | Percent      |
|--------------|------------|--------------|
| IBM          | 48         | 22.9         |
| ORACLE       | 40         | 19.0         |
| INFOSYS      | 61         | 29.0         |
| TCS          | 61         | 29.0         |
| <b>Total</b> | <b>210</b> | <b>100.0</b> |

**Source:** Data generated by SPSS version 20.0

**Figure 6.2**  
**Company Wise Distribution of Respondents**

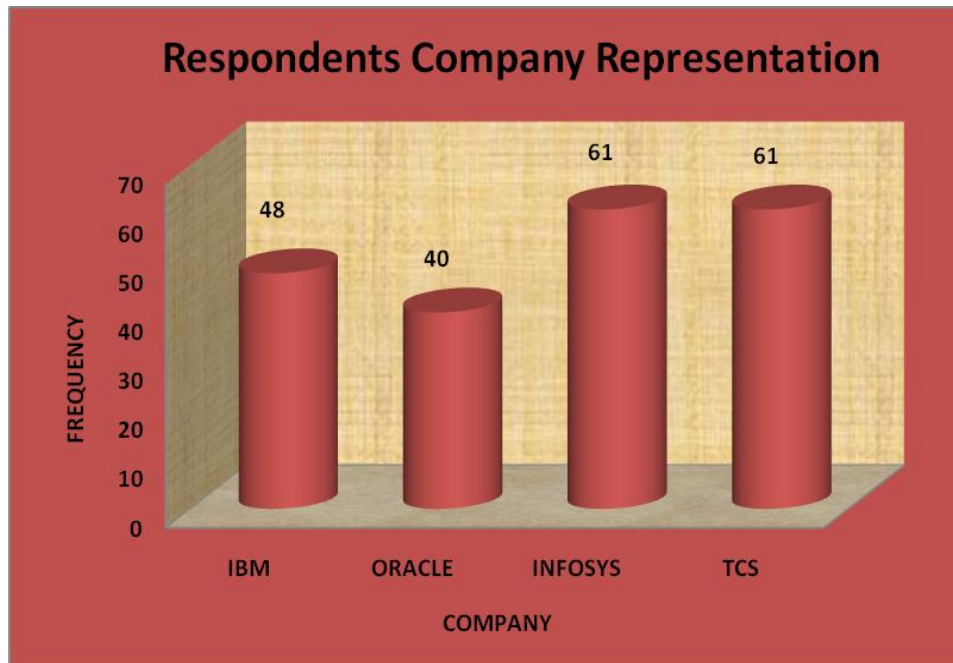


Table and Figure 6.2 shows that the majority of the respondents participated in the survey are working in Infosys and TCS accounting about 29% of the total respondents i.e. 61 each out of total 210 followed by IBM which accounted for 22.9% i.e. 48 respondents and Oracle constituted about 19.0% of the total population i.e. 40 respondents.

**Table 6.3**  
**Distribution of Respondents in Terms of Marital Status**

| Marital Status | Frequency | Percent |
|----------------|-----------|---------|
| Married        | 115       | 54.8    |
| Unmarried      | 90        | 42.9    |
| Others         | 5         | 2.4     |
| Total          | 210       | 100.0   |

**Source:** Data generated by SPSS version 20.0

**Figure 6.3**  
**Distribution of Respondents in Terms of Marital Status**

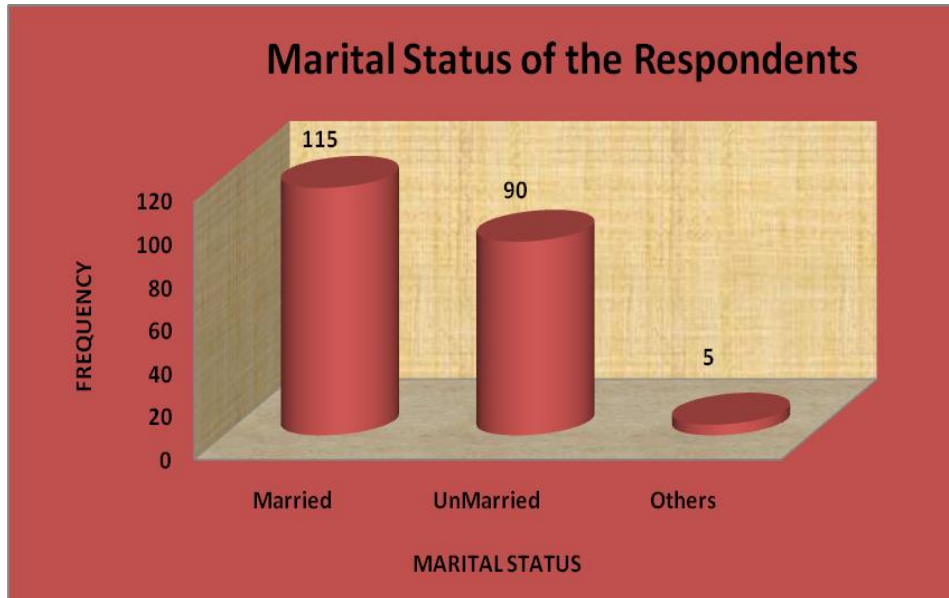


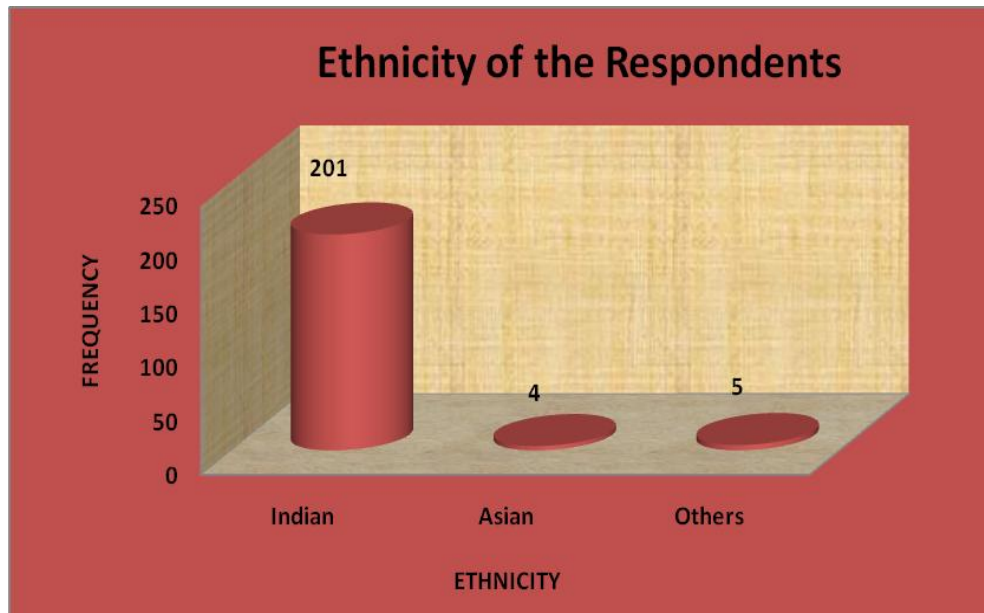
Table and Figure 6.3 represent marital status of the respondents. Around 54.8% i.e. 115 respondents were married and 42.9% i.e. 90 respondents were unmarried whereas 2.4% i.e. 5 respondents stated others as their marital status. The option others carries the probability to get featured amongst as gay, lesbian, widow or divorcee.

**Table 6.4**  
**Distribution of Respondents in Terms of Their Ethnicity**

| Ethnicity    | Frequency  | Percent      |
|--------------|------------|--------------|
| Indian       | 201        | 95.7         |
| Asian        | 4          | 1.9          |
| Others       | 5          | 2.4          |
| <b>Total</b> | <b>210</b> | <b>100.0</b> |

**Source:** Data generated by SPSS version 20.0

**Figure 6.4**  
**Distribution of Respondents in Terms of Their Ethnicity**



Ethnicity is another variable used to assess workforce diversity. Table and Figure 6.4 shows that the highest proportion of respondents are Indians constituting 95.7% of the total population(201 respondents) followed by others constituting 2.5% (5 respondents) and Asian with over 1.9% (4 respondents).

**Table 6.5**  
**Category Wise Distribution of Respondents**

| Categories   | Frequency  | Percent      |
|--------------|------------|--------------|
| Gen          | 163        | 77.6         |
| OBC          | 26         | 12.4         |
| SC           | 14         | 6.7          |
| ST           | 4          | 1.9          |
| PH           | 3          | 1.4          |
| <b>Total</b> | <b>210</b> | <b>100.0</b> |

**Source:** Data generated by SPSS version 20.0



**Figure 6.5**  
**Category Wise Distribution of Respondents**

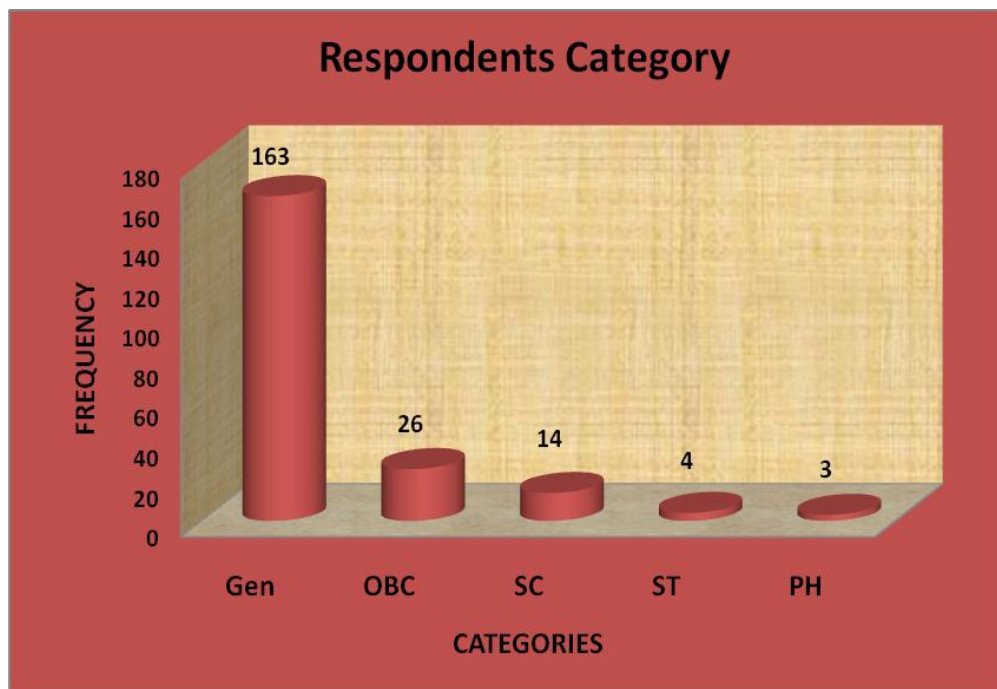


Table and Figure 6.5 indicates that majority of the respondents falls under general category (77.6% or 163 respondents) followed by OBC (12.4 % or 26 respondents), Scheduled caste (6.7% or 14 respondents), Scheduled tribe (1.9% or 4 respondents) and physically handicapped (1.4% or 3 respondents).

**Table 6.6**  
**Distribution of Respondents In Terms of Their Age Group**

| Age          | Frequency  | Percent      |
|--------------|------------|--------------|
| 20-29        | 139        | 66.2         |
| 30-39        | 66         | 31.4         |
| 40-49        | 5          | 2.4          |
| >50          | 0          | 0.0          |
| <b>Total</b> | <b>210</b> | <b>100.0</b> |

**Source:** Data generated by SPSS version 20.0

**Figure 6.6**  
**Distribution of Respondents In Terms Of Age Group**

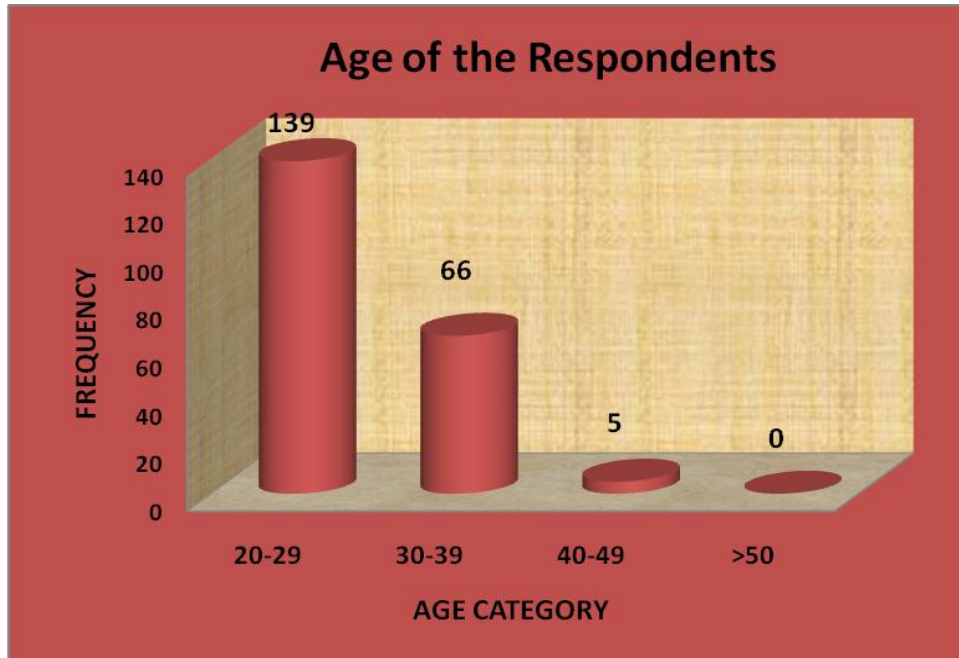


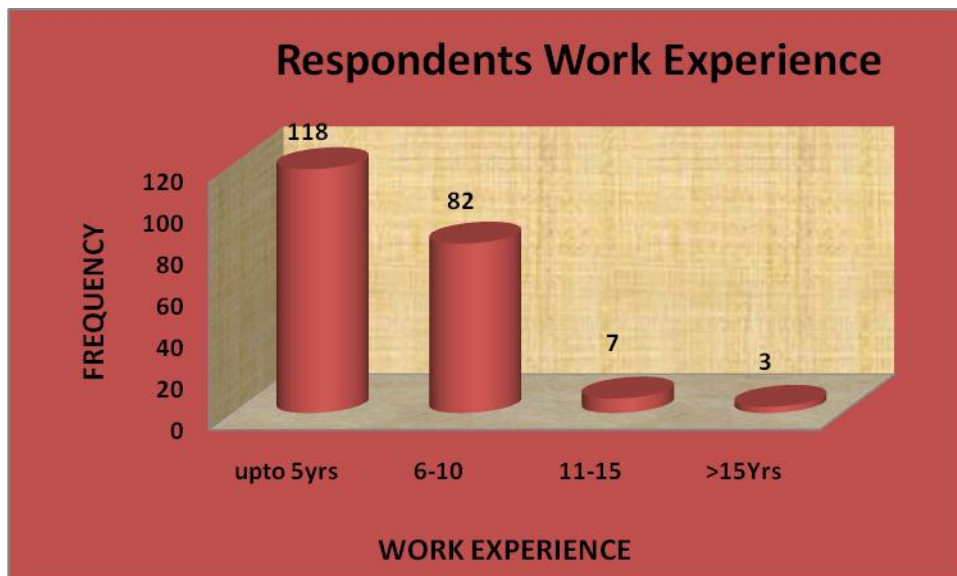
Table and Figure 6.6 show age group of the respondents. The majority of the respondents falls under the age group category of 22-29 years old (accounted for 66.2 % or 139 respondents) followed by the age group of 30-39 years old (31.4% or 66 respondents), 40-49 years old (2.4% or 5 respondents) and none in the category of age >50 years.

**Table 6.7**  
**Distribution of Respondents In Terms of Work Experience**

| Work Exp     | Frequency  | Percent      |
|--------------|------------|--------------|
| up to 5yrs   | 118        | 56.2         |
| 6-10         | 82         | 39.0         |
| 11-15        | 7          | 3.3          |
| >15Yrs       | 3          | 1.4          |
| <b>Total</b> | <b>210</b> | <b>100.0</b> |

**Source:** Data generated by SPSS version 20.0

**Figure 6.7**  
**Distribution of Respondents In Terms Of Work Experience**



The study sought to establish the level of accumulated years of experience seized by an individual. Table and figure 6.7 Indicates that majority of the respondents have up to 5 years of work experience. 56.2% i.e. 118 respondents had experience up to 5 years followed by 39.0% i.e. respondents having 6-10 years of experience, 3.3% i.e. 7 respondents with over 11-15 years of experience and 1.4% i.e. 3 respondents with above 15 years of experience.

**Table 6.8**  
**Distribution of Respondents In Terms Of Educational Qualification**

| <b>Educational Qualification</b> | <b>Frequency</b> | <b>Percent</b> |
|----------------------------------|------------------|----------------|
| <b>DIPLOMA</b>                   | 0                | 0              |
| <b>Under Graduate</b>            | 111              | 52.9           |
| <b>Post Graduate</b>             | 78               | 37.1           |
| <b>PhD</b>                       | 0                | 0.0            |
| <b>Others</b>                    | 21               | 10.0           |
| <b>Total</b>                     | 210              | 100.0          |

**Source:** Data generated by SPSS version 20.0

**Figure 6.8**  
**Distribution of Respondents In Terms Of Educational Qualification**

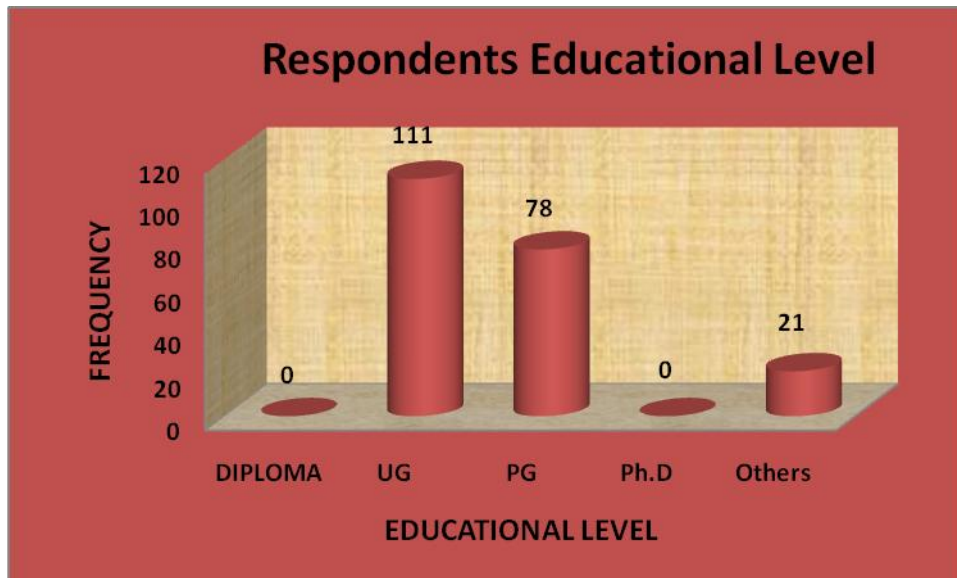


Table and Figure 6.8 indicate that most of the respondents were undergraduate degree holders. With over 52.9% (111 respondents) are undergraduates followed by 37.1% (78 respondents) being post graduates and others being 10% (21 respondents). While none of them were diploma holder or PhD degree holder.

**Table 6.9**  
**Distribution of Respondents On The Basis Of Their Position in the Organisation**

| Position_in_org  | Frequency  | Percent      |
|------------------|------------|--------------|
| Entry Level      | 41         | 19.5         |
| Executive        | 44         | 21.0         |
| Senior Executive | 59         | 28.1         |
| Manager          | 53         | 25.2         |
| Senior Manager   | 13         | 6.2          |
| <b>Total</b>     | <b>210</b> | <b>100.0</b> |

**Source:** Data generated by SPSS version 20.

**Figure 6.9**  
**Distribution of Respondents On The Basis Of Their**  
**Position in the Organisation**



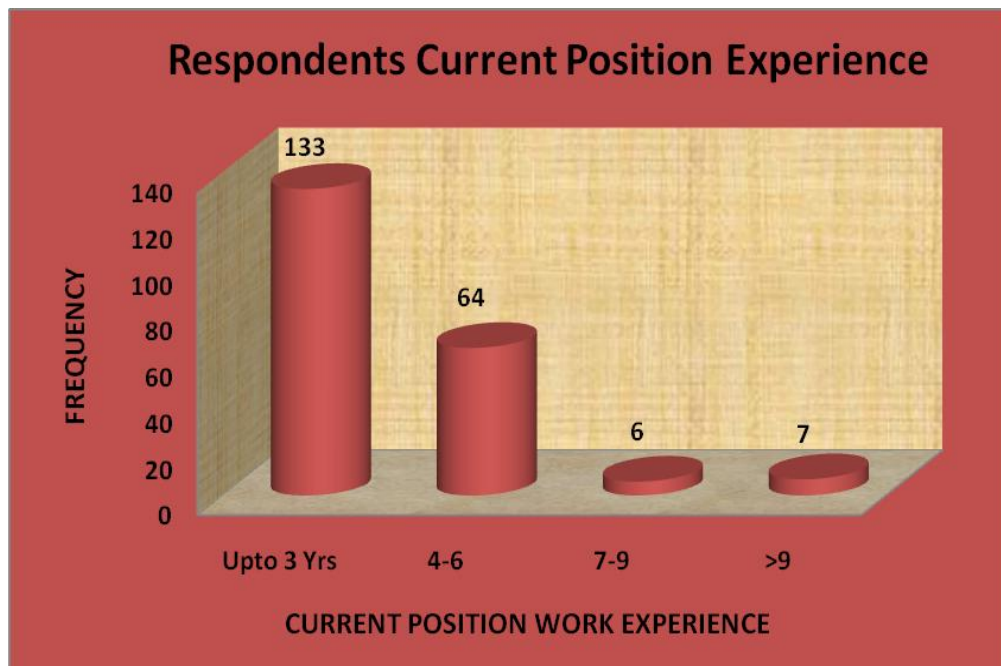
The study ought to show the organizational chart of the population. Employees were required to indicate their current job position. The result reflects that majority of the respondents i.e. 59 (28.1%) fall in the senior executive level while Managers accounting for 25.2% i.e. 53 respondents followed by executives accounting 21.0% (44 respondents) of the entire population whereas 19.5% i.e. 41 respondents holding entry level position and 6.2% i.e. 13 respondents designated as senior manager in their respective organization.

**Table 6.10**  
**Tenure Wise Distribution of Respondents**

| No. of years in Current Position | Frequency  | Percent      |
|----------------------------------|------------|--------------|
| Up to 3 Yrs                      | 133        | 63.3         |
| 4-6                              | 64         | 30.5         |
| 7-9                              | 6          | 2.9          |
| >9                               | 7          | 3.3          |
| <b>Total</b>                     | <b>210</b> | <b>100.0</b> |

**Source:** Data generated by SPSS version 20.0

**Figure 6.10**  
**Tenure Wise Distribution of Respondents**



As indicated in the table and figure 6.10 the result shows that 133 respondents i.e. 63.3% have worked up to 3 years of period under their current position followed by 64 respondents i.e. 30.5% with over 4-6 years under the same position while 7 respondents i.e. 3.3% claiming to have worked more than nine years and 6 respondents i.e. 2.9% claimed to have current position work experience amidst 7-9 years.

**Table 6.11**  
**Distribution of Respondents on The Basis Of**  
**No. of Subordinates Working Under Them**

| No. of Subordinates | Frequency  | Percent      |
|---------------------|------------|--------------|
| Up to 4             | 114        | 54.3         |
| 4-8                 | 38         | 18.1         |
| 8-12                | 33         | 15.7         |
| 12-16               | 25         | 11.9         |
| <b>Total</b>        | <b>210</b> | <b>100.0</b> |

**Source:** Data generated by SPSS version 20.0

**Figure 6.11**

**Distribution of Respondents on the Basis of  
No. of Subordinates Working Under Them**

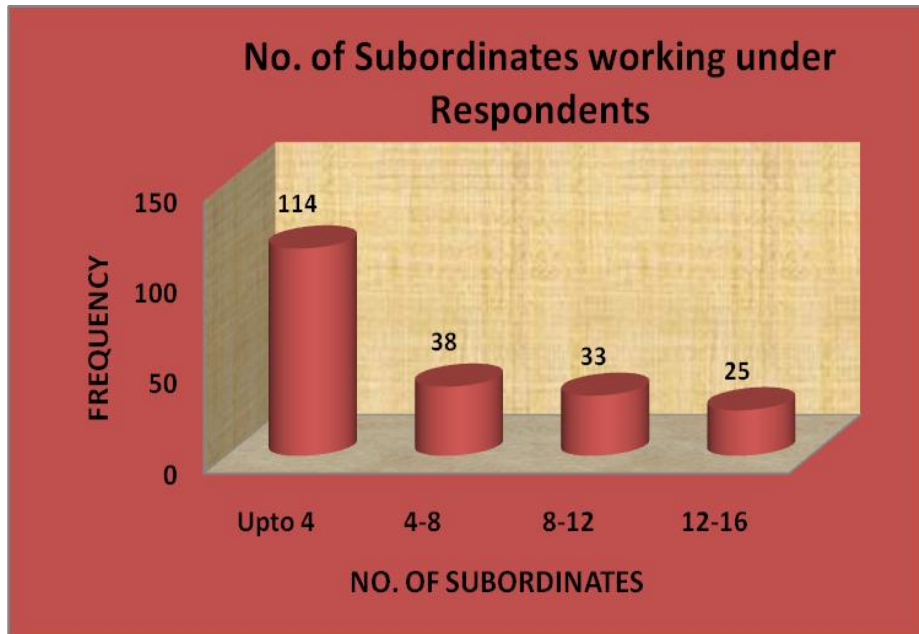


Table and figure 6.11 indicates the no. of subordinates working under their current position. The result shows that 54.3% (114 respondents) have up to 4 subordinates working under them. About 4-8 subordinates work under 18.1% (38) of the respondents and 8-12 subordinates work under 15.7% of the respondents. Only 11.9% of the respondents have 12-16 subordinates under them as indicated in the above table.

## 6.2.2 Demographic Cross Tabulation

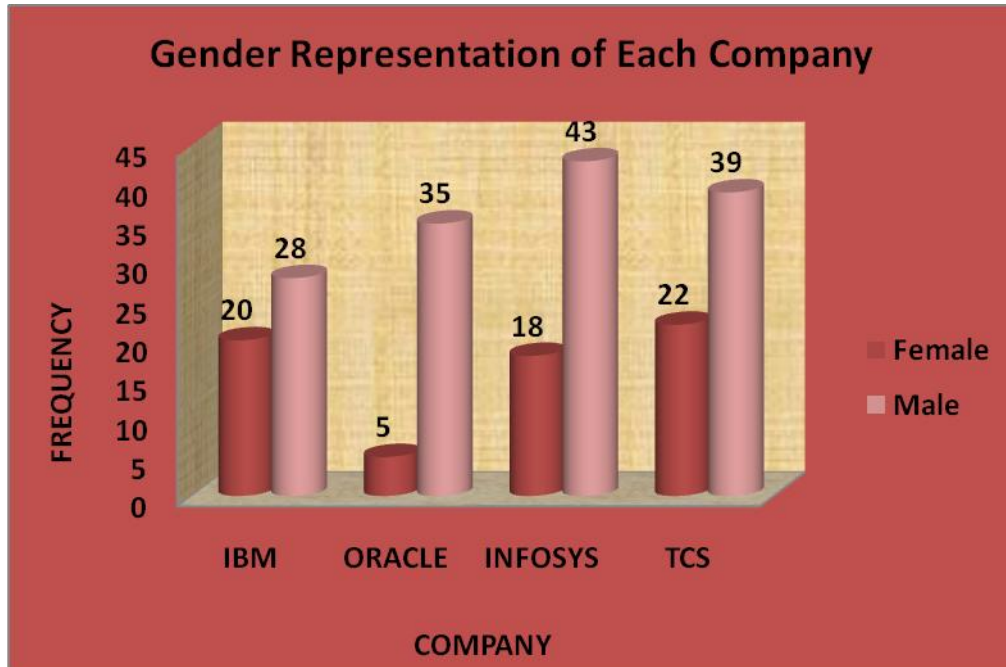
**Table 6.12**  
**Company and Gender Wise Distribution of Respondents**

| COMPANY |            | Gender |       | Total  |
|---------|------------|--------|-------|--------|
|         |            | Female | Male  |        |
| IBM     | Frequency  | 20     | 28    | 48     |
|         | Percentage | 41.7%  | 58.3% | 100.0% |
| ORACLE  | Frequency  | 5      | 35    | 40     |
|         | Percentage | 12.5%  | 87.5% | 100.0% |
| INFOSYS | Frequency  | 18     | 43    | 61     |
|         | Percentage | 29.5%  | 70.5% | 100.0% |
| TCS     | Frequency  | 22     | 39    | 61     |
|         | Percentage | 36.1%  | 63.9% | 100.0% |
| Total   | Frequency  | 65     | 145   | 210    |
|         | Percentage | 31.0%  | 69.0% | 100.0% |

**Source:** Data generated by SPSS version 20.0



**Figure 6.12**  
**Company and Gender Wise Distribution of Respondents**



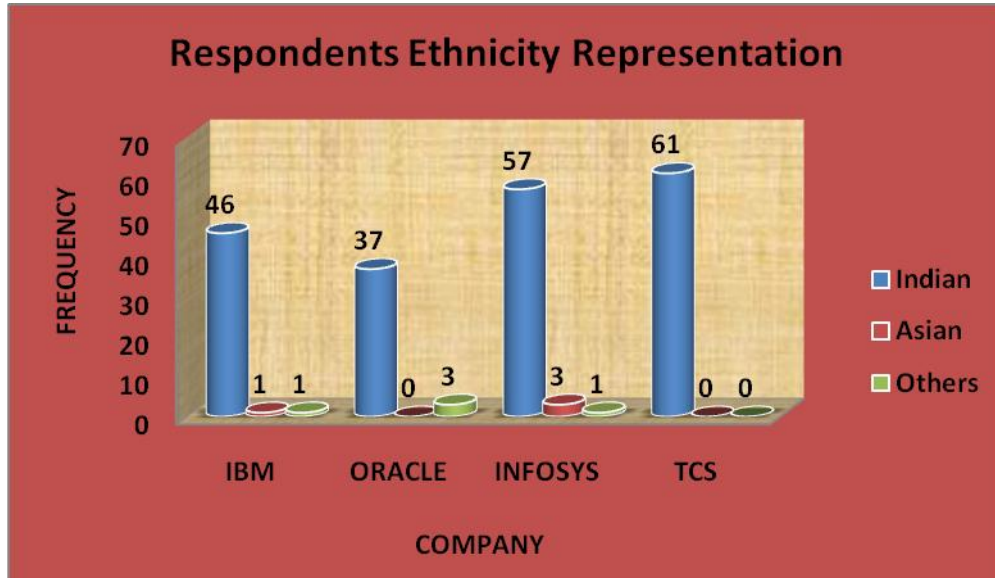
The study sought to find the gender of respondents participated from the selected organisation and the result is shown in table and figure 6.12. Results of cross tabulation reveal that about 41.7% i.e. 20 female and 58.3% i.e. 28 male represented IBM while from Oracle majority of the participants were male 87.5% i.e. 35 and 12.5% i.e. 5 were female about 87.5% i.e. 35 of the respondents from Infosys were male and 29.5% i.e. 18 were female and from TCS 63.9% i.e. 39 participants were male and 36.1% i.e. 22 were female.

**Table 6.13**  
**Distribution of Respondents On The Basis Of**  
**Company and Ethnicity**

| COMPANY |            | Ethnicity |       |        | Total  |
|---------|------------|-----------|-------|--------|--------|
|         |            | Indian    | Asian | Others |        |
| IBM     | Frequency  | 46        | 1     | 1      | 48     |
|         | Percentage | 95.8%     | 2.1%  | 2.1%   | 100.0% |
| ORACLE  | Frequency  | 37        | 0     | 3      | 40     |
|         | Percentage | 92.5%     | 0.0%  | 7.5%   | 100.0% |
| INFOSYS | Frequency  | 57        | 3     | 1      | 61     |
|         | Percentage | 93.4%     | 4.9%  | 1.6%   | 100.0% |
| TCS     | Frequency  | 61        | 0     | 0      | 61     |
|         | Percentage | 100.0%    | 0.0%  | 0.0%   | 100.0% |
| Total   | Frequency  | 201       | 4     | 5      | 210    |
|         | Percentage | 95.7%     | 1.9%  | 2.4%   | 100.0% |

**Source:** Data generated by SPSS version 20.0

**Figure 6.13**  
**Distribution of Respondents On The Basis Of Company and Ethnicity**



Under this section the study sought to find the ethnicity of the respondents amongst companies selected for the study and the results are shown in the table and figure 6.13. Based on the cross tabulation analysis result of the company and ethnicity it was found that from IBM majority of the respondents were Indians i.e. 95.8% (46 out of 48 respondents) while 2.1% respondents ethnicity constituted Asian and others. Whereas out of 40 respondents from Oracle Indians accounted for 92.7% (37 respondents) while others accounted for 7.5% (3 respondents).

From Infosys majority of the respondents 93.4% (57 out of 61 respondents) were identified as Indians followed by 4.9% (3 respondents) while remaining 1.6% (1 respondent) had other ethnic background and from TCS all the 61 respondents were Indians.

**Table 6.14**  
**Company and Category Wise Distribution of Respondents**

| COMPANY |   | Categories |       |       |      |      | Total  |
|---------|---|------------|-------|-------|------|------|--------|
|         |   | Gen        | OBC   | SC    | ST   | PH   |        |
| IBM     | F | 41         | 4     | 1     | 2    | 0    | 48     |
|         | P | 85.4%      | 8.3%  | 2.1%  | 4.2% | 0.0% | 100.0% |
| ORACLE  | F | 37         | 1     | 1     | 0    | 1    | 40     |
|         | P | 92.5%      | 2.5%  | 2.5%  | 0.0% | 2.5% | 100.0% |
| INFOSYS | F | 45         | 7     | 7     | 1    | 1    | 61     |
|         | P | 73.8%      | 11.5% | 11.5% | 1.6% | 1.6% | 100.0% |
| TCS     | F | 40         | 14    | 5     | 1    | 1    | 61     |
|         | P | 65.6%      | 23.0% | 8.2%  | 1.6% | 1.6% | 100.0% |
| Total   | F | 163        | 26    | 14    | 4    | 3    | 210    |
|         | P | 77.6%      | 12.4% | 6.7%  | 1.9% | 1.4% | 100.0% |

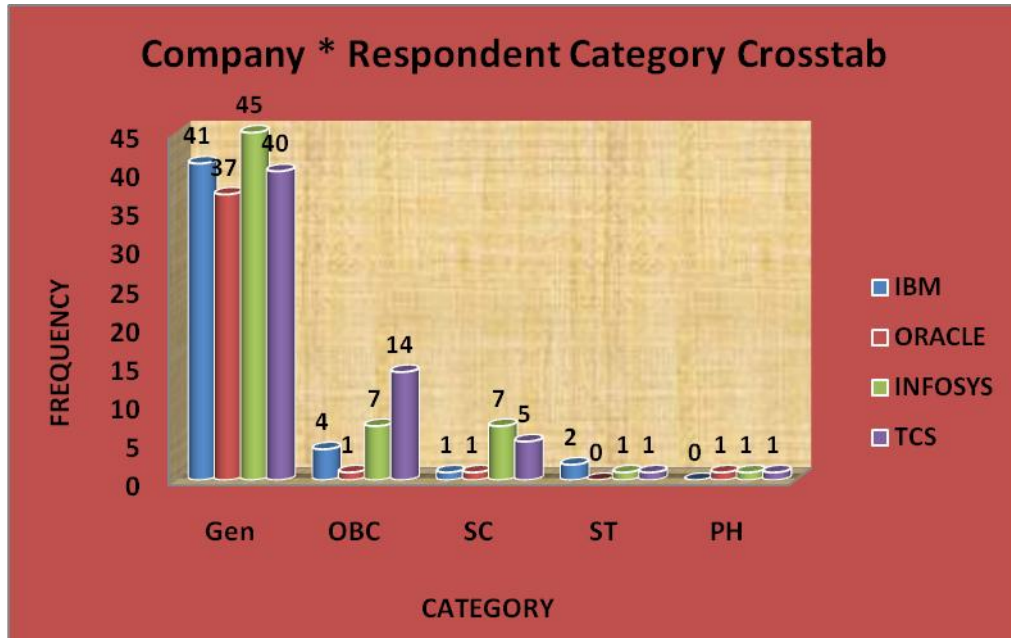
**Source:** Data generated by SPSS version 20.0

F: Frequency

P: Percentage

Figure 6.14

Company and Category Wise Distribution of Respondents



Based on the cross tabulation results of company and category it was found that out of total 48 respondents from IBM majority of them came under General category i.e. 85.4% (41 respondents) while 8.3% (4 respondents) came under OBC, 4.2% (2 respondents) ST and 2.1% (one respondent) SC. Whereas in Oracle out of total 40 respondents 92.5% were of general category while 2.5% i.e. 01 respondent were OBC, SC and ST each. 45 respondents out of total 61 i.e. 73.8% from Infosys were from general category, 11.5% (7 respondents) were OBC & SC each and 1.6% (01 respondent) being of ST & PH category.

From TCS out of 61 respondents majority accounted for general category i.e. 65.6% (40 respondents) while 23% (14 respondents) accounted for OBC category, 8.2% (5 respondents) as SC and rest 1.6% i.e. one respondent each from ST & PH category as indicated in the table and figure 6.14.

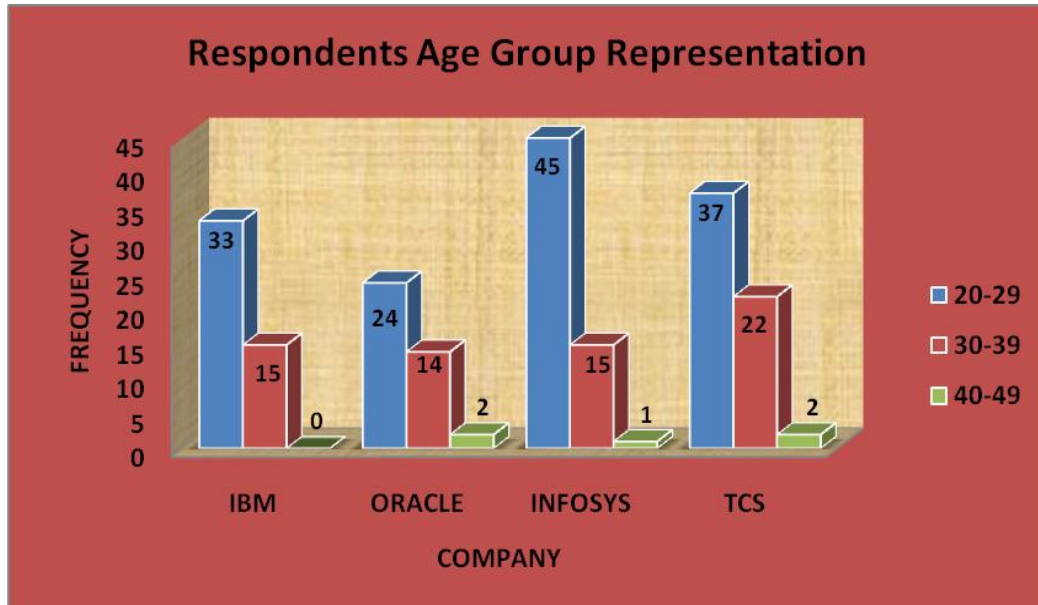
**Table 6.15**

**Distribution of Respondents in Terms of Company and Age Group**

| COMPANY |            | Age   |       |       | Total  |
|---------|------------|-------|-------|-------|--------|
|         |            | 20-29 | 30-39 | 40-49 |        |
| IBM     | Frequency  | 33    | 15    | 0     | 48     |
|         | Percentage | 68.8% | 31.3% | 0.0%  | 100.0% |
| ORACLE  | Frequency  | 24    | 14    | 2     | 40     |
|         | Percentage | 60.0% | 35.0% | 5.0%  | 100.0% |
| INFOSYS | Frequency  | 45    | 15    | 1     | 61     |
|         | Percentage | 73.8% | 24.6% | 1.6%  | 100.0% |
| TCS     | Frequency  | 37    | 22    | 2     | 61     |
|         | Percentage | 60.7% | 36.1% | 3.3%  | 100.0% |
| Total   | Frequency  | 139   | 66    | 5     | 210    |
|         | Percentage | 66.2% | 31.4% | 2.4%  | 100.0% |

**Source:** Data generated by SPSS version 20.0

**Figure 6.15**  
**Distribution of Respondents in Terms of Company and Age Group**



The study results indicate that majority of respondents representing IBM falls within the age group of 20-29 accounting about 68.8% and 31.2% of respondents under 30-39 out of total 48. While respondents from Oracle represents between the age group 20-29 accounted for 60% (24 respondents) followed by 35% (14 ) within the age group of 30-39 and 5% (2 respondents) in the age group of 40-49. Whereas from TCS majority belonged to the age group of 20-29 i.e. 60.7% (37 respondents) followed by 36.1% (22 respondents) belonging to the age group of 30-39 and rest 3.3% (2) under 40-49 age category.

From Infosys 73.8% i.e. 45 out of 61 respondents represented 20-29 years of age group whereas 30-39 years of age group constituted about 24.6% i.e. 15 respondents while 1.6% i.e. one respondent came under 40-49 age group. None of the respondents from any of the company had age greater than fifty.

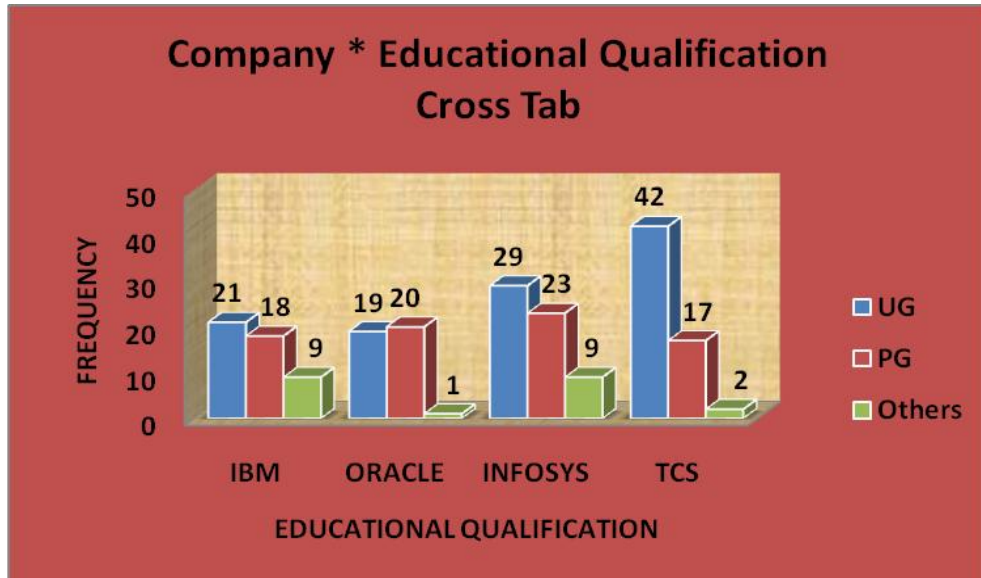
**Table 6.16**  
**Distribution of Respondents in Terms of Company and**  
**Educational Qualification**

| COMPANY |            | Educational Qualification |       |        | Total  |
|---------|------------|---------------------------|-------|--------|--------|
|         |            | UG                        | PG    | Others |        |
| IBM     | Frequency  | 21                        | 18    | 9      | 48     |
|         | Percentage | 43.8%                     | 37.5% | 18.8%  | 100.0% |
| ORACLE  | Frequency  | 19                        | 20    | 1      | 40     |
|         | Percentage | 47.5%                     | 50.0% | 2.5%   | 100.0% |
| INFOSYS | Frequency  | 29                        | 23    | 9      | 61     |
|         | Percentage | 47.5%                     | 37.7% | 14.8%  | 100.0% |
| TCS     | Frequency  | 42                        | 17    | 2      | 61     |
|         | Percentage | 68.9%                     | 27.9% | 3.3%   | 100.0% |
| Total   | Frequency  | 111                       | 78    | 21     | 210    |
|         | Percentage | 52.9%                     | 37.1% | 10.0%  | 100.0% |

**Source:** Data generated by SPSS version 20.0



**Figure 6.16**  
**Distribution of Respondents in Terms of Company and**  
**Educational Qualification**



The table and figure 6.16 examines the result of cross tabulation between company and respondents educational qualification. It was found that majority of the respondents covered from IBM were graduates with over 43.8% (21) respondents followed by 37.5% (18) being post graduates while 18.8% (09) had other kind of educational qualification. From Oracle almost half of the respondents covered i.e. 50% (20) were post graduates closely followed by 47.5% (19) respondents being graduates and 2.5% (01) having others as their educational qualification. Whereas from Infosys number of graduates accounts for 47.5% (29 out of total 61) respondents, post graduates accounts for 37.7% (23) and 14.8% (09) as others.

In case of TCS maximum respondents have UG as their highest qualification such respondent's accounts for about 68.9% (42) while 27.9% (17) had post graduation as their highest qualification and remaining 3.3% (02) had other kind of qualification. None of the respondents were diploma holder or PhD as their educational qualification.

**Table 6.17**  
**Distribution On The Basis Of Company and Respondents Position in**  
**the Organisation**

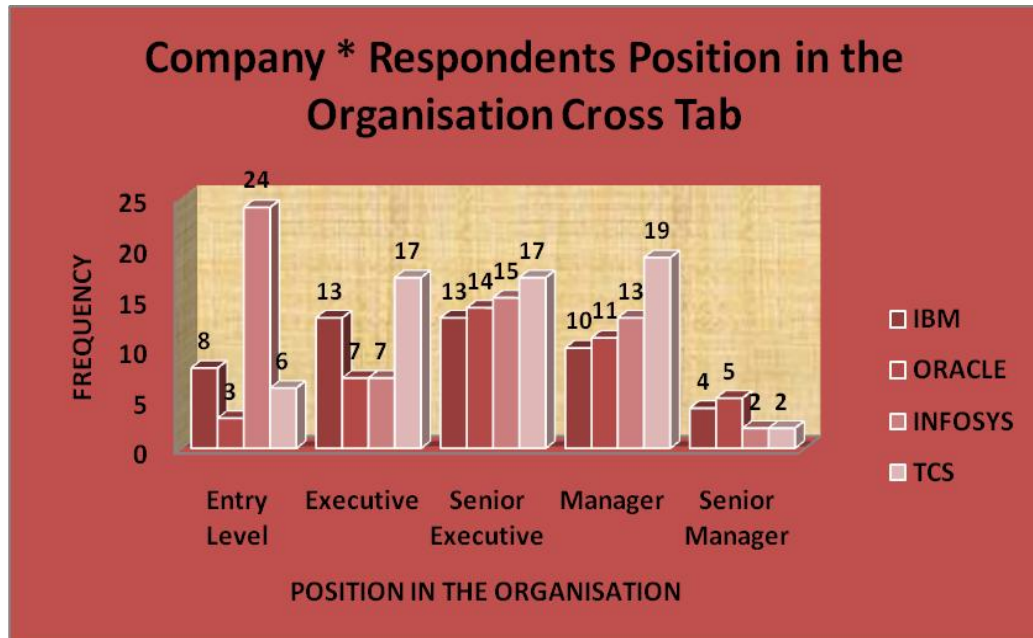
| COMPANY |   | Position in the Organisation |       |       |       |       | Total  |
|---------|---|------------------------------|-------|-------|-------|-------|--------|
|         |   | EL                           | Ex    | SE    | M     | SM    |        |
| IBM     | F | 8                            | 13    | 13    | 10    | 4     | 48     |
|         | P | 16.7%                        | 27.1% | 27.1% | 20.8% | 8.3%  | 100.0% |
| ORACLE  | F | 3                            | 7     | 14    | 11    | 5     | 40     |
|         | P | 7.5%                         | 17.5% | 35.0% | 27.5% | 12.5% | 100.0% |
| INFOSYS | F | 24                           | 7     | 15    | 13    | 2     | 61     |
|         | P | 39.3%                        | 11.5% | 24.6% | 21.3% | 3.3%  | 100.0% |
| TCS     | F | 6                            | 17    | 17    | 19    | 2     | 61     |
|         | P | 9.8%                         | 27.9% | 27.9% | 31.1% | 3.3%  | 100.0% |
| Total   | F | 41                           | 44    | 59    | 53    | 13    | 210    |
|         | P | 19.5%                        | 21.0% | 28.1% | 25.2% | 6.2%  | 100.0% |

**Source:** Data generated by SPSS version 20.0

F: Frequency, P: Percentage

EL: Entry Level, Ex: Executive, SE: Senior Executive, M: Manager, SM: Senior Manager.

**Figure 6.17**  
**Distribution On The Basis of**  
**Company and Respondents Position in the Organisation**



The study sought to find the respondent's position in the organisation selected for the study. The result reveals that out of total respondents of IBM i.e. 48 respondents with entry level accounted for 16.7%, executive accounted for 27.1% (13), manager 20.8% (10) and senior manager 8.3% (04). In Oracle majority of respondents held senior executive position i.e. 35% (14 respondents) while 27.5% respondents held managers position, 17.5% held executive position, 12.5% held senior manager position and 7.5% (03) were entry level. Whereas the majority of respondents of Infosys held entry level position i.e. 39.3% (24 respondents), 21.3% held mangers position, 11.5% being executive and 3.3% at senior executive position.

The TCS data reveals that out of total 61 participants around 27.9% held executive and senior executive position each while majority of them held managers position i.e. 31.1% about 9.8% held entry level and 3.3% held senior manager level position.

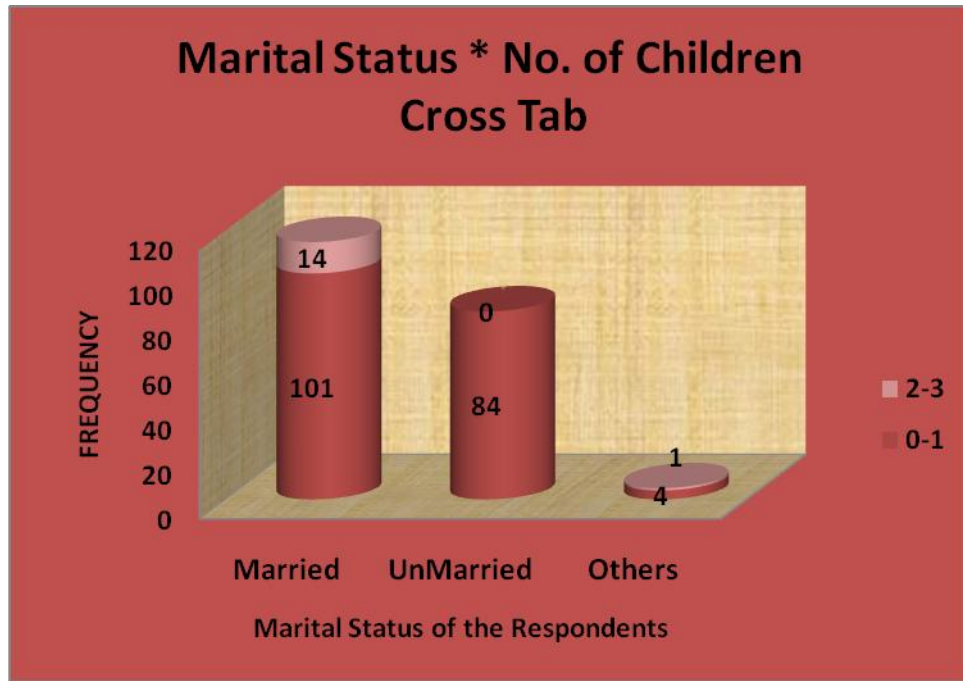
**Table 6.18**

**Distribution On The Basis Of Marital Status of Respondents and  
No. Of Children**

| <b>Marital Status</b> |            | <b>No. of Children</b> |            | <b>Total</b> |
|-----------------------|------------|------------------------|------------|--------------|
|                       |            | <b>0-1</b>             | <b>2-3</b> |              |
| <b>MARRIED</b>        | Frequency  | 101                    | 14         | 115          |
|                       | Percentage | 87.8%                  | 12.2%      | 100.0%       |
| <b>UNMARRIED</b>      | Frequency  | 84                     | 0          | 84           |
|                       | Percentage | 100.0%                 | 0.0%       | 100.0%       |
| <b>OTHERS</b>         | Frequency  | 4                      | 1          | 5            |
|                       | Percentage | 80.0%                  | 20.0%      | 100.0%       |
| <b>TOTAL</b>          | Frequency  | 189                    | 15         | 204          |
|                       | Percentage | 92.6%                  | 7.4%       | 100.0%       |

**Source:** Data generated by SPSS version 20.0

**Figure 6.18**  
**Distribution On The Basis Of Marital Status of Respondents and**  
**No. Of Children**



The study sought to cross tab respondents marital status and no. of children. The result indicates that 87.8% i.e. 101 out of total 115 married respondents either have one child or none and 12.2% i.e. 14 married respondents have either two or three children. None of the married respondents have more than three children.

While 4 out of 5 respondents having others as their marital status either has one child or none. Remaining percent of the respondents is unmarried.

## **CHAPTER VII**

### **PRESENTATION AND ANALYSIS OF EMPIRICAL RESULT**

This chapter represents the reliability & internal consistency of the survey instrument and inferential analysis of the data collected. The chapter is divided into two sections. Section A exhibits hypotheses testing and Section B is based on analysis of research objectives

#### **7.1 Cronbach's Alpha Coefficient Reliability & Internal Consistency Test**

Reliability analysis is important and widely used in measuring the accuracy of the study. Garson, (2006) stated that reliability could be measured by Cronbach's alpha coefficient. Cronbach's alpha test was used to test internal reliability of the instrument. It was done to test the questionnaire and survey technique.

Cronk, (2012) noted that Cronbach's alpha is a measure of internal consistency and an important test of reliability. He further observed that this test is most commonly used when there are multiple Likert type scale questions in a survey questionnaire. According to Zinbarg, (2005) Cronbach's alpha is a coefficient of reliability that gives an estimation of data generalization without any bias. Hence, the measurement is free from error and yield consistent results.

For the current study reliability of the instrument was analysed using Cronbach's alpha which further helped to determine the level of accuracy and reliability of the obtained data from the study. Item analysis was conducted to determine the internal consistency and reliability of each individual item and sub scale. The result enables the researcher to know if the survey instrument used was reliable and was able to catch the

required data. Mugenda & Mugenda, (1999) stated that pretesting ensures that the items in the instrument were stated clearly and had the same meaning to all the respondents.

Below is the description of how coefficient alpha is labelled and deciphered:

**Table 7.1**  
**Internal Consistency (Coefficient Alpha)**

| Sc. No. | Coefficient Alpha | Level of Reliability  |
|---------|-------------------|-----------------------|
| 1       | 0.8-0.95          | Very Good reliability |
| 2       | 0.7-0.8           | Good Reliability      |
| 3       | 0.6-0.7           | Fair Reliability      |
| 4       | <0.6              | Poor Reliability      |

Table 7.1 indicates that level of reliability less than 0.6 is considered as poor, level amidst 0.6-0.7 sought to be fair in reliability while level from 0.7-0.8 range is considered as acceptable and lastly reliability above 0.8 is considered as very good.

The following computations were carried out to measure the internal consistency and reliability of the items included in the survey instrument.

**Table 7.2**  
**Reliability and Internal Consistency Test**

| Sc. No. | Constructs                 | Coefficient Alpha | No. of Items |
|---------|----------------------------|-------------------|--------------|
| 1       | Success Areas              | 0.78              | 10           |
| 2       | Barriers                   | 0.92              | 9            |
| 3       | Potential Drivers          | 0.83              | 7            |
| 4       | Diverse Workforce Benefits | 0.9               | 7            |

**Source:** Data generated by SPSS version 20.0

Table 7.2 exhibits that there are four constructs and total of 33 items were measured by Cronbach's alpha reliability test in the questionnaire. The said test was conducted to test the internal consistencies and stability of the multi item scale. Closer the Cronbach's alpha to the value of 1 the higher the internal consistency of the particular item.

First construct, Success Areas was measured with 10 items. These 10 items indicated various areas in which organisation have achieved success through diversity management. A Cronbach's alpha of 0.78 indicates good internal consistency and reliability.

Second construct, Barriers was assessed with 9 items which indicates barriers hindering diversity management progress. A Cronbach's alpha of 0.92 indicates higher internal consistency and very good reliability.

Third construct, Potential Drivers was measured with 7 items which focused on potential drivers that encouraged diversity management at the workplace. A Cronbach's alpha of 0.83 indicated sufficient internal consistency and very good reliability.

Fourth construct, Diverse Workforce Benefits was measured with 7 items which focused on various benefits a diverse workforce introduces in an organisation. A Cronbach's alpha of 0.90 indicates higher internal consistency and very good reliability.

Overall the construct Barriers, Potential Drivers and Diverse Workforce Benefits shows very good reliability and the remaining construct i.e. Success Areas shows good reliability in this questionnaire.

In conclusion the reliability coefficient of all examined constructs in the questionnaire is acceptable. All the constructs displays Cronbach's alpha more than 0.6 which signifies higher internal consistency and good reliability of the questionnaire. Hence, this questionnaire is distributed to 210 targeted respondents.



## **7.2 Section A: Hypotheses Testing**

Researcher proposed to test three theoretical arguments in this study. Hypotheses testing were undertaken using chi square calculations. The analysis was conducted using SPSS 20.

### **7.2.1 Inferential Analysis**

#### **A. Chi Square Test**

The chi square test is known as the test of goodness of fit and chi square test of Independence. In the chi square test of independence, frequency of nominal variable is compared with the theoretical expected frequency. It is based on the differences between the actual observed frequencies in the cells and the frequencies that would be expected if there were no association between the variables (Calder, 1996). In order to relate the chi square value to the significant level the number of degrees of freedom (df) associated with the cross tabulation are taken in to consideration (Bryman and Cramer, 1997, 1970).

#### **Hypothesis One**

**H<sub>0</sub>**: Diversity at workplace hasn't brought any significant growth in the software companies of India.

**H<sub>1</sub>**: Diversity at workplace has brought significant growth in the software companies of India.

Hypothesis one sought to investigate the relationship between the theoretical assumptions whether presence of workforce diversity has brought positive impact on organisation performance. If yes, then what are the parameters of success the organisation has attained through diverse workforce? To attain empirical evidence the survey participants were asked to answer "Yes" or "No" to the question "Does existence of workforce diversity have positive impact on your organisation performance". They were also asked to scale the parameter of success

the organisation have attained through the presence of diverse workforce by responding them in the Likert scale form i.e. Strongly Disagree, Disagree, Neutral, Agree and Strongly Agree.

To test this hypothesis both of these nominal variables (one with more than two classification levels) has to be taken into consideration. Therefore, a 2\*4 contingency table was constructed and a chi square distribution was employed as a statistical measure. Since, the chi square distribution is non-parametric test, assumptions of normality and homogeneity of variance were assumed to be adequate for this evaluation (Ary, Jacobs & Razaveih, 1985).

Existence of Workforce Diversity showing positive impact on organisation performance

**Parameters:**

**Table 7.3**  
**Diverse Workforce vis-a-vis Accurately Identifying the Needs of the Diverse Clientele**

| <b>Chi-Square Test</b>              |              |           |                              |
|-------------------------------------|--------------|-----------|------------------------------|
|                                     | <b>Value</b> | <b>df</b> | <b>Asymp. Sig. (2-sided)</b> |
| <b>Pearson Chi-Square</b>           | 18.074       | 4         | 0.001                        |
| <b>Likelihood Ratio</b>             | 17.934       | 4         | 0.001                        |
| <b>Linear-by-Linear Association</b> | 15.600       | 1         | 0.000                        |
| <b>N of Valid Cases</b>             | 200          |           |                              |

**Source:** Data generated by SPSS version 20.0

There is a significant association between existence of workforce diversity showing positive impact on organisation performance when correlated with

diverse workforce more accurately identifies the needs of the diverse clientele.

In this instance the Pearson chi square value is 18.074 with four degree of freedom and the significance level is 0.001 as indicated in the table 7.3. So, the result is statistically significant at 0.01 levels in other words the variables are probably related to each other. Hence, the existence of workforce diversity has positive impact on the organisation performance as diverse workforce more accurately identifies the needs of diverse clientele.

Employees from diverse ethnic and linguistic background are better able to serve people from their communities as well as increase the language and cultural capacity in an organisation. Like, an employee with a disability is more acquainted to the needs of others belonging to the disable community.

**Table 7.4**  
**Diverse Workforces vis-a-vis Allowing Wide Variety of Skills**

| <b>Chi-Square Test</b>              |              |           |                              |
|-------------------------------------|--------------|-----------|------------------------------|
|                                     | <b>Value</b> | <b>df</b> | <b>Asymp. Sig. (2-sided)</b> |
| <b>Pearson Chi-Square</b>           | 12.451       | 4         | 0.014                        |
| <b>Likelihood Ratio</b>             | 11.804       | 4         | 0.019                        |
| <b>Linear-by-Linear Association</b> | 9.306        | 1         | 0.002                        |
| <b>N of Valid Cases</b>             | 200          |           |                              |

**Source:** Data generated by SPSS version 20.0

The table 7.4 shows that diverse workforce due to their wide variety of skills are quite valuable and significantly brings positive impact on organisation performance. The result is statistically significant at 0.014 i.e. correlation is significant at 0.05 level (2-tailed). Existence of workforce diversity signifies range of skills and experiences, as well as ways of thinking and problem-solving skills in delivering broader access to game-changing ideas, methods and interests.

**Table 7.5**  
**Diverse Workforce vis-a-vis Innovation with Fresh Ideas**

| <b>Chi-Square Test</b>              |              |           |                              |
|-------------------------------------|--------------|-----------|------------------------------|
|                                     | <b>Value</b> | <b>df</b> | <b>Asymp. Sig. (2-sided)</b> |
| <b>Pearson Chi-Square</b>           | 10.237       | 4         | 0.037                        |
| <b>Likelihood Ratio</b>             | 10.551       | 4         | 0.032                        |
| <b>Linear-by-Linear Association</b> | 1.841        | 1         | 0.175                        |
| <b>N of Valid Cases</b>             | 200          |           |                              |

**Source:** Data generated by SPSS version 20.0

The result in the table 7.5 indicates that correlation is statistically significant at 0.037 i.e. at 0.05 level of significance (2 sided). In other words diverse workforce enhances innovation with fresh ideas which gradually has positive impact on organisation performance.

Diversity among employees can achieve better organisation performance by deploying the benefits of innovation and fresh ideas when it comes to out-of-the-ordinary creative tasks such as product development, cracking new markets or packaging.

**Table 7.6**  
**Diverse Workforce vis-a-vis Making Team Work A Learning Experience**

| <b>Chi-Square Test</b>              |              |           |                              |
|-------------------------------------|--------------|-----------|------------------------------|
|                                     | <b>Value</b> | <b>df</b> | <b>Asymp. Sig. (2-sided)</b> |
| <b>Pearson Chi-Square</b>           | 21.596       | 4         | 0.000                        |
| <b>Likelihood Ratio</b>             | 20.235       | 4         | 0.000                        |
| <b>Linear-by-Linear Association</b> | 17.311       | 1         | 0.000                        |
| <b>N of Valid Cases</b>             | 200          |           |                              |

**Source:** Data generated by SPSS version 20.0

The chi square value indicates significant association of diverse workforce with organisation performance. The relationship is significant at 0.000 level i.e. at 0.001 level of significance as represented in the table 7.6. The analysis shows that diverse workforce makes team work a learning experience which has a significant positive influence on the organisation performance.

**Table 7.7**  
**Diverse Workforce vis-a-vis Goodwill of an Organisation**

| <b>Chi-Square Test</b>              |              |           |                              |
|-------------------------------------|--------------|-----------|------------------------------|
|                                     | <b>Value</b> | <b>df</b> | <b>Asymp. Sig. (2-sided)</b> |
| <b>Pearson Chi-Square</b>           | 34.494       | 4         | 0.000                        |
| <b>Likelihood Ratio</b>             | 29.366       | 4         | 0.000                        |
| <b>Linear-by-Linear Association</b> | 23.301       | 1         | 0.000                        |
| <b>N of Valid Cases</b>             | 190          |           |                              |

**Source:** Data generated by SPSS version 20.0

In the table 7.7 the chi square value indicates significant association of diverse workforce with organisation performance. The relationship is significant at 0.000 level i.e. at 0.001 level of significance. The analysis shows that diverse workforce improves the goodwill of an organisation thus giving an organisation a competitive advantage by improving its shareholder value which is directly linked to corporate performance.

**Table 7.8**  
**Diverse Workforce vis-a-vis Improvement Of**  
**Morale of Organisational Manpower**

| <b>Chi-Square Test</b>                  |              |           |                                  |
|---|--------------|-----------|----------------------------------|
|   | <b>Value</b> | <b>df</b> | <b>Asymp. Sig.<br/>(2-sided)</b> |
| <b>Pearson Chi-Square</b>               | 65.841       | 4         | 0.000                            |
| <b>Likelihood Ratio</b>                 | 68.023       | 4         | 0.000                            |
| <b>Linear-by-Linear<br/>Association</b> | 35.598       | 1         | 0.000                            |
| <b>N of Valid Cases</b>                 | 195          |           |                                  |

**Source:** Data generated by SPSS version 20.0

The table 7.8 indicates Pearson correlation value 65.841 with degree of freedom of 4 at significance level 0.000 i.e. the correlation is significant at 0.001 level (2-Sided).

In other words existence of workforce diversity enhances organisation performance. Presence of it improves morale of organisation employees which positively impacts the productivity of an organisation.

**Table 7.9**  
**Diverse Workforce vis-a-vis Profit of an Organisation**

| <b>Chi-Square Test</b>              |              |           |                              |
|-------------------------------------|--------------|-----------|------------------------------|
|                                     | <b>Value</b> | <b>df</b> | <b>Asymp. Sig. (2-sided)</b> |
| <b>Pearson Chi-Square</b>           | 41.334       | 4         | 0.000                        |
| <b>Likelihood Ratio</b>             | 37.099       | 4         | 0.000                        |
| <b>Linear-by-Linear Association</b> | 33.808       | 1         | 0.000                        |
| <b>N of Valid Cases</b>             | 197          |           |                              |

**Source:** Data generated by SPSS version 20.0

The table 7.9 displays Pearson correlation value 41.334 with degree of freedom of 4 at significance level 0.000 i.e. the correlation is statistically significant at 0.001 level (2-Sided).

The correlation result does indicate that when companies commit themselves to diverse workforce, they are more successful. Companies with diverse workforce are believe to be able to win top talent and improve their customer orientation, employee satisfaction, and decision making, and all that leads to a virtuous cycle of increasing returns. They are more likely to have greater financial returns.

The above result indicates that there is significant association of diverse workforce with the organisation productivity. Existence of diverse workforce impacts profit of an organisation and influences the organisation performance. Majority of the respondent's response statistically signifies that workplace with diverse workforce gradually reap the benefit of gaining organisation performance.

## **Hypothesis 2**

**H<sub>0</sub>:** Successful leveraging of diverse workforce through diversity management does not affect employee's performance, satisfaction, commitment or their ability to adapt to changes of the globalized market.

**H<sub>2</sub>:** Companies that are successful in leveraging the diversity of their people through diversity management are more committed, more satisfied and are better able to adapt to changes of the globalized market.

In order to determine if diversity management had any positive influence on performance of employees the responses were cross tabulated and chi square test was performed to test the null hypothesis and analyse significant relationship between diversity management and performance of employees.

Chi square test was conducted to investigate existence of relationship with reference to various parameters. Morrison (1992) argues that organization can include diversity management as one of the criteria on which all employees will be assessed. In assessing the relationship workforce diversity management is taken as independent variable and various benefits gained through employee's job performance as dependent variable.

Hypothesis two sought to describe the relationship between the theoretical assumption whether diversity management has any positive influence on the performance of the employees. If yes, then what are the benefits organisations attain through diversity management? To attain empirical evidence the survey participants were asked to answer "Yes" or "No" to the question "Do you feel that diversity management has a positive influence on the performance of employees" if yes then respondents were further asked to specify the various benefits their organisation has witnessed in their employees.



Diversity management has a positive influence on the performance of employees.

**Parameters:**

**Table 7.10**  
**Diversity Management vis-a-vis Employee's Efficiency**

|                                     | Value | df | Asymp. Sig. (2-sided) |
|-------------------------------------|-------|----|-----------------------|
| <b>Pearson Chi-Square</b>           | 6.508 | 1  | 0.011                 |
| <b>Likelihood Ratio</b>             | 5.590 | 1  | 0.018                 |
| <b>Linear-by-Linear Association</b> | 6.471 | 1  | 0.011                 |
| <b>N of Valid Cases</b>             | 177   |    |                       |

**Source:** Data generated by SPSS version 20.0

From the chi square test result presented in table 7.10 it was found that since  $p$  (0.011) is less than the significant value 0.05 therefore, we conclude that with the obtained data there is evidence of a significant effect of diversity management on employee performance in terms of efficiency. The value of the chi square statistic is 6.508. This means that diversity management has a positive influence on the performance of the employee as it increases their efficiency.

**Table 7.11**  
**Diversity Management vis-a-vis Employee's Creativity**

|                                     | Value | df | Asymp. Sig. (2-sided) |
|-------------------------------------|-------|----|-----------------------|
| <b>Pearson Chi-Square</b>           | 4.475 | 1  | 0.034                 |
| <b>Likelihood Ratio</b>             | 4.078 | 1  | 0.043                 |
| <b>Linear-by-Linear Association</b> | 4.448 | 1  | 0.035                 |
| <b>N of Valid Cases</b>             | 168   |    |                       |

**Source:** Data generated by SPSS version 20.0

The test result indicates significant association between diversity management positive influence on the performance of employees in terms of creativity. Findings shows that p (0.034) is less than significant alpha value i.e. 0.05. Hence, existence of relationship can be concluded. The value of the chi square statistics is 4.475.

A properly managed human diversity in workgroups creates a richer flow of ideas and has the potential to increase creativity and innovation. This in turn improves organizational performance.

**Table 7.12**  
**Diversity Management vis-a-vis Employee's Innovation**

|                                     | Value | df | Asymp. Sig. (2-sided) |
|-------------------------------------|-------|----|-----------------------|
| <b>Pearson Chi-Square</b>           | 4.448 | 1  | 0.035                 |
| <b>Likelihood Ratio</b>             | 3.893 | 1  | 0.048                 |
| <b>Linear-by-Linear Association</b> | 4.420 | 1  | 0.036                 |
| <b>N of Valid Cases</b>             | 158   |    |                       |

**Source:** Data generated by SPSS version 20.0

The analysis results are presented in table 7.12. From the chi square test, since p (0.035) is less than significant alpha value 0.05 it can be concluded that with the obtained data there is evidence of a significant positive influence of diversity management on the performance of employees with respect to innovation. The value of the chi square statistic is 4.448. This means that diversity management influences the performance of employees by augmenting innovation in their performance.

**Table 7.13**  
**Diversity Management vis-a-vis Employee's Motivation**

|                                     | <b>Value</b> | <b>df</b> | <b>Asymp. Sig. (2-sided)</b> |
|-------------------------------------|--------------|-----------|------------------------------|
| <b>Pearson Chi-Square</b>           | 1.611        | 1         | 0.204                        |
| <b>Likelihood Ratio</b>             | 1.522        | 1         | 0.217                        |
| <b>Linear-by-Linear Association</b> | 1.601        | 1         | 0.206                        |
| <b>N of Valid Cases</b>             | 169          |           |                              |

**Source:** Data generated by SPSS version 20.0

The analysis result depicts no significant relationship since p (0.204) is greater than significant alpha value i.e. 0.05. Hence, it can be concluded from the above result that diversity in terms of motivation has no such positive influence on the performance of employees. The chi square statistic as indicated in the table 7.13 is 1.611.

**Table 7.14**  
**Diversity Management vis-a-vis Employee's Productivity**

|                                     | <b>Value</b> | <b>df</b> | <b>Asymp. Sig. (2-sided)</b> |
|-------------------------------------|--------------|-----------|------------------------------|
| <b>Pearson Chi-Square</b>           | 5.013        | 1         | 0.025                        |
| <b>Likelihood Ratio</b>             | 4.026        | 1         | 0.045                        |
| <b>Linear-by-Linear Association</b> | 4.983        | 1         | 0.026                        |
| <b>N of Valid Cases</b>             | 171          |           |                              |

**Source:** Data generated by SPSS version 20.0

From the analysis result as indicated in the table 7.14 it is concluded that there exist significant relationship between diversity management positive influence with respect to productivity of employees performance. The obtained data clearly exhibits evidence of a significant effect on employee's performance by enhancing their productivity. Pearson Chi Square analysis statistic reveals p value 0.025 which is less than significant alpha value 0.05. Chi square value with degree of freedom as one is 5.013.

**Table 7.15**  
**Diversity Management vis-a-vis Cost Reduction**

|                                     | <b>Value</b> | <b>df</b> | <b>Asymp. Sig. (2-sided)</b> |
|-------------------------------------|--------------|-----------|------------------------------|
| <b>Pearson Chi-Square</b>           | 5.099        | 1         | 0.024                        |
| <b>Likelihood Ratio</b>             | 8.115        | 1         | 0.004                        |
| <b>Linear-by-Linear Association</b> | 5.063        | 1         | 0.024                        |
| <b>N of Valid Cases</b>             | 143          |           |                              |

**Source:** Data generated by SPSS version 20.0

Inferential analysis result depicts chi square statistic as 5.099 and a significance of 0.024 which is less than alpha value 0.05. This implies that both are significantly related to each other. Thus, diversity management has a positive influence on the performance of employees. A successful diversity management of a diverse workforce helps in reduction of the cost associated with labour turnover and absenteeism.

**Table 7.16**  
**Diversity Management vis-a-vis Problem Solving Skills**

|                                     | <b>Value</b> | <b>df</b> | <b>Asymp. Sig. (2-sided)</b> |
|-------------------------------------|--------------|-----------|------------------------------|
| <b>Pearson Chi-Square</b>           | .644         | 1         | 0.422                        |
| <b>Likelihood Ratio</b>             | .572         | 1         | 0.450                        |
| <b>Linear-by-Linear Association</b> | .640         | 1         | 0.424                        |
| <b>N of Valid Cases</b>             | 152          |           |                              |

**Source:** Data generated by SPSS version 20.0

The chi square statistical analysis reveals low chi square statistics and a significance 0.422 which is greater than the alpha value 0.05. Result exhibits that there exist no relationship. Diversity management positive influence on the performance of the employees is independent in terms of employee's problem solving skill. They do not strongly correlate with each other. The large significance value 0.422 indicates that the observed value did not differ significantly from the expected values and were therefore not significant.

**Table 7.17**  
**Diversity Management vis-a-vis Market Success**

|                                     | <b>Value</b> | <b>df</b> | <b>Asymp. Sig. (2-sided)</b> |
|-------------------------------------|--------------|-----------|------------------------------|
| <b>Pearson Chi-Square</b>           | 4.638        | 1         | 0.031                        |
| <b>Likelihood Ratio</b>             | 3.970        | 1         | 0.046                        |
| <b>Linear-by-Linear Association</b> | 4.610        | 1         | 0.032                        |
| <b>N of Valid Cases</b>             | 166          |           |                              |

**Source:** Data generated by SPSS version 20.0

The result of the inferential statistical analysis as shown in the table 7.16 reveals statistically significant relationship. The analysis result reveal chi square statistic as 4.638 and a significance of 0.031 which is less than the critical value  $p < 0.05$ . This indicates that market success can be seen as a one of the positive influence on performance of employees through diversity management. An effective diversity management reduces the potential for conflicts, improves morale, reduces cost associated with labour turnover and increases employee productivity.

Since, the results of the chi square test were consistent with the findings therefore it can be concluded that Diversity management at workplace has positively affected employee's performance at varying degrees. From the findings it can be deduced that every organisation that embraces management of workforce diversity enjoys various benefits through their enhanced performance such as improved efficiency, creativity, innovation in generating new ideas, cost reduction with respect to labour turnover and absenteeism, productivity and market success through increased financial bottom line because all employees are involved in a great integrated manner and thus feel encouraged to contribute in a meaningful way. Surprisingly, despite the rhetoric about the positive impact of diversity management in connection with motivation and problem solving skills this isn't strongly recognised by the survey respondents.

### **Hypothesis 3**

**H<sub>0</sub>:** Various diversity programmes practiced by the companies have no such positive impact on diverse workforce at workplace and business performance

**H<sub>3</sub>:** Various diversity programmes practiced by the companies are able to create the positive impact on diverse workforce at workplace and business performance.

In order to determine the positive impact of various diversity programmes practiced by the companies on diverse workforce and business performance chi square test was performed between the questions whether respondent believed that their organisation diversity practices are effective enough in achieving desired outcome. If yes, then indicate the level of effectiveness their organisation is achieving in various areas. The respondents were asked to measure the level of effectiveness as high, low and medium.

**Table 7.18**  
**Effective Diversity Practices vis-a-vis Increased**  
**Financial Bottom Line (profits)**

| <b>Chi-Square Test</b>                  |              |           |                                  |
|---|--------------|-----------|----------------------------------|
|   | <b>Value</b> | <b>df</b> | <b>Asymp. Sig.<br/>(2-sided)</b> |
| <b>Pearson Chi-Square</b>               | 42.518       | 4         | 0.000                            |
| <b>Likelihood Ratio</b>                 | 51.976       | 4         | 0.000                            |
| <b>Linear-by-Linear<br/>Association</b> | 20.741       | 1         | 0.000                            |
| <b>N of Valid Cases</b>                 | 188          |           |                                  |

**Source:** Data generated by SPSS version 20.0

The Pearson chi square of 42.518 with 4 degree of freedom is highly significant at conventional level of 0.001 which confirmed the association and allowed us to conclude that the association between organisation diversity practices are effective in achieving desired outcome with respect to increased financial bottom line. The result indicates relationship being strong enough to be generalised to the

population from which the sample was drawn. Practices encouraging diversity at workplace improves company's financial performance. Alignment of different views, ideas and market insights effectively enable better problem solving which leads to superior performance at the business unit level.

**Table 7.19**  
**Effective Diversity Practices vis-a-vis Reduced Cost Related**  
**With Labour Turnover**

| <b>Chi-Square Test</b>              |              |           |                              |
|-------------------------------------|--------------|-----------|------------------------------|
|                                     | <b>Value</b> | <b>df</b> | <b>Asymp. Sig. (2-sided)</b> |
| <b>Pearson Chi-Square</b>           | 14.925       | 4         | 0.005                        |
| <b>Likelihood Ratio</b>             | 14.352       | 4         | 0.006                        |
| <b>Linear-by-Linear Association</b> | 5.192        | 1         | 0.023                        |
| <b>N of Valid Cases</b>             | 187          |           |                              |

**Source:** Data generated by SPSS version 20.0

Table 7.19 illustrates that “organisations diversity practices are effective in achieving desired outcome” had a significant correlation with “reduced cost related with labour turnover”. The Pearson chi square of 14.925 with four degrees of freedom is highly significant at 0.005 i.e. significant at the level of 0.01. This indicates that properly assessed and disseminated diversity practices leads to reduction in staff turnover by diverse groups which gradually helps in reducing cost associated with it.



**Table 7.20**  
**Effective Diversity Practices vis-a-vis Reduced Cost Related**  
**With Employee Absenteeism**

| <b>Chi-Square Test</b>              |              |           |                              |
|-------------------------------------|--------------|-----------|------------------------------|
|                                     | <b>Value</b> | <b>df</b> | <b>Asymp. Sig. (2-sided)</b> |
| <b>Pearson Chi-Square</b>           | 18.058       | 4         | 0.001                        |
| <b>Likelihood Ratio</b>             | 19.313       | 4         | 0.001                        |
| <b>Linear-by-Linear Association</b> | 6.164        | 1         | 0.013                        |
| <b>N of Valid Cases</b>             | 185          |           |                              |

**Source:** Data generated by SPSS version 20.0

Table 7.20 indicates analysis result that organisation diversity practices are effective in achieving desired outcome had a significant correlation of 18.058 with a 2-tailed significance of 0.001 i.e. significant at the 0.01 level with reduced cost related with employee absenteeism. This indicates that organisation diversity practices has improved staff satisfaction and motivation among employees which resulted in reduced absenteeism among diverse groups thus saving staff replacement cost .

**Table 7.21**  
**Effective Diversity Practices vis-a-vis Increasing**  
**Organisational Competitiveness**

| <b>Chi-Square Test</b>              |              |           |                              |
|-------------------------------------|--------------|-----------|------------------------------|
|                                     | <b>Value</b> | <b>df</b> | <b>Asymp. Sig. (2-sided)</b> |
| <b>Pearson Chi-Square</b>           | 13.942       | 4         | 0.007                        |
| <b>Likelihood Ratio</b>             | 12.169       | 4         | 0.016                        |
| <b>Linear-by-Linear Association</b> | .364         | 1         | 0.546                        |
| <b>N of Valid Cases</b>             | 190          |           |                              |

**Source:** Data generated by SPSS version 20.0

Table 7.21 illustrates chi square test analysis result conducted between organisation diversity practices effective in achieving in desired outcome and increase in organisational competitiveness. The test revealed that there is relationship between them. According, to the test of significance the Pearson chi square value 13.942 was significant at the 0.01 level with a 2-tailed significance of 0.007. The low significant correlation is indicative of a positive sloping relationship between the two. Therefore, it is possible to predict one variable from the other (Black, 1993). Diversity practices have helped organisation unleashing their diverse employee's creativity, innovation which in turn had enhanced organisation competitiveness.

**Table 7.22**  
**Effective Diversity Practices Results In Retention Of**  
**Diverse Workforce**

| <b>Chi-Square Test</b>              |              |           |                                  |
|-------------------------------------|--------------|-----------|----------------------------------|
|                                     | <b>Value</b> | <b>df</b> | <b>Asymp. Sig.<br/>(2-sided)</b> |
| <b>Pearson Chi-Square</b>           | 12.081       | 4         | 0.017                            |
| <b>Likelihood Ratio</b>             | 16.114       | 4         | 0.003                            |
| <b>Linear-by-Linear Association</b> | .385         | 1         | 0.535                            |
| <b>N of Valid Cases</b>             | 187          |           |                                  |

**Source:** Data generated by SPSS version 20.0

Table 7.22 shows chi square analysis result performed to find out whether organisation diversity practices are effective enough at achieving desired outcome with respect to retention of diverse workforce. The test result displays significant relationship between them. The Pearson chi square value 12.081 with significance value of 0.017 is highly significant at the level of 0.05. The result suggests that organisation devoting resources on implementing successful diversity practices have succeeded in attracting and retaining potential diverse workforce.

**Table 7.23**  
**Effective Diversity Practices vis-a-vis Decreasing**  
**Grievances and Litigations**

| <b>Chi-Square Test</b>              |              |           |                              |
|-------------------------------------|--------------|-----------|------------------------------|
|                                     | <b>Value</b> | <b>df</b> | <b>Asymp. Sig. (2-sided)</b> |
| <b>Pearson Chi-Square</b>           | 28.753       | 4         | 0.000                        |
| <b>Likelihood Ratio</b>             | 29.882       | 4         | 0.000                        |
| <b>Linear-by-Linear Association</b> | 13.960       | 1         | 0.000                        |
| <b>N of Valid Cases</b>             | 192          |           |                              |

**Source:** Data generated by SPSS version 20.0

Table 7.23 displays chi square test result which reveals significant relationship between organisation diversity practices being effective in achieving desired outcome with respect to decrease in grievances and litigations. The Pearson chi square value 28.753 with significance value of 0.000 is highly significant at the level of 0.001. The findings shows that organisation effective diversity practices has lead to decrease in grievances and litigations also reduction in legal cost associated with discrimination claims complaints.

**Table 7.24**  
**Effective Diversity Practices vis-a-vis**  
**Diverse Client/Customer Base**

| <b>Chi-Square Test</b>              |              |           |                              |
|-------------------------------------|--------------|-----------|------------------------------|
|                                     | <b>Value</b> | <b>df</b> | <b>Asymp. Sig. (2-sided)</b> |
| <b>Pearson Chi-Square</b>           | 11.885       | 4         | 0.018                        |
| <b>Likelihood Ratio</b>             | 11.654       | 4         | 0.020                        |
| <b>Linear-by-Linear Association</b> | 1.896        | 1         | 0.168                        |
| <b>N of Valid Cases</b>             | 187          |           |                              |

**Source:** Data generated by SPSS version 20.0

Table 7.24 indicates chi square analysis result which shows significant relationship that organisation diversity practices have been effective in achieving significant growth in terms of diverse client and has helped in dealing with diverse customer base. The above result reveals Pearson chi square value of 11.885 at 0.018 level of significance. The relationship is thus highly significant at 0.05 alpha value. The major incentive of implementing successful diversity practices is able to gain greater marketing capability and attract ethnic minority customers by mirroring increasing diverse markets.

**Table 7.25**  
**Effective Diversity Practices vis-a-vis Improved Audits**

| <b>Chi-Square Test</b>                  |              |           |                                  |
|---|--------------|-----------|----------------------------------|
|   | <b>Value</b> | <b>df</b> | <b>Asymp. Sig.<br/>(2-sided)</b> |
| <b>Pearson Chi-Square</b>               | 34.106       | 4         | 0.000                            |
| <b>Likelihood Ratio</b>                 | 34.671       | 4         | 0.000                            |
| <b>Linear-by-Linear<br/>Association</b> | 1.533        | 1         | 0.216                            |
| <b>N of Valid Cases</b>                 | 186          |           |                                  |

**Source:** Data generated by SPSS version 20.0

Table 7.25 illustrates Pearson chi square of 34.106 with 4 degree of freedom is highly significant at conventional level of 0.000 which confirms the association and allows us to conclude that the association between organisation diversity practices are effective in achieving desired outcome with improved audit process.

Result shows that improved audit as one of the significant outcome of effective diversity practices implemented by the organisation. A well versed diversity practice has an effective diversity audit to assess each unit's progress in achieving diversity goals which also provides a candid assessment of the work climate.

**Table 7.26**  
**Effective Diversity Practices vis-a-vis Increase in No.**  
**Of Women/Minorities/Person with Disability**

| <b>Chi-Square Test</b>              |              |           |                              |
|-------------------------------------|--------------|-----------|------------------------------|
|                                     | <b>Value</b> | <b>df</b> | <b>Asymp. Sig. (2-sided)</b> |
| <b>Pearson Chi-Square</b>           | 16.207       | 4         | 0.003                        |
| <b>Likelihood Ratio</b>             | 24.285       | 4         | 0.000                        |
| <b>Linear-by-Linear Association</b> | .799         | 1         | 0.371                        |
| <b>N of Valid Cases</b>             | 183          |           |                              |

**Source:** Data generated by SPSS version 20.0

Table 7.26 reveals Pearson chi square value of 16.207 significant at 0.003 level. The relationship is thus highly significant at 0.01 alpha value. The result signifies interrelationship between diversity practices being effective in achieving desired outcome with respect to Increase in no. of women/minorities/person with disability. An organisation cannot afford to ignore 50% of the potential workforce, when it expects to be competitive in the global economy. An effective diversity practice would help organisation to attract and retain talented women, minorities and physically handicapped workforce.

Diversity practices attempts to promote diversity through developing relationship with underrepresented groups such as minorities and people with disabilities also with technologies making it easier for employees to enable individuals with disabilities to participate in the workforce and organisational goals.

**Table 7.27**  
**Effective Diversity Practices vis-a-vis Improvement In**  
**Diversity Training Attendance**

| <b>Chi-Square Test</b>                  |              |           |                                  |
|---|--------------|-----------|----------------------------------|
|   | <b>Value</b> | <b>df</b> | <b>Asymp. Sig.<br/>(2-sided)</b> |
| <b>Pearson Chi-Square</b>               | 19.152       | 4         | 0.001                            |
| <b>Likelihood Ratio</b>                 | 24.954       | 4         | 0.000                            |
| <b>Linear-by-Linear<br/>Association</b> | 1.379        | 1         | 0.240                            |
| <b>N of Valid Cases</b>                 | 187          |           |                                  |

**Source:** Data generated by SPSS version 20.0

Table 7.27 reveals Pearson chi square of 19.152 with 4 degree of freedom is highly significant at conventional level of 0.001 which confirms the association being significant at 0.01 level and allows us to conclude that the association between organisation diversity practices have been effective in improving diversity training attendance.

It is found that diversity training success is associated with well assessed diversity practices implemented by the organisation. An effective diversity practice ensures diverse attendance by incorporating senior managers, managers, supervisors, other employees and even suppliers into the training program to yield better result. Depending on the attendance and content the training program can be addressed to homogeneous or heterogeneous groups on several dimensions.

Hypothesis three claims that chi square test is consistent with the findings therefore, it can be concluded that majority of the respondents believed that their organisation diversity practices are effective enough in achieving desired outcomes which was observed in the areas such as increased financial bottom line (profits), reduced cost related with labour turnover, reduced cost related with employee absenteeism, increase in

organisational competitiveness, decrease in grievance and litigations, diverse client/customer base, improved audits, increase in no. of women/minorities/person with disability, retention of diverse workforce and improvement in diversity training attendance.

### 7.3 Section B: Study of Research Objectives

The conceptual framework is summarized with objectives developed by the researcher of this study. The objectives will be proved within the analysis of the conducted research work via questionnaire.

#### Research Objectives

1. To study the growing need of diversity management at workplace.
  - a. To study this objective the respondents were surveyed to indicate potential drivers which influenced and encouraged their organisation to have diversity management at the workplace.

**Table 7.28**  
**Potential Drivers for Diversity Management**

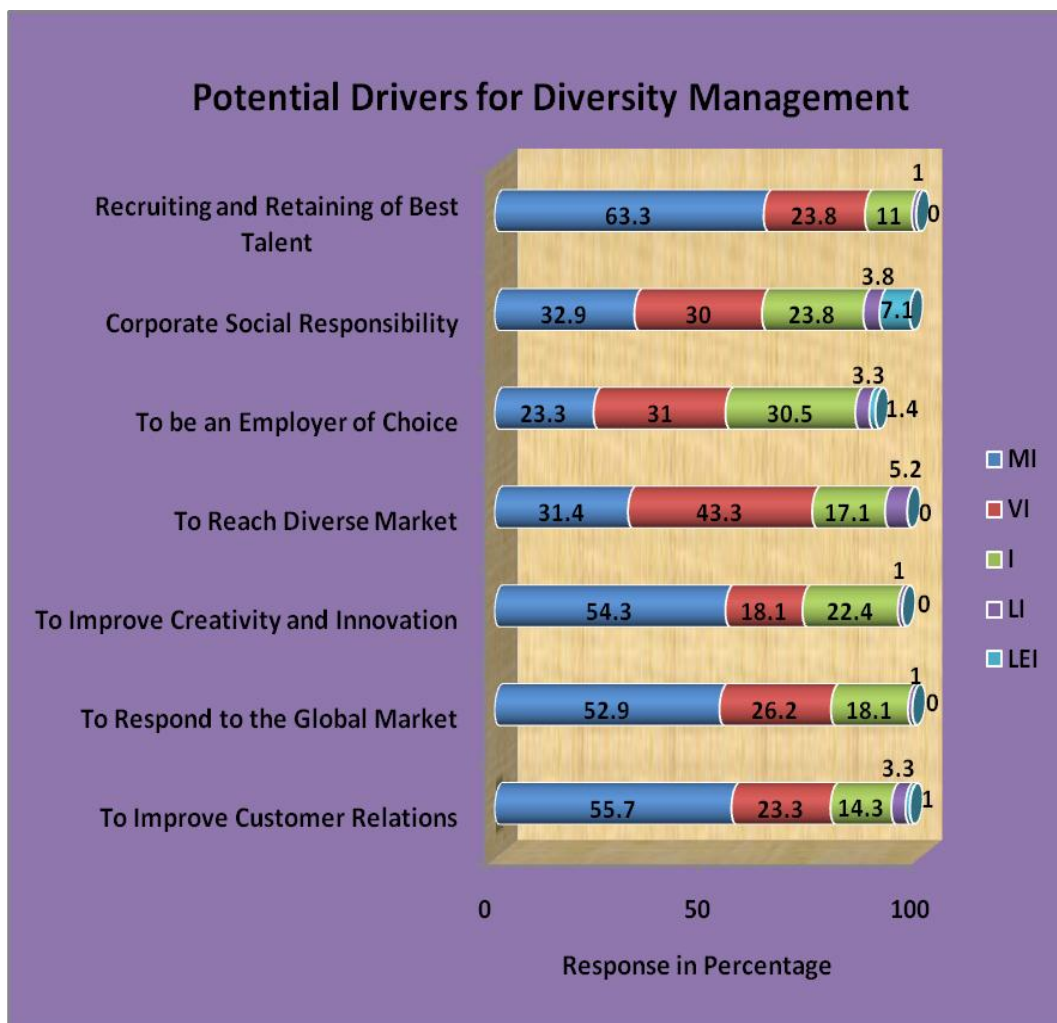
| Potential Drivers                              | Response In Percentage |      |      |     |     | Overall Importance in % |
|--|------------------------|------|------|-----|-----|-------------------------|
|  | MI                     | VI   | I    | LI  | LEI |                         |
| <b>Recruiting and Retaining of Best Talent</b> | 63.3                   | 23.8 | 11   | 1   | 0   | 99.1                    |
| <b>Corporate Social Responsibility</b>         | 32.9                   | 30   | 23.8 | 3.8 | 7.1 | 97.6                    |
| <b>To be an Employer of Choice</b>             | 23.3                   | 31   | 30.5 | 3.3 | 1.4 | 89.5                    |
| <b>To Reach Diverse Market</b>                 | 31.4                   | 43.3 | 17.1 | 5.2 | 0   | 97.1                    |
| <b>To Improve Creativity and Innovation</b>    | 54.3                   | 18.1 | 22.4 | 1   | 0   | 95.7                    |
| <b>To Respond to the Global Market</b>         | 52.9                   | 26.2 | 18.1 | 1   | 0   | 98.1                    |
| <b>To Improve Customer Relations</b>           | 55.7                   | 23.3 | 14.3 | 3.3 | 1   | 97.6                    |

**Source:** Data generated by SPSS version 20.0

The sum of percentage is not 100% due to multiple options

- \* MI : Most Important
- VI : Very Important
- I : Important
- LI : Less Important
- LEI : Least Important

**Figure 7.1**  
**Potential Drivers for Diversity Management**



The table 7.28 sought to find out the extent to which the following are the potential drivers for diversity management at workplace. The survey result explored that more than half of the respondents i.e. 63.3% admits



“Recruiting and Retaining” of the best talent being the most important potential driver for encouraging diversity management at workplace whereas overall importance of 99.1% is given to it by the respondents.

With over 98.1% of overall importance “Respond to the Global Market” was considered to be the second important potential driver. About 52.9% of respondents have considered it to be the most important potential driver to encourage diversity management at the workplace. “Corporate Social Responsibility” and “Improving Customer Relations” stood third by catering an overall importance of 97.6% each. About 32.9% of respondents regarded “Corporate Social Responsibility” as the most important driver to implement diversity management at workplace whereas 55.7% of respondents considered “Improving Customer Relations” as most important potential driver. Meanwhile “To Reach the Diverse Market” seems to gain 97.1% of overall importance of the respondents. With over 43.3% of respondents considered it as a very important potential driver in bringing diversity management at workplace.

The potential driver to improve “Creativity and Innovation” catered an overall percentage of 95.7%. About 54.3% respondents ranked it as the most important potential driver influencing diversity management at the workplace. With a further 30% of them seeing to be an “Employer of Choice” as very important potential driver. This factor also happened to cater 89.5% of overall importance of the respondents.

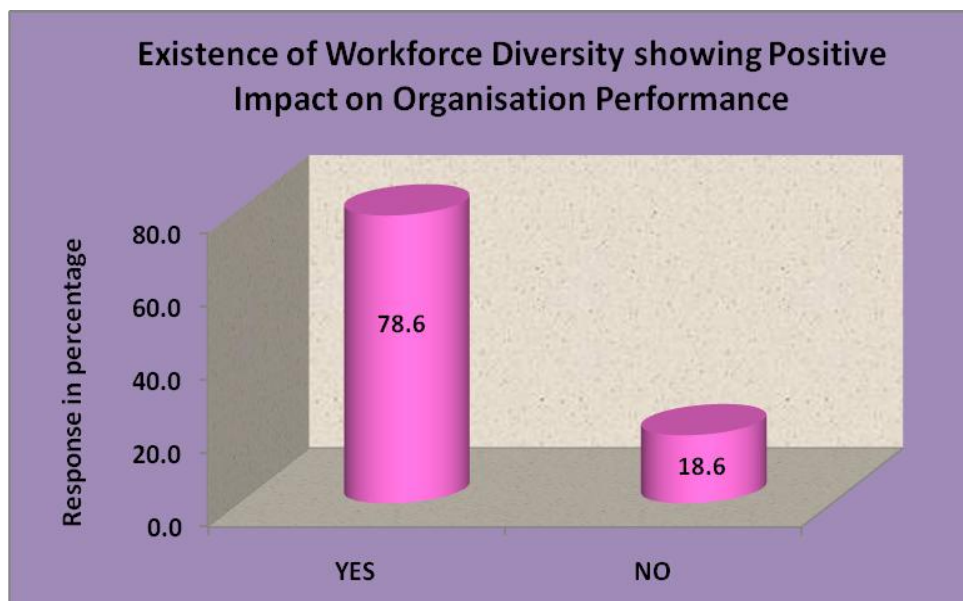
2. To map the attitude of employees towards workplace diversity in IT Sector.
  - a. To depict the attitude of employees towards workplace diversity the respondents were asked to answer the question “Does existence of workforce diversity have positive impact on your organisation performance” as Yes or No. The respondents responses are as follows:

**Table 7.29**  
**Workforce Diversity Positive Impact On**  
**Organisation Performance**

| <b>Existence Of Workforce Diversity Showing Positive Impact On Organisation Performance</b> |                  |                |
|---|------------------|----------------|
| <b>Response</b>   | <b>Frequency</b> | <b>Percent</b> |
| <b>Yes</b>  | 165              | 78.6           |
| <b>No</b>   | 39               | 18.6           |
| <b>Total</b>  | 204              | 97.1           |

**Source:** Data generated by SPSS version 20.0

**Figure 7.2**  
**Workforce Diversity Positive Impact On**  
**Organisation Performance**



The findings as indicated in the table 7.29 revealed that majority of the respondents opines that existence of workforce diversity have positive impact on their organisation performance. Majority of them reported to have submitted yes to this question. About 78.6% of respondents have submitted their support to the above outlook while 18.6% of them carried an opposite viewpoint.

b. Sufficient cultural diversity within the division

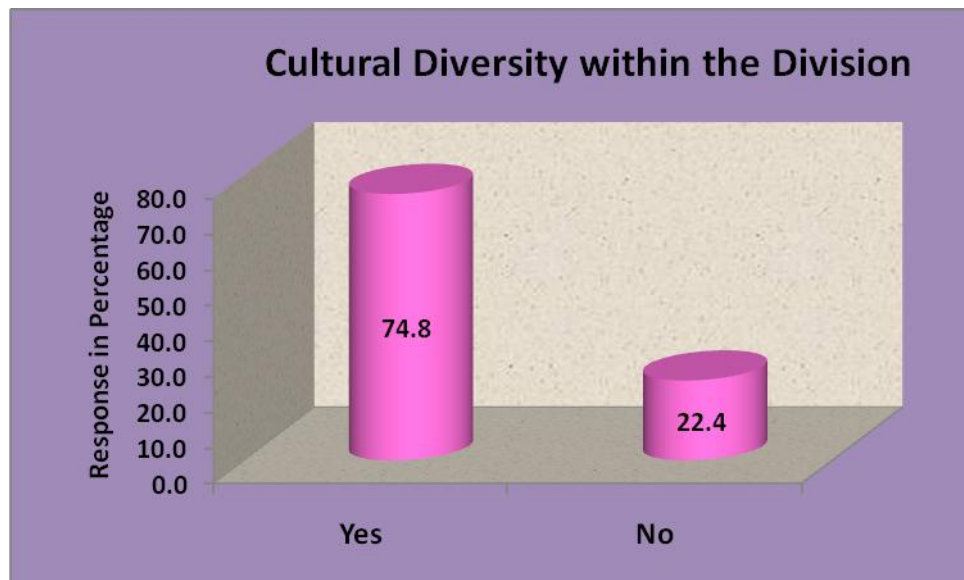
The survey question sought to explore respondent's acquaintance with the existence of diverse workforce within their division.

**Table 7.30**  
**Cultural Diversity within the Division**

| Cultural Diversity within Division |           |         |
|------------------------------------|-----------|---------|
| Response                           | Frequency | Percent |
| Yes                                | 157       | 74.8    |
| No                                 | 47        | 22.4    |
| Total                              | 204       | 97.1    |

Source: Data generated by SPSS version 20.0

**Figure 7.3**  
**Cultural Diversity within the Division**



The survey result as indicated in the table 7.30 reports that 74.8% i.e. majority of the respondents reported to have sufficient cultural diversity within their division whereas 22.4% of the respondents carried opposite viewpoint.

3. To study main challenges that creates barriers while managing diversity at workplace.

a. The researcher from this objective aimed at investigating various barriers that have been hindering diversity management progress. To analyse the result Central Tendency of Measurement of constructs was used to discover the mean score for the five interval scaled constructs. Mean score of each construct were obtained through SPSS. All of the constructs were measured using Likert Scale measuring responses in terms of with No Impact, Little Impact, Uncertain, Some Impact and Major Impact.

**Table 7.31**  
**Barriers Hindering Diversity Management Progress**

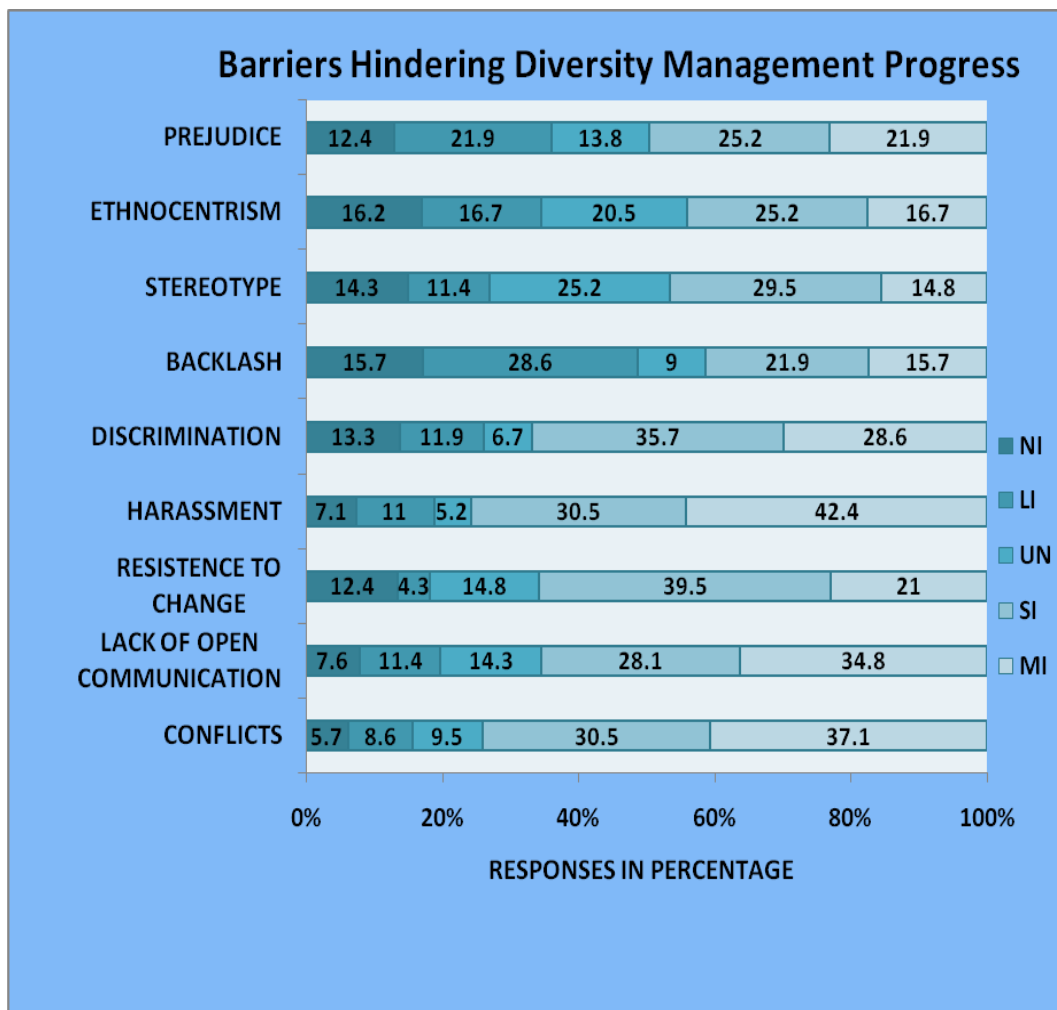
| Barriers                                  | Responses In Percentage |      |      |      |      | Mean | St. Dev. |
|---|-------------------------|------|------|------|------|------|----------|
|   | NI                      | LI   | UN   | SI   | MI   |      |          |
| <b>Prejudice (N=200)</b>                  | 12.4                    | 21.9 | 13.8 | 25.2 | 21.9 | 3.24 | 1.374    |
| <b>Ethnocentrism (N=200)</b>              | 16.2                    | 16.7 | 20.5 | 25.2 | 16.7 | 3.1  | 1.349    |
| <b>Stereotype (N=200)</b>                 | 14.3                    | 11.4 | 25.2 | 29.5 | 14.8 | 3.2  | 1.272    |
| <b>Backlash (N=191)</b>                   | 15.7                    | 28.6 | 9    | 21.9 | 15.7 | 2.93 | 1.394    |
| <b>Discrimination (N=202)</b>             | 13.3                    | 11.9 | 6.7  | 35.7 | 28.6 | 3.56 | 1.389    |
| <b>Harassment(N=202)</b>                  | 7.1                     | 11   | 5.2  | 30.5 | 42.4 | 3.94 | 1.274    |
| <b>Resistance Of Change (N=193)</b>       | 12.4                    | 4.3  | 14.8 | 39.5 | 21   | 3.57 | 1.269    |
| <b>Lack Of Open Communication (N=202)</b> | 7.6                     | 11.4 | 14.3 | 28.1 | 34.8 | 3.74 | 1.28     |
| <b>Conflicts (N=192)</b>                  | 5.7                     | 8.6  | 9.5  | 30.5 | 37.1 | 3.93 | 1.204    |

**Source:** Data generated by SPSS version 20.0

The sum of percentage is not 100% due to multiple options

\*MI : Major Impact  
 SI : Some Impact  
 UN: Uncertain  
 LI : Little Impact  
 NI : No Impact

**Figure 7.4**  
**Barriers Hindering Diversity Management Progress**



The percentage, mean and standard deviation of responses for each of the barriers hindering the diversity management progress indicates:

Majority of the respondents (25.2%) indicated that up to some impact “Prejudice” i.e. an unfair and unreasonable opinion or feeling especially when formed without enough thought or knowledge hinders the diversity management progress while 21.9% of them opine it to have major impact in hindering the progress.

25.2% i.e. majority of the respondents reported that up to some impact “Ethnocentrism” (i.e. believing that the people, customs and traditions of one’s race or nationality are better than those of others) act as a barrier to the progress of diversity management while 20.5% of them are uncertain.

Whereas 29.5% of the respondents claim that up to some impact “Stereotype” (i.e. to have fixed view about what a particular type of person is like especially an idea that is wrong) had been a hindrance in the progress of diversity management. While 25.2% of them are quiet uncertain at this claim.

Majority of the respondents 28.6% agreed that there is little impact of “Backlash” on diversity management progress. Black lash (i.e. a strong feeling among a group of people in reaction to a change or recent events in society or policies) does not act as a challenge or barrier towards diversity management progress.

35.75% i.e. maximum respondents claimed some impact of “Discrimination”. Hence, consider it as a barrier hindering diversity management progress at workplace while 28.6% of them claimed major impact of discrimination at the workplace.

With over 42.4% of the respondents felt “Harassment” acts as a barrier by having major impact in hindrance to diversity management progress followed by 30.5% reporting to have some impact as a barrier over the progress.

While 39.5% of the respondents claimed up to some impact “Resistance to Change” acts as an obstacle towards the progress of diversity management whereas 21% of respondents claims resistance to change to have major impact.

In case of “Lack of Communication” majority of the respondents i.e. 34.8% claiming major impact of it as a barrier towards diversity management progress while 28.1% respondents reported to have some impact as a barrier over diversity management progress.

Meanwhile 37.1% of respondents believed “Conflict” to have major impact as a barrier hindering the progress of diversity management at workplace.

“Harassment” is the construct with highest mean i.e. 3.94 followed by conflicts with mean 3.93. The construct with third highest mean is lack of communication i.e. 34.8.

The construct “Backlash” has the highest standard deviation which is 1.394. The item with second highest standard deviation is “Discrimination” which is 1.389 while conflict has the lowest standard deviation which is 1.204.

- b. The respondents were further asked to determine the loopholes they have observed in management while executing diversity management practices.

These loopholes claimed to act as a hindrance in delivering diversity management practices smoothly at workplace. The analysis results are as follow.

**Table 7.32**  
**Loopholes Observed In Management**

| Loopholes   | Number of Respondents | Response In Percentage |      |
|---|-----------------------|------------------------|------|
|   |                       | YES                    | NO   |
| Management fails to execute diversity programme adequately              | 200                   | 30                     | 65.2 |
| Insufficient Budget   | 200                   | 19.5                   | 75.7 |
| Inadequate support from senior authorities                              | 194                   | 33.3                   | 59.5 |
| Failure to perceive the connection between diversity and business goals | 194                   | 39.5                   | 52.9 |
| Communication Gap   | 198                   | 46.7                   | 47.6 |

**Source:** Data generated by SPSS version 20.0  
The sum of percentage is not 100% due to multiple options

**Figure 7.5**  
**Loopholes Observed In Management**

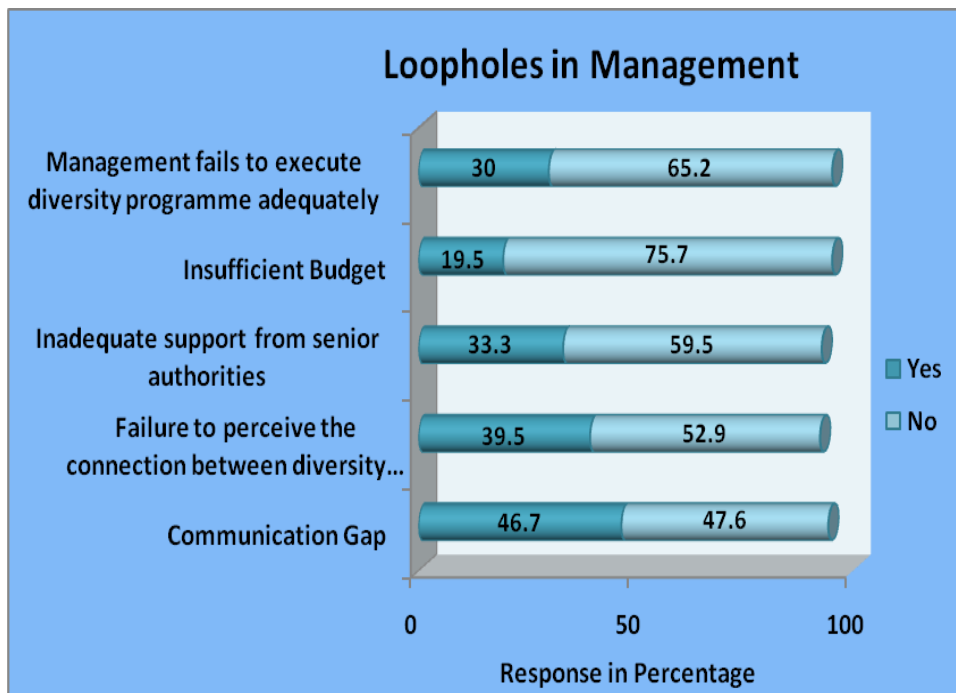




Table 7.32 reveals analysis result of loopholes observed in management while executing diversity management practices by the respondents. Out of 200 respondents 65.2% of them denied that management fails to execute diversity management programme adequately while 30% of them reported yes to the same.

Around 75.7% of respondents reported that there is no such issue of insufficient budget when it comes to executing diversity management practices while 19.5% of them carried opposite opinion.

About 59.5% of respondents reported to have denied with the observation of inadequate support from senior authorities while executing diversity management practices whereas 33.3% of them reported to have observed this loophole at their workplace.

52.9% of respondents did not agree to have observed failure to perceive the connection between diversity and business goals as a loophole in their organisation working profile whereas 39.3% admits to have observed this loophole in their management while executing diversity management practices at their workplace successfully and efficiently.

It's near to 50-50 reaction when talked about communication gap as one of the loophole observed in management while executing diversity management practices i.e. 47.6% of respondents reporting "No" and 46.7% of them as "Yes".

4. To collect the findings, information & analyze to draw conclusion whether the management is doing enough to create awareness regarding Diversity Management within and outside the organisation.

Through this objective researcher aimed at finding management efforts in creating awareness of diversity management within and outside the organisation. To collect information regarding the same respondents were asked few questions. The outcome of the analysis is as following:

- a. Online tools to communicate and create awareness on diversity management.

The ubiquity of online interactions is being fuelled by a variety of online tools. Online tools are continuing to see a rapid growth in popularity and social networking is now a well established platform for social interaction. Online environment such as blog, website, social networking sites are evolving into an unprecedented virtual world with distinct affordances and constraints. Following are the few online tools which are being adopted by the organisations to promote diversity:

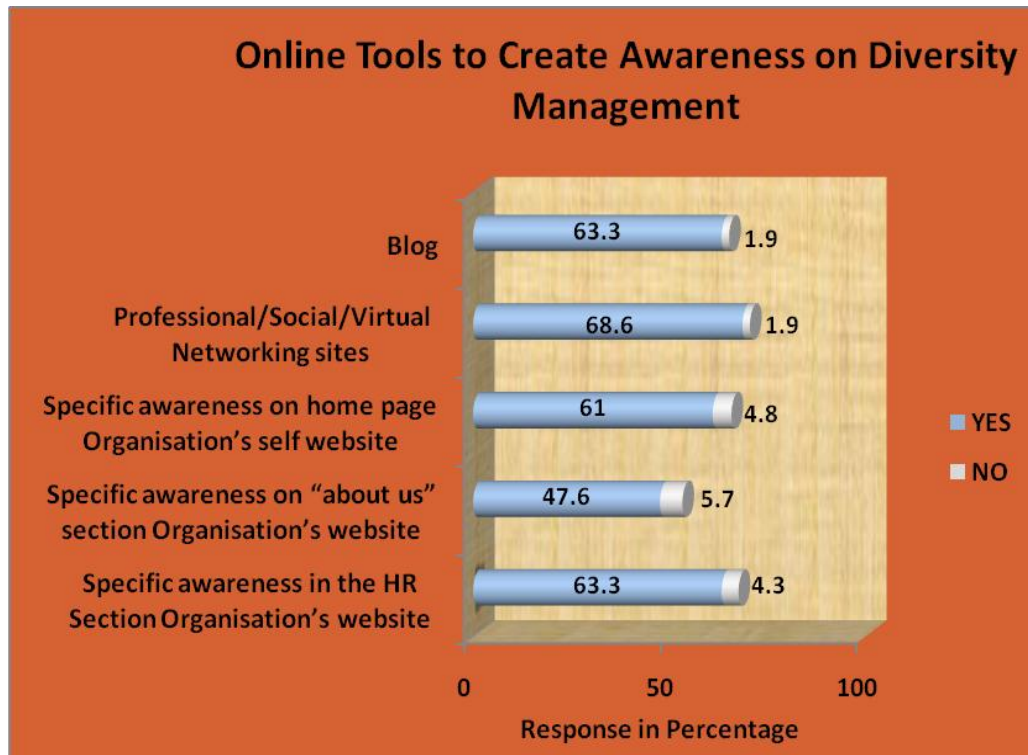
**Table 7.33**  
**Online Tools to Communicate and Create Awareness**  
**On Diversity Management**

| Online Tools   | Response In Percentage |     | Total |
|--|------------------------|-----|-------|
|  | YES                    | NO  |       |
| <b>Blog</b>  | 63.3                   | 1.9 | 137   |
| <b>Professional/Social/Virtual Networking sites</b>                    | 68.6                   | 1.9 | 148   |
| <b>Specific awareness on home page Organisation's self website</b>     | 61                     | 4.8 | 138   |
| <b>Specific awareness on "about us" section Organisation's website</b> | 47.6                   | 5.7 | 112   |
| <b>Specific awareness in the HR Section Organisation's website</b>     | 63.3                   | 4.3 | 142   |

**Source:** Data generated by SPSS version 20.0

The sum of percentage is not 100% due to multiple options

**Figure 7.6  
Online Tools to Communicate and Create Awareness  
On Diversity Management**



The analysis result of the responses received regarding online tools utilized by the organisations to communicate and create awareness on diversity management externally and internally both are as depicted in the table 7.33.

The result illustrates that greater proportion of respondents i.e. 68.6% indicated the use of Professional/Social/Virtual networking sites as one of the common online tool to communicate and create awareness on diversity management followed by 63.3% of them reporting frequent use of blog and specific awareness in the HR section of organisations website closely followed by the use of specific awareness on home page organisations self website to communicate and create awareness i.e. 61% of respondents .

Whereas specific awareness on “about us” section on organisations website being the least popular online tool to be used by the organisations to communicate as it catered least votes i.e. 47.6%.

- b. Formation of committee to address to the needs of diversity related issues at the workplace.

The respondents were asked whether their organisation and employees supports the formation of committee to address to the needs of diversity related issues. As establishing a committee is a great way to promote diversity among employees and community.

**Table 7.34**  
**Committee Formation to Address Diversity Related Issues**

| Response | Frequency | Percent |
|----------|-----------|---------|
| Yes      | 164       | 78.1    |
| No       | 38        | 18.1    |
| Total    | 202       | 96.2    |

Source: Data generated by SPSS version 20.0

**Figure 7.7**  
**Committee Formation to Address Diversity Related Issues**

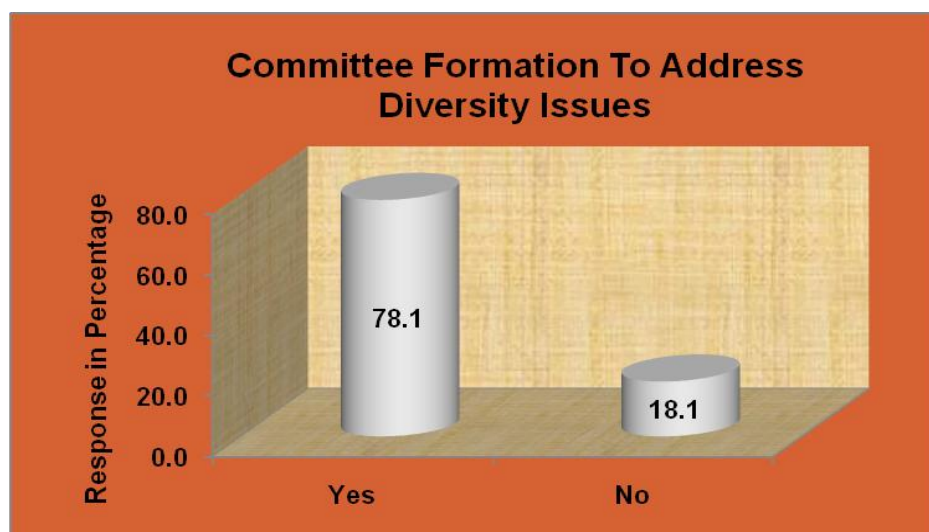


Table 7.34 reflects that majority of the respondents i.e. 78.1% have claimed to have supported the formation of committee to address to the needs of diversity related issues at the workplace. While 18.1% of the respondents stated to have been unsupportive towards the formation of the committee.

C. Presence of organisation support whenever diversity related problem arises.

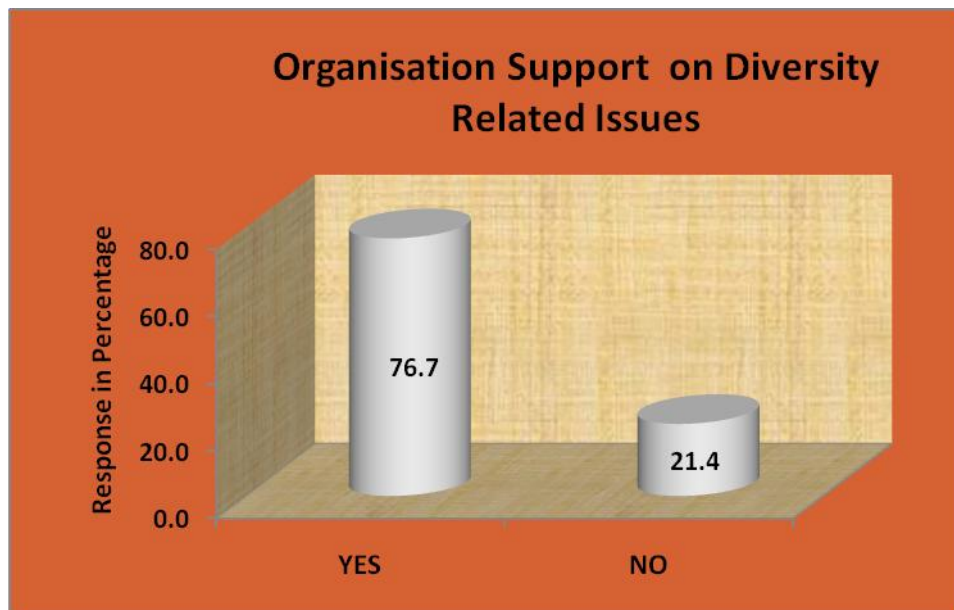
Having organisation support whenever diversity related issues arise at workplace is considered to be one of the efforts made by the organisation and management to communicate and create awareness regarding diversity management among employees at the workplace. Therefore respondents were asked to indicate the presence of such support at their workplace.

**Table 7.35**  
**Organisation Support on Diversity Related Issues**

| <b>Response</b> | <b>Frequency</b> | <b>Percent</b> |
|-----------------|------------------|----------------|
| <b>Yes</b>      | 161              | 76.7           |
| <b>No</b>       | 45               | 21.4           |
| <b>Total</b>    | 206              | 98.1           |

**Source:** Data generated by SPSS version 20.0

**Figure 7.8**  
**Organisation Support on Diversity Related Issues**



The survey explored that organisations responding to the survey have created either an affinity group consisting of employees or some type of executive diversity committee organized solely to encourage and foster diversity goals. Table 7.35 indicates that majority of the respondents i.e. 76.7% reported to have said that their organisation supports formation of committee while 21.4% of respondents have submitted their disagreement.

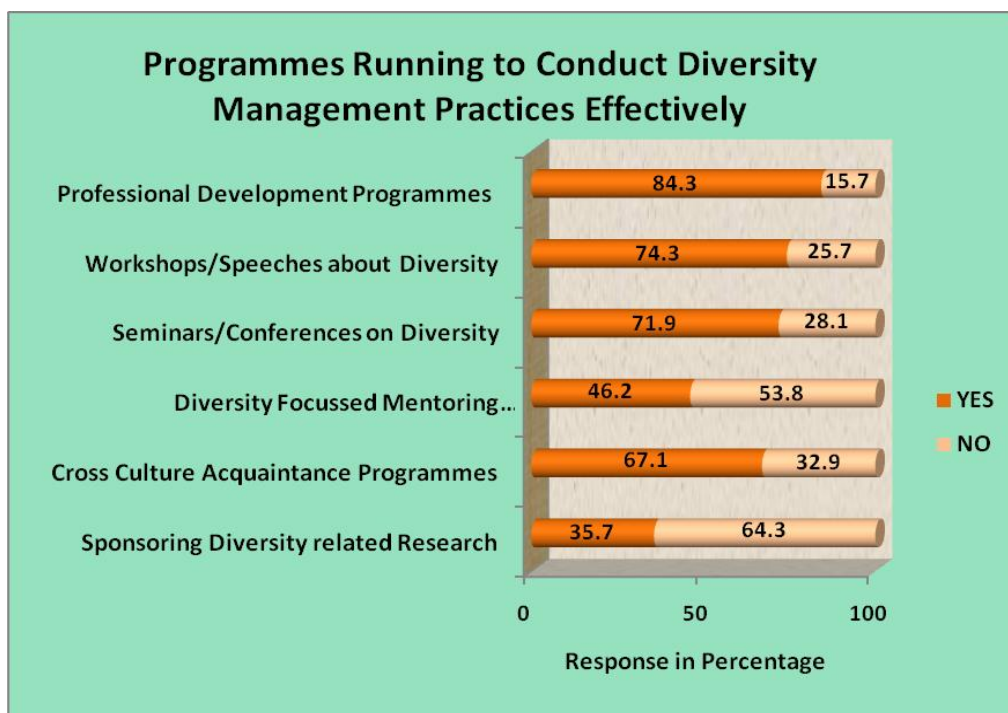
5. To find strategies that may be implemented to bring more effectiveness to diversity management practices.
  - a. Following programs running specifically to conduct diversity management process effectively by creating awareness regarding various issues pertaining to diversity.

**Table 7.36**  
**Programmes Running To Conduct Diversity Management**  
**Process Effectively**

| Programmes                              | Response In Percentage |      |
|---|------------------------|------|
|   | YES                    | NO   |
| Professional Development Programmes     | 84.3                   | 15.7 |
| Workshops/Speeches about Diversity      | 74.3                   | 25.7 |
| Seminars/Conferences on Diversity       | 71.9                   | 28.1 |
| Diversity Focussed Mentoring Programmes | 46.2                   | 53.8 |
| Cross Culture Acquaintance Programmes   | 67.1                   | 32.9 |
| Sponsoring Diversity related Research   | 35.7                   | 64.3 |

**Source:** Data generated by SPSS version 20.0  
 The sum of percentage is not 100% due to multiple options

**Figure 7.9**  
**Programmes Running To Conduct Diversity Management**  
**Process Effectively**



The survey explored to find out various programmes being run specifically to conduct diversity management process effectively by creating awareness regarding various issues pertaining to diversity. Only limited numbers of programmes are conducted. These include Professional Development Programme (84.3%), Workshop/Speeches about Diversity (74.3%), Seminars/Conferences on Diversity (71.9%) and Cross Culture Acquaintance Programme (67.1%).

Programmes that are not commonly used but would show their contribution in creating awareness such as Diversity focused Mentoring Programmes (46.2%) and Sponsoring Diversity related Research (35.7%) as indicated in the table 7.36.

b. Feedback mechanism used by the organisation to measure the effectiveness of diversity strategy.

Feedback mechanism is necessary component in achieving diversity goals and is regarded as one of the valuable resource. Hence, it is necessary to examine the feedback mechanisms as well as their effectiveness.

The table shows the cross tab results regarding feedback mechanism used as well as their effectiveness. The cross tab output includes case processing summary and the cross tabulation itself.

Row Variable: Used (2 categories: Yes, No)

Column Variable: Effectiveness (3 Categories: High, Medium, low)

Table Dimension: 2\*3



**Table 7.37**  
**Case Processing Summary Indicating Valid and Missed Cases**

| <b>Case Processing Summary</b>               |              |                |                |                |              |                |
|--|--------------|----------------|----------------|----------------|--------------|----------------|
| <b>Feedback Mechanism Used*Effectiveness</b> | <b>Cases</b> |                |                |                |              |                |
|  | <b>Valid</b> |                | <b>Missing</b> |                | <b>Total</b> |                |
|  | <b>N</b>     | <b>Percent</b> | <b>N</b>       | <b>Percent</b> | <b>N</b>     | <b>Percent</b> |
| <b>Organisation Assessment</b>               | 183          | 87.1%          | 27             | 12.9%          | 210          | 100.0%         |
| <b>Employee Commitment</b>                   | 178          | 84.8%          | 32             | 15.2%          | 210          | 100.0%         |
| <b>Customer Satisfaction</b>                 | 183          | 87.1%          | 27             | 12.9%          | 210          | 100.0%         |
| <b>One-on-One Interview</b>                  | 168          | 80.0%          | 42             | 20.0%          | 210          | 100.0%         |
| <b>Feedback/Suggestion System</b>            | 178          | 84.8%          | 32             | 15.2%          | 210          | 100.0%         |
| <b>Training Evaluation</b>                   | 169          | 80.5%          | 41             | 19.5%          | 210          | 100.0%         |
| <b>Business Performance</b>                  | 170          | 81.0%          | 40             | 19.0%          | 210          | 100.0%         |
| <b>Diversification of Customer Base</b>      | 163          | 77.6%          | 47             | 22.4%          | 210          | 100.0%         |
| <b>Labour Turnover</b>                       | 151          | 71.9%          | 59             | 28.1%          | 210          | 100.0%         |
| <b>Business Performance Appraisal</b>        | 175          | 83.3%          | 35             | 16.7%          | 210          | 100.0%         |
| <b>Support Group</b>                         | 155          | 73.8%          | 55             | 26.2%          | 210          | 100.0%         |

The case processing summary tells us what proportion of the observations had non missing values for both feedback mechanisms used and its effectiveness. It summarizes the analysis dataset in terms of valid and excluded cases The above table displays missing values of all feedback mechanism for both used and effectiveness.

### Cross Tabulation of Feedback Mechanism Used and its Effectiveness

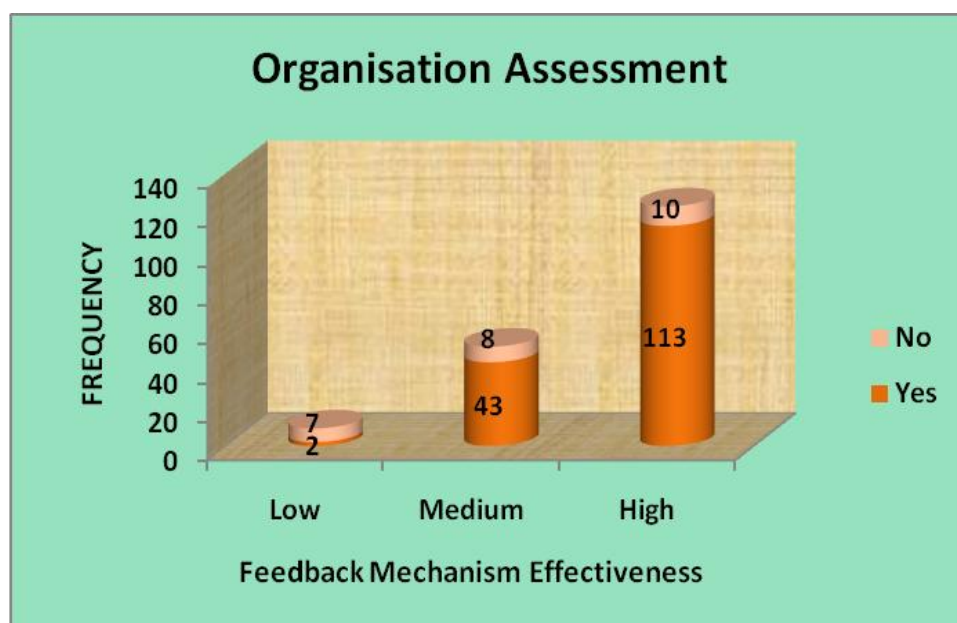
#### 1. Organisation Assessment

**Table 7.38**  
**Organisation Assessment**

| Feedback Mechanism      |     | Organisation Assessment: Effectiveness |        |      | Total |
|-------------------------|-----|--|--------|------|-------|
|                         |     | Low                                    | Medium | High |       |
| Organisation Assessment | Yes | 2                                      | 43     | 113  | 158   |
|                         | No  | 7                                      | 8      | 10   | 25    |
| Total                   |     | 9                                      | 51     | 123  | 183   |

**Source:** Data generated by SPSS version 20.0

**Figure 7.10**  
**Organisation Assessment**



The table 7.38 contains the cross tab result. Here is the quick observation about the interaction of two variables. Majority reported organisation assessment as one of the feedback mechanism used and considered it to be highly effective i.e. 113 out of 158 while 43 of them called it moderately effective. Whereas 25 respondents reported organisation assessment not being used in their organisation and out of which 10 respondents opines that if this mechanism is used then it would be highly effective in achieving the desired outcome.

Following organisation assessment as a feedback mechanism provides a baseline of information to measure future progress. It also helps in giving insight into the perceptions of employees relating to the workplace environment and managements contribution in creating a harmonious and productive workplace.

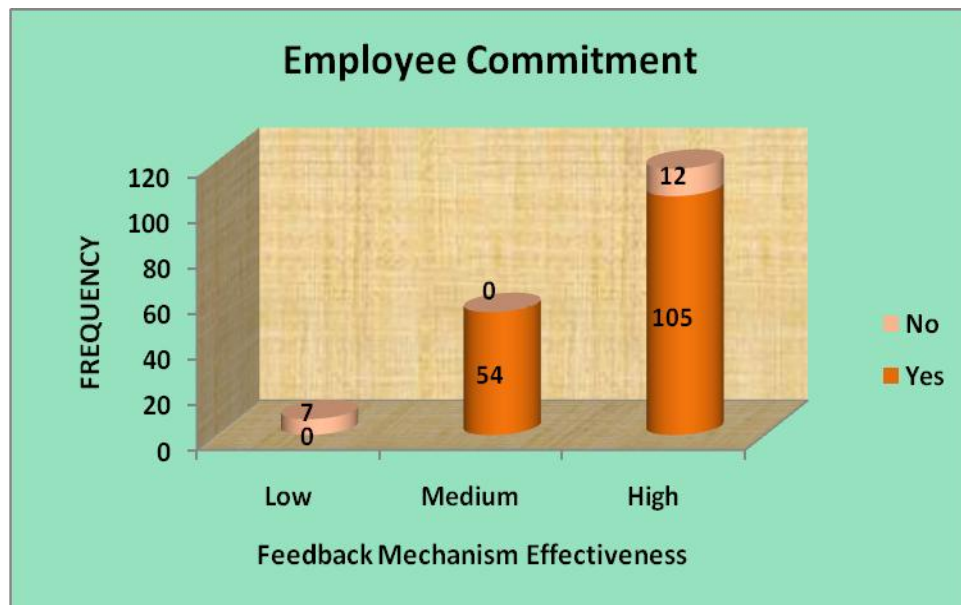
## 2. Employee Commitment

**Table 7.39**  
**Employee Commitment**

| Feedback Mechanism  |     | Employee Commitment: Effectiveness |        |      | Total |
|---------------------|-----|------------------------------------|--------|------|-------|
|                     |     | Low                                | Medium | High |       |
| Employee Commitment | Yes | 0                                  | 54     | 105  | 159   |
|                     | No  | 7                                  | 0      | 12   | 19    |
| Total               |     | 7                                  | 54     | 117  | 178   |

**Source:** Data generated by SPSS version 20.0

**Figure 7.11**  
**Employee Commitment**



The cross tab result indicates that 159 respondents reported employee commitment as one of the feedback mechanism used by their organisation out of which 105 of them considered it to be highly effective followed by 54 respondents considering it moderately effective whereas only 12 respondents out of 19 reported employee commitment not being used as a feedback mechanism but considered it highly effective.

Companies pursuing employee commitment as feedback mechanism has led them voluntarily or non voluntarily to adopt HR practices in order to retain their employees for long term. For instance when firm promises their employees employment security the employees in return reciprocate with their commitment to the organisation (Kossek & Block, 2000).

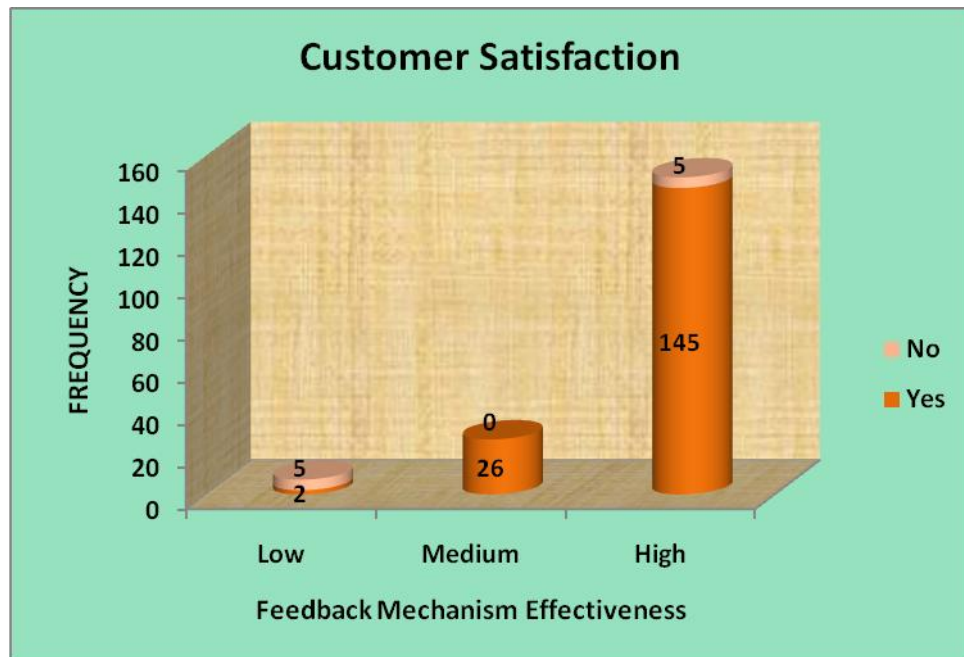
### 3. Customer Satisfaction

**Table 7.40**  
**Customer Satisfaction**

| Feedback Mechanism    |     | Effectiveness: Customer Satisfaction |        |      | Total |
|-----------------------|-----|--------------------------------------|--------|------|-------|
|                       |     | Low                                  | Medium | High |       |
| Customer Satisfaction | Yes | 2                                    | 26     | 145  | 173   |
|                       | No  | 5                                    | 0      | 5    | 10    |
| Total                 |     | 7                                    | 26     | 150  | 183   |

Source: Data generated by SPSS version 20.0

**Figure 7.12**  
**Customer Satisfaction**



The cross tab analysis result as indicated in the table 7.40 exhibits that around 145 respondents reported that customer satisfaction being highly effective feedback mechanism. According, to them a regular customer

satisfaction feedback helps in achieving desired diversity goal. Customer satisfaction feedback positively impacts the success of the diversity management practices which may further help in developing supportive atmosphere within and outside the organisation.

#### 4. One-on-One Interview

**Table 7.41**  
**One-on-One Interview**

| Feedback Mechanism      |     | Effectiveness:<br>One-on-One Interview |        |      | Total |
|-------------------------|-----|--|--------|------|-------|
|                         |     | Low                                    | Medium | High |       |
| One-on-One<br>Interview | Yes | 13                                     | 60     | 53   | 126   |
|                         | No  | 22                                     | 18     | 2    | 42    |
| Total                   |     | 35                                     | 78     | 55   | 168   |

Source: Data generated by SPSS version 20.0

**Figure 7.13**  
**One-on-One Interview**

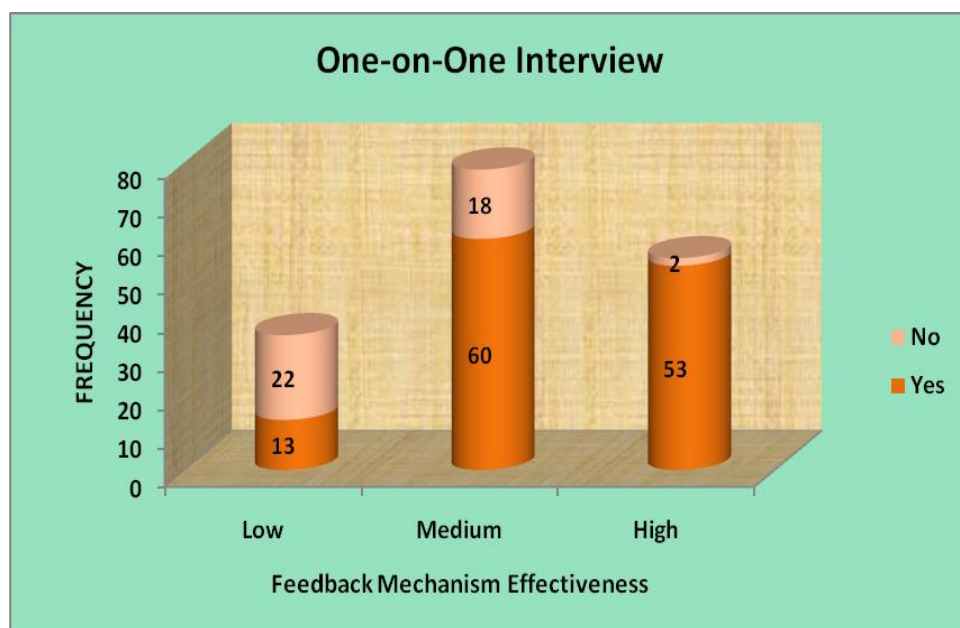


Table 7.41 sought to find out the feedback mechanism used and how effective it has proved in achieving desired diversity outcome. The result reveals that about 126 out of 168 opined that they follow “One-on-One Interview” as a feedback mechanism. Out of 126 respondents, 60 opined that it is moderately effective against the 53 respondents who said that it is highly effective feedback mechanism. One-on-One Interview is one of the qualitative assessment approaches which can provide overall snapshot of the organisations efforts towards effective diversity management.

### 5. Feedback/Suggestion System

**Table 7.42**  
**Feedback/Suggestion System**

| Feedback Mechanism         |     | Effectiveness: Feedback/Suggestion System |        |      | Total |
|----------------------------|-----|---|--------|------|-------|
|                            |     | Low                                       | Medium | High |       |
| Feedback/Suggestion System | Yes | 6   | 70     | 93   | 169   |
|                            | No  | 5   | 4      | 0    | 9     |
| Total                      |     | 11  | 74     | 93   | 178   |

**Source:** Data generated by SPSS version 20.0

**Figure 7.14**  
**Feedback/Suggestion System**

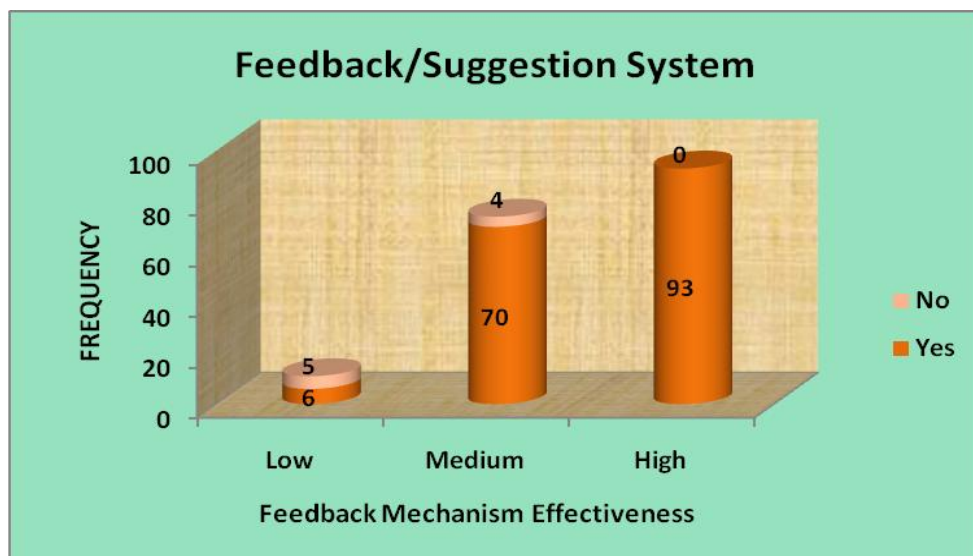


Table 7.42 exhibits that in addition to other feedback mechanism used by their organisation employee feedback/suggestion system has also proved highly effective in achieving desired goals related to workplace diversity as indicated by the majority of the respondents i.e. out of total 169 respondents 93 of them opined that it is highly effective against the 70 who considered it being moderately effective.

Employing feedback/suggestion system helps in gaining information about the level of communication, frequency of conflict, power distribution and existence of stereotypes which can further help in determining where diversity programs are most needed.

## 6. Training Evaluation

**Table 7.43**  
**Training Evaluation**

| Feedback Mechanism     |     | Effectiveness:<br>Training Evaluation |        |      | Total |
|------------------------|-----|---------------------------------------|--------|------|-------|
|                        |     | Low                                   | Medium | High |       |
| Training<br>Evaluation | Yes | 6                                     | 51     | 92   | 149   |
|                        | No  | 9                                     | 9      | 2    | 20    |
| Total                  |     | 15                                    | 60     | 94   | 169   |

Source: Data generated by SPSS version 20.0



**Figure 7.15**  
**Training Evaluation**

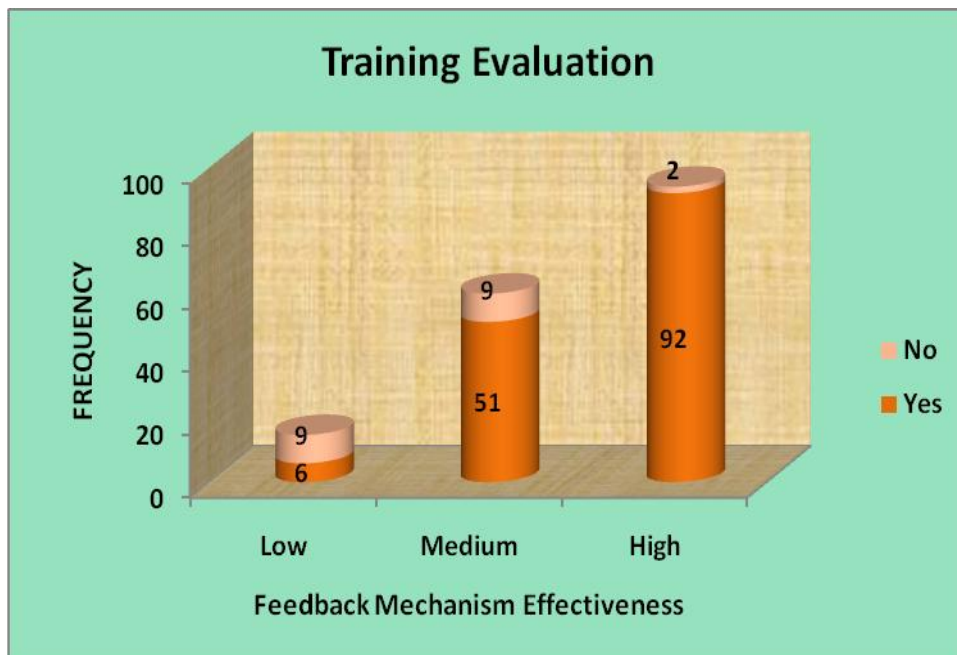


Table 7.43 reveals that majority of respondents i.e. 149 of them stated that they follow training evaluation as a feedback mechanism. Out of which 92 of them stated it to be highly effective closely followed by 51 respondents stating it to be moderately effective. Training evaluation is a necessary mechanism to validate the success of diversity strategy.

Training evaluation is a key to minimize any disruptions associated with diversity management practices whether the training programmes seek to raise diversity awareness or develop multicultural skills therefore a regular evaluation would help in raising awareness about individual differences and the changes in the workforce further to instil the behaviour that is required to effectively manage and work within a more diverse workforce.

## 7. Business Performance

**Table 7.44**  
**Business Performance**

| Feedback Mechanism   |     | Effectiveness:<br>Business Performance |        |      | Total |
|----------------------|-----|--|--------|------|-------|
|                      |     | Low                                    | Medium | High |       |
| Business Performance | Yes | 7                                      | 32     | 121  | 160   |
|                      | No  | 4                                      | 3      | 3    | 10    |
| Total                |     | 11                                     | 35     | 124  | 170   |

**Source:** Data generated by SPSS version 20.0

**Figure 7.16**  
**Business Performance**

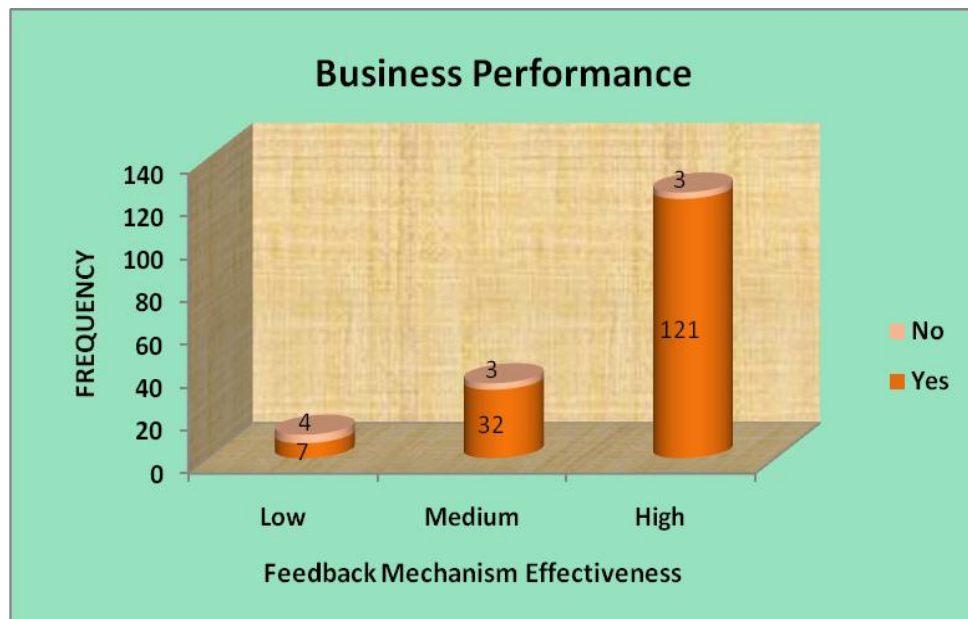


Table 7.44 indicates the cross tab analysis result. The survey result explores that majority of the respondents agree that their organisation also follows regular monitoring of business performance as one of the feedback mechanism and consider it highly effective in achieving desired goals.

Their organisation conducts regular evaluation of yearly data progress on workforce diversity components which has direct implication on overall business performance.

## 8. Support Group

**Table 7.45**  
**Support Group**

| Feedback Mechanism |     | Effectiveness: Support Group |        |      | Total |
|--------------------|-----|------------------------------|--------|------|-------|
|                    |     | Low                          | Medium | High |       |
| Support Group      | Yes | 11                           | 35     | 55   | 101   |
|                    | No  | 30                           | 20     | 4    | 54    |
| Total              |     | 41                           | 55     | 59   | 155   |

Source: Data generated by SPSS version 20.0

**Figure 7.17**  
**Support Group**

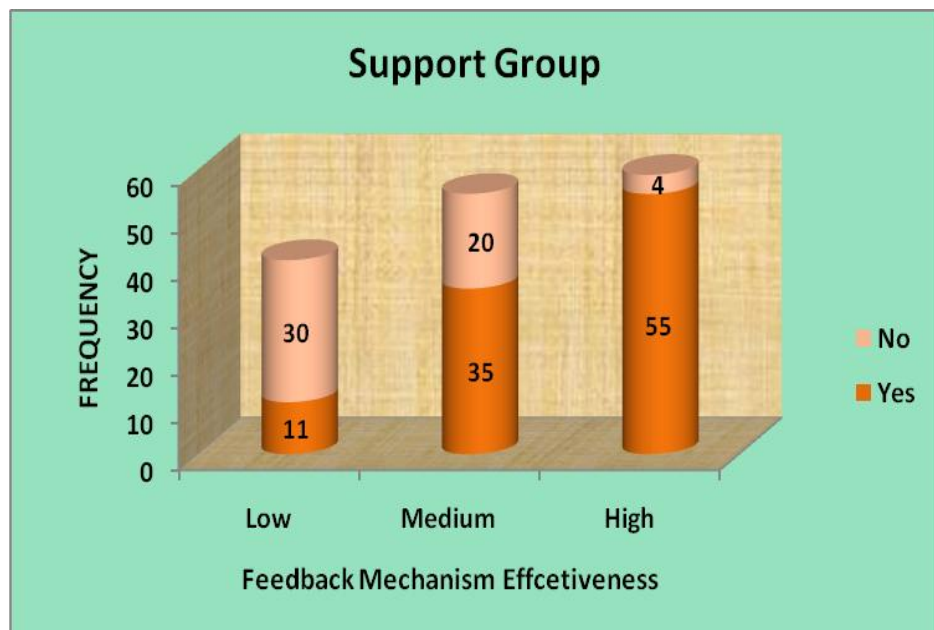


Table 7.45 indicates that majority of the respondents reported establishment of support group had been highly effective feedback mechanism followed by their organisation i.e. about 55 out of 101 stated this while 35 of them stated it moderately effective.

Since, establishing support group staffed by employees at varying level in the organisation will solicit, evaluate and where appropriate would act on, by providing suggestions related to diversity issues. Around 54 out of total 155 respondents reported this feedback mechanism not being used by their organisation and thirty of them consider it not much effective mechanism in achieving desired diversity goals.

## 9. Diversification of Customer Base

**Table 7.46**  
**Diversification of Customer Base**

| Feedback Mechanism                  |     | Effectiveness:<br>Diversification of<br>Customer Base |        |      | Total |
|-------------------------------------|-----|---|--------|------|-------|
|                                     |     | Low   | Medium | High |       |
| Diversification of<br>Customer Base | Yes | 4   | 41     | 101  | 146   |
|                                     | No  | 10  | 7      | 0    | 17    |
| <b>Total</b>                        |     | 14  | 48     | 101  | 163   |

**Source:** Data generated by SPSS version 20.0

**Figure 7.18**  
**Diversification of Customer Base**

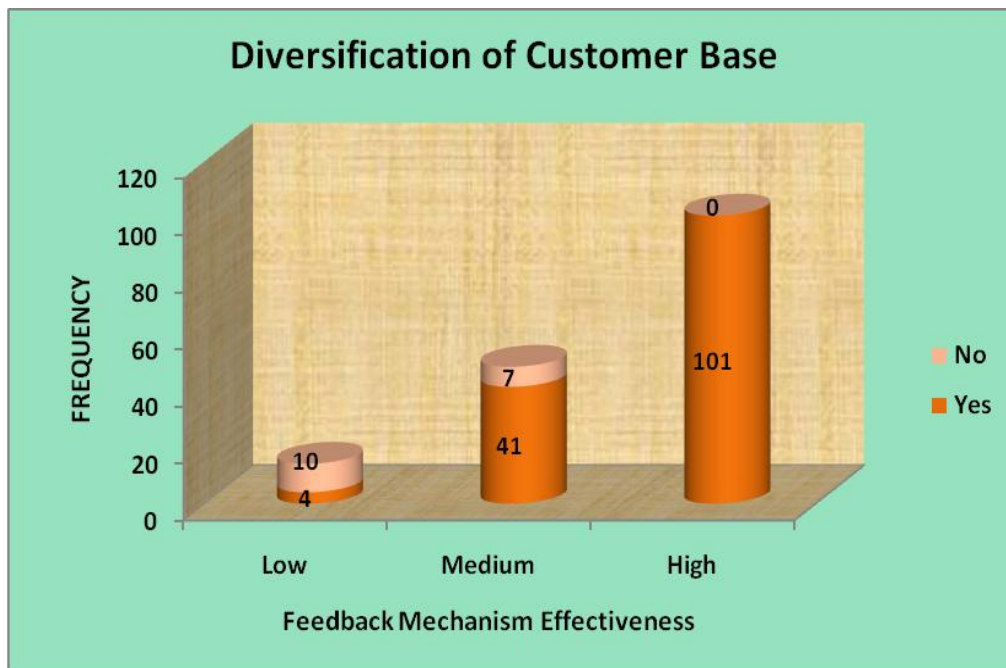


Table 7.46 exhibits that out of total 163 respondents 146 of them stated that their organisation takes regular follow up of diversification of customer base. Around 101 out of 146 reported diversification of customer base to be highly effective feedback mechanism whereas 41 of them considered it moderately effective.

### 10.Labour Turnover

**Table 7.47**  
**Labour Turnover**

| Feedback Mechanism |     | Effectiveness:<br>Labour Turnover |        |      | Total |
|--------------------|-----|-----------------------------------|--------|------|-------|
|                    |     | Low                               | Medium | High |       |
| Labour Turnover    | Yes | 6                                 | 46     | 70   | 122   |
|                    | No  | 13                                | 10     | 6    | 29    |
| Total              |     | 19                                | 56     | 76   | 151   |

**Source:** Data generated by SPSS version 20.0

**Figure 7.19  
Labour Turnover**

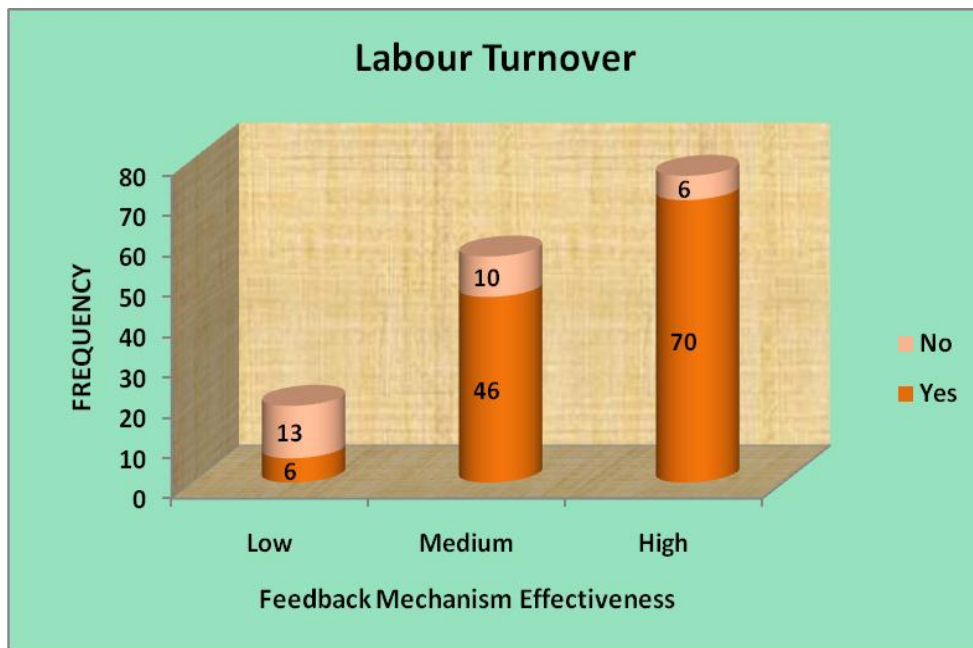


Table 7.47 exhibits that majority of the respondents i.e. 122 out of 151 stated that their organisation uses labour turnover as one of the feedback mechanism. According, to them regular monitoring of labour turnover has proven highly effective mechanism. Around 70 out of 122 have stated this feedback mechanism highly effective while 46 of them considered it moderately effective.

### 11. Employee Performance Appraisal

**Table 7.48  
Employee Performance Appraisal**

| Feedback Mechanism                |     | Effectiveness:<br>Employee Performance<br>Appraisal |        |      | Total |
|-----------------------------------|-----|---|--------|------|-------|
|                                   |     | Low   | Medium | High |       |
| Employee Performance<br>Appraisal | Yes | 8   | 50     | 102  | 160   |
|                                   | No  | 4   | 7      | 4    | 15    |
| Total                             |     | 12  | 57     | 106  | 175   |

Source: Data generated by SPSS version 20.0

**Figure 7.20**  
**Employee Performance Appraisal**

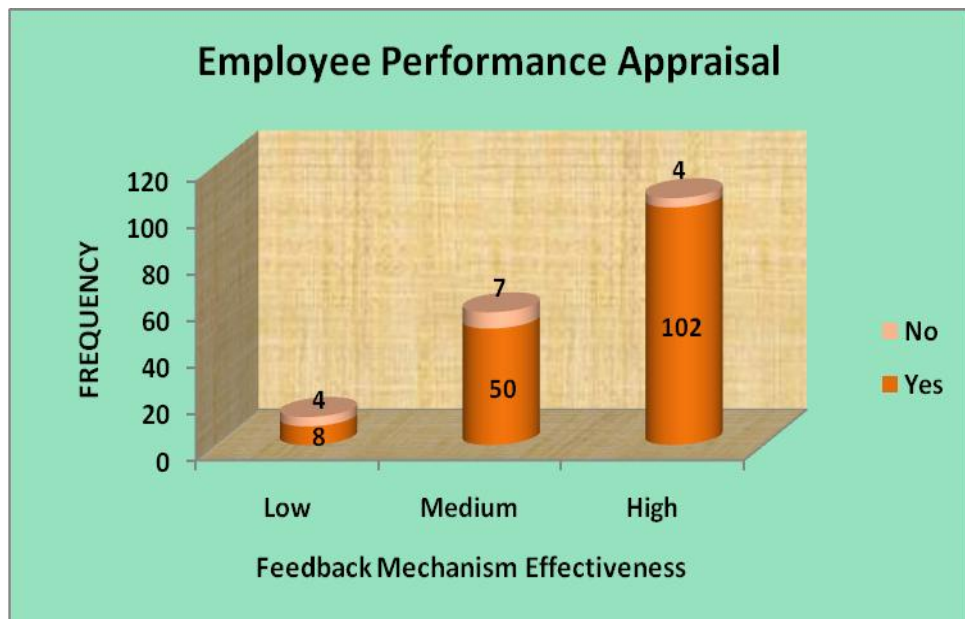


Table 7.48 exhibits that out of total 175 respondents 160 of them stated that their organisation follows employee performance appraisal as one of the feedback mechanism and amongst them 102 respondents have recommended it to be highly effective mechanism.

Employee's performance evaluation can help to reinforce any diversity program. The result further states that if employees are evaluated and compensated on the basis of diversity objectives they will be held accountable for specific diversity outcomes therefore incorporating diversity objectives in the employee performance appraisal would force the managers to provide another avenue for the subordinates to emphasize on the outlook that diversity is priority.

- c. Organisation having sufficient budget to support its diversity strategy

The above objective aimed at exploring whether organisations responding to survey have committed sufficient budget allocation to its diversity strategy to ensure successful operation.

**Table 7.49**  
**Sufficient Budget to Support Diversity Strategies**

| Response | Frequency | Percent |
|----------|-----------|---------|
| Yes      | 185       | 88.1    |
| No       | 21        | 10.0    |
| Total    | 206       | 98.1    |

**Source:** Data generated by SPSS version 20.0

**Figure 7.21**  
**Sufficient Budget to Support Diversity Strategies**

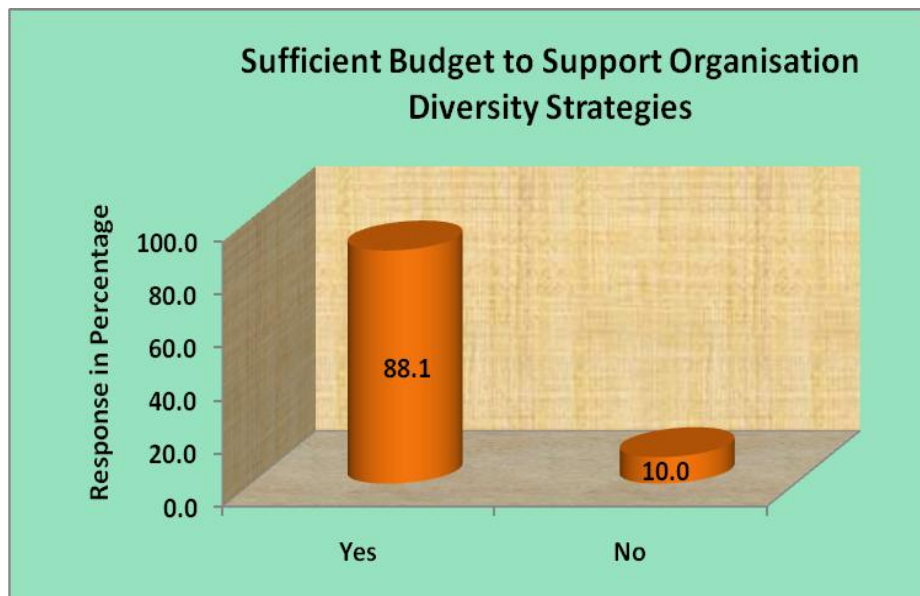




Table 7.49 indicates that 88.1% of respondents reported to have said that their organisation has sufficient budget to support organisation diversity strategies. In order to address diversity issues effectively organisation need to allocate sufficient budget through annual budget process to develop, implement and sustain strategic plans.

6. To study how Indian organization have designed policies to integrate diversity issues with organizational objectives in the current dynamic business environment

Past researches shows that organisation has focused mainly on compliance with equal employment opportunity (EEO) and affirmative action legislation. Less attention has been paid in valuing, developing and making use of diversity such that it reflects positive impact on organisations growth. Therefore, developing a framework that coordinates with organizational objectives in the current business environment is a top priority.

This objective aimed at finding programmes and policies organisation has designed to integrate diversity issues with organisation objectives. To collect the information respondents were asked to provide information regarding programmes adopted by their organisation to promote effective diversity management practices in alignment with organisational goals.

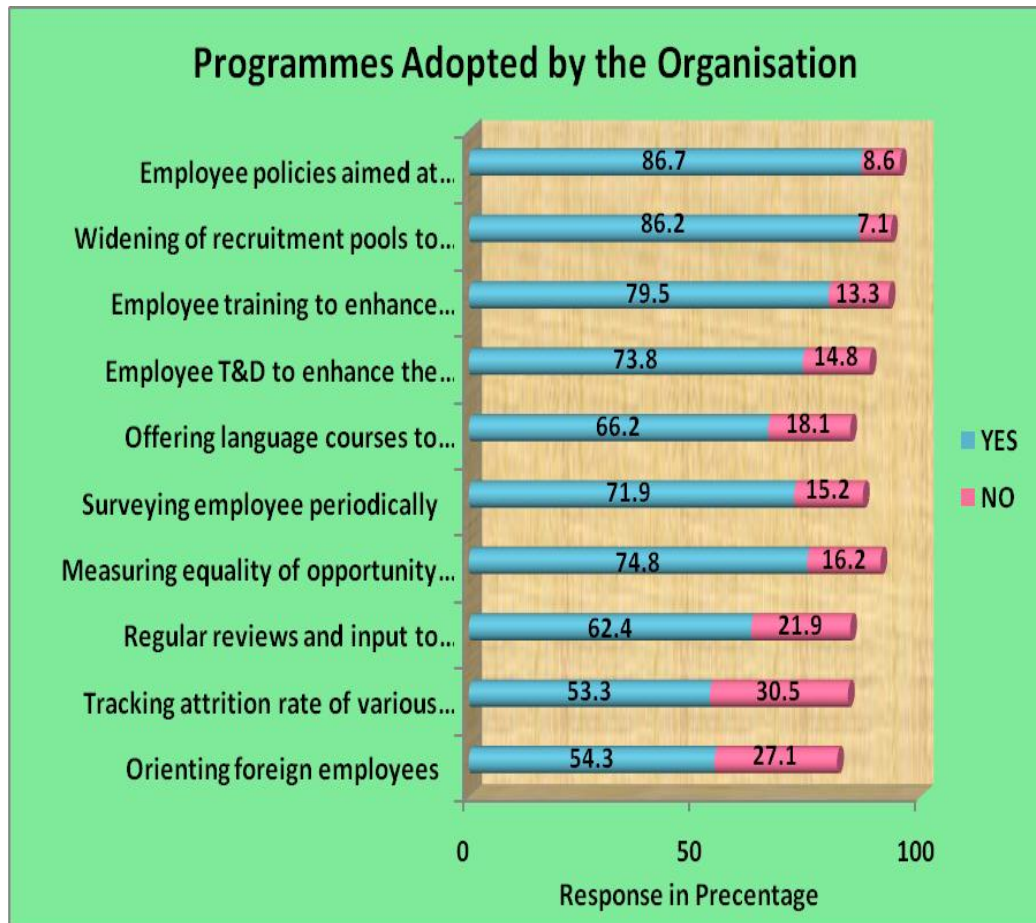
- a. Programmes adopted by the organisation to promote effective diversity management practices.

**Table 7.50**  
**Programmes Adopted To Promote Effective Diversity Management Practices**

| Programmes Adopted By The Organisation   | Response In Percentage |      | Total No. of Responses |
|--|------------------------|------|------------------------|
|  | YES                    | NO   |                        |
| <b>Orienting foreign employees</b>   | 54.3                   | 27.1 | 171                    |
| <b>Tracking attrition rate of various categories to monitor the progress</b>                                 | 53.3                   | 30.5 | 176                    |
| <b>Regular reviews and input to ensure the current programmes are in place</b>                               | 62.4                   | 21.9 | 177                    |
| <b>Measuring equality of opportunity in the organisation</b>   | 74.8                   | 16.2 | 191                    |
| <b>Surveying employee periodically</b>   | 71.9                   | 15.2 | 183                    |
| <b>Offering language courses to increase awareness of other culture and bridge the communication gap</b>     | 66.2                   | 18.1 | 177                    |
| <b>Employee T&amp;D to enhance the potential of minority and disadvantage staff</b>                          | 73.8                   | 14.8 | 186                    |
| <b>Employee training to enhance respect for cultural and other differences among colleagues</b>              | 79.5                   | 13.3 | 195                    |
| <b>Widening of recruitment pools to tap new sources of talent</b>  | 86.2                   | 7.1  | 196                    |
| <b>Employee policies aimed at improving work life balance (flexible work hours/work at home opportunity)</b> | 86.7                   | 8.6  | 200                    |

**Source:** Data generated by SPSS version 20.  
The sum of percentage is not 100% due to multiple options

**Figure 7.22**  
**Programs Adopted To Promote Effective Diversity Management Practices**



The analysis result as represented in the table 7.50 is as follows:

The survey explored that majority of the respondents i.e. 86.7% identified “Employee policies aimed at improving work life balance (flexible work hours/work at home opportunity)” as one of the influential programme adopted by their organisation to promote effective diversity management practices nearly followed by “Widening of recruitment pools to tap new sources of talent” with 86.2% of respondents favouring it.

While 79.5% of respondents indicated “Employee training to enhance respect for cultural and other differences among colleagues” to be the

second most influential programme followed by 74.8% of them reporting “Measuring equality of opportunity in the organisation” closely followed by 73.8% of respondents indicating “Employee training and development to enhance the potential of minority and disadvantage staff” as one of the various programmes implemented by their organisation to promote diversity management practices at workplace.

About 71.9% of respondents indicated “Surveying employee periodically” amongst one of the many programmes adopted by their organisation whereas 66.2% reported to have agreed on “Offering language courses to increase awareness of other culture and bridge the communication gap”. While “Orienting foreign employees and tracking attrition rate of various categories to monitor the progress” reported to have catered least votes amongst all the programmes actively running at their organisation to promote diversity management practices.

7. To find out extent to which diversity is central to the activities of the department in the organisation.

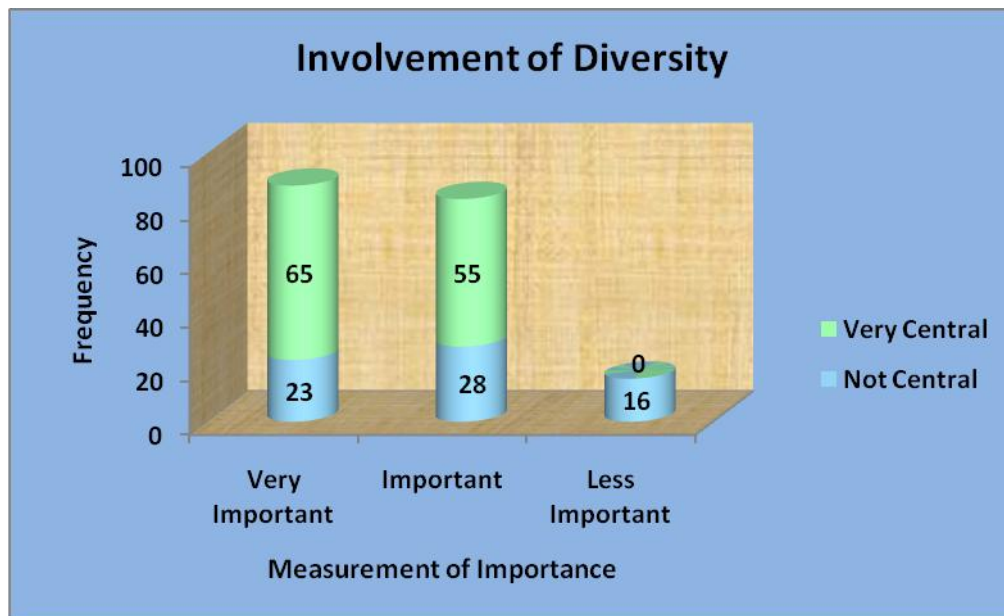
The objective aimed at finding the extent to which diversity is central to the respondent’s departmental activities and how important role does it plays in enhancing the productivity of their department.

**Table 7.51**  
**Diversity Involvement in Department Activities**

| Central      | IMPORTANCE     |           |                | Total |
|--------------|----------------|-----------|----------------|-------|
|              | Very Important | Important | Less Important |       |
| Not Central  | 23             | 28        | 16             | 67    |
| Very Central | 65             | 55        | 0              | 120   |
| <b>Total</b> | 88             | 83        | 16             | 187   |

**Source:** Data generated by SPSS version 20.0

**Figure 7.23**  
**Diversity Involvement in Activities of Department**



Cross tab analysis result as reflected in the table 7.51 exhibits that majority of the respondents i.e. 120 out of 187 have reported workforce diversity being very central to the activities of their department and 65 respondents out of 88 have stated that involving diversity in their department have played important role in enhancing the productivity of their department.

Whereas 67 out of total 187 respondents claimed diversity not being central to the activities of their department while 28 respondents who have claimed that diversity not being central to their department activities have further stated that involving diversity in their department activities plays a key role in improving departments productivity.

8. To find out linkage between diversity management practices and business performance

The researcher from this objective aimed at investigating impact of organisations diversity management practices on business performance whether these practices plays an effective role in achieving desired

business goals does not effect at all. To get significant answer respondents were asked whether they believe that their organisation diversity practices are effective enough in attaining desired outcome. A positive result will prove linkage between diversity management and business performance.

**Table 7.52**  
**Diversity Management Practices Effective In**  
**Achieving Organisations Desired Goals**

| Response             | Frequency  | Percent     |
|----------------------|------------|-------------|
| Not at all Effective | 29         | 13.8        |
| Somewhat Effective   | 113        | 53.8        |
| Very Effective       | 65         | 31.0        |
| <b>Total</b>         | <b>207</b> | <b>98.6</b> |

Source: Data generated by SPSS version 20.0

**Figure 7.24**  
**Diversity Management Practices Effective In**  
**Achieving Organisations Desired Goals**



Analysis result as indicated in the table 7.52 reflects that 53.8% of respondents i.e. majority of them reported to have said organisations diversity management practices have been somewhat effective in attaining desired outcomes followed by 31% stated that their organisations diversity practices have been very effective in achieving their organisations goals. The analysis result reveals that diversity practices have helped companies to improve their business performance thus, clearly exhibiting linkage between both i.e. result shows that an effective diversity management practices affects business performance.

#### **7.4 Qualitative Analysis on Open Ended Questions**

To get the extent of knowledge about workforce diversity in the selected organisation HR managers were asked to answer few open ended questions which further helped the researcher in dissecting information on existing diversity strategies and policies.

Therefore, as observed from their responses to the open ended questions it was revealed that their organisations diversity strategies focused both the internal and external environment, in order to make ensure that diversity becomes integral to the way their institution functions both internally and externally. Considering it as an important parameter their notion behind designing and implementing diversity strategic plan is to design a clearly articulated diversity goals tied to the gaps found through diversity audit and their business goals.

The results also revealed that their organisation continuously measured the effectiveness of their diversity strategy once in a year or every six months to track progress towards those goals and holding managers responsible for meeting diversity goals. In addition to it they have employed experts and specialists to promote diversity practices in alignment to their business goals. Looking from financial and performance

perspectives meeting diversity challenges require a skilled trainer or expert who has a breadth of knowledge on workplace diversity. Hence, they have global advisory council to monitor and measure effectiveness of their diversity programs and practices.

They also stated that building and encouraging harmonious and diverse environment is the main objective of their diversity policy. Moreover, when asked regarding their linkage of diversity strategy with the corporate strategy they stated that concentration on individual departments of the organisation by committing human and fiscal resources to the diversity agenda leads to a diverse and varied thought process which in turns leads to collective efforts towards the corporate strategy plus the overall progress of the organisation where every individual enthusiastically takes ownership for the future of the corporation and become a change agent in transforming the organisation.

## **7.5 Reflection**

Inferential analysis results revealed that there is a positive and statistically significant relationship between workplace diversity and organisation performance.

From hypothesis one this can be inferred that diverse workforce more accurately identifies the needs of the diverse clientele the findings of this study are in agreement with those from a previous study done by Taylor Cox, (1991) who stated that having diverse workforce helps in tapping the insights and understanding of people of different ethnic background, genders etc through which firm may gain advantages in designing and selling products and services to a diverse marketplace.

The research findings also revealed that due to their wide variety of skills diverse workforce are quiet valuable. The findings were in agreement with the findings by Kerby & Burns, (2012) who found that by employing



diverse workforce an employer receives the wide variety of skilled and most qualified candidates as building blocks of their organisation belonging to different cultural thoughts and varied backgrounds from vast labour markets that are further trained by diversity management trainers.

From the research findings it was further revealed that there is a significant positive impact on the goodwill of an organisation, morale of organisation employees and on the profit of an organisation. This also support the findings of previous studies by Kulik & Roberson, (2008) who got similar result in their respective studies which stated that more diverse workforce increases organisation effectiveness. While Thomas & Ely, 1996 study found that existence of diverse workforce lifts morale, bring greater access to new segments of the market and enhances productivity.

The research analysis study also determined that diverse workforce makes team work a learning experience which was found in agreement with the findings from the previous study done by Wood et.al, (2010) which stated that pooling diverse skills of diverse workers benefits companies by strengthening the team's responsiveness to varying conditions.

Further investigation of this study established positive and statistically significant relationship between diversity management and performance of employees. From the hypothesis two it can be concluded that proper embracing and leveraging differences through the collaboration of culture, ideas and experiences has proven quite beneficial and such benefits can only be realized if the diversity at the workplace is well managed.

The analysis result shows that numerous benefits accrued to a proactive management of the diversity of the workforce. Employees are more committed, more satisfied and are better able to adapt to changes of the globalized market. This was evident from the analysis that management of diversity is advantageous for both the organisation band the employees. Benefits in terms of efficiency, creativity, innovation, productivity, cost reduction, less absenteeism, less labour turnover and lastly market

success have been observed as a result of positive influence of diversity management on the performance of employees revealing diversity management having positive relationship with employee's performance.

The above findings are in consistent with the outcomes of studies conducted by various authors such as:

Robinson & Dechant, (1997) who highlighted that including diversity and its management at the workplace results in better utilisation of talent, increased marketplace understanding, enhanced creativity and increased quality of team performance. Cox, (1993) stated that the end result to effective diversity management yield greater productivity, improved organisation performance on absenteeism & turnover resulting in better position of the organisation.

While study done by Iles& Hayes, (1997) found that diversity contributes to improvement in employee's efficiency. Cox & Blake, (1991); Richard, (2000) stated that through effective diversity management, diverse teams aim at achieving greater innovation and creativity, enabling them to outperform homogeneous teams.

Surprisingly, the findings revealed influence of diversity on employee motivation and problem solving skills not being strongly recognised by the survey respondents despite been shown as major benefits in various studies conducted in past.

Third hypothesis enumerates positive significant effect of diversity programmes practiced by the organisation on diverse workforce and business performance. Analysis result indicates that diversity practices are effective enough in achieving desired outcomes. A well equipped diversity programmes practiced by the organisation have proven advantageous to both the institution and its employees.

The finding exhibits various areas in which organisation have attained success through diversity management. As observed diversity

management has brought significant increase in financial bottom line of the company. This finding also supports the findings from the previous study conducted by Hubbard, (2004) who stated that a well managed diverse workforce improves a company's performance and boosts its bottom line.

This is also evident from the analysis diversity management practices have helped in reducing cost related with turnover and employee absenteeism which is in agreement to Cox & Blake, (1991) study which revealed that the benefits of effective diversity management practices include reducing turnover, absenteeism and attracting best candidates. Further study from Guthrie et.al, (2010) also suggested that the use of progressive diversity management practices would likely to increase productivity and help reducing staff turnover.

Investigation also explored that successful implementation of diversity practices and programs have given organisation a competitive advantage. This finding was found consistent by Storey, (1995) who found that through strategic development of a diverse workforce, organisation seeks to gain competitive advantage by increasing the quality of organizational life which in turns improves corporate image and ultimately proves good for the business Kandola, (1995).

The research findings also indicated that successful diversity practices have helped in retaining potential diverse talent. A similar study by the Douglas, (2010) who found that incorporating a clear and a strong diversity recruitment and retention strategy will help recruiting and retaining potential talent. Employing a diverse team of recruiters will enhance the diversity recruitment and retention efforts as stated by Cole, (2002).

The results further enumerates that various diversity programmes incorporated by the organisation have led to diverse client/ customer base,

improved audits, increase in no. of women/minorities/ person with disability and improvement in diversity training attendance.

The above findings are in consistent with Morrison, (1992) claiming that successful diversity management practices promote women, racial and ethnic minorities into higher level of management by adopting recruitment policies which are consistent with fair employment policies. A previous study by Kossek, Lobel & Brown, 2006; Pradhan, (1989) also identified reduced risk of discrimination lawsuit due to more non- discriminating environment and more effective marketing to diverse customers pools as a result of well versed diversity programmes and practices.

## **CHAPTER VIII**

### **FINDINGS AND CONCLUSION**

#### **8.1 Summary of Findings**

Managing diversity has become imperative for all organizations who aim at having sustainable growth in the globalized market. It has gained momentum because of the internationally competitive market, changing workforce demographic composition, growing need of HRM and special reservation of women, people with disability and ethnic minorities. The paper contributes to existing knowledge on diversity management in the Indian Information technology context through a case study conducted amongst four prominent firms of IT running in India. This study assessed how the notion of diversity management is understood and operationalises in leading IT companies and revealed useful management diversity practices and challenges that all organisations need to address. The findings of the study have significant practical implications. It is found out that IT workforce is getting diversified and for that diversity management is needed in order to reach the desired goals. The review indicates that there is a continuing need for effective diversity management to play an irreplaceable role in this regard. The results obtained gives evidence based guidance to other firms on impact of diversity management.

The purpose of this research was threefold. Firstly, to implement an empirical study designed to explore relationship between diversity management and organisation productivity. Secondly, was to contribute to the expanding body of literature on diversity management by providing empirical evidence. Thirdly, was to gain a better understanding of the usefulness of diversity management with respect to employee performance and organisation productivity. This paper explored various aspects of diversity including various dimensions of workforce diversity,

diversity challenges & consequences and proper management of diverse workforce.

The present study investigated perceived benefits of diversity management on employee and organisation performance by addressing two questions i.e.

**Firstly**, do you feel that diversity management has positive influence on the performance of employees?

**Secondly**, do you feel that your organisation is getting success through diversity management?

The study sought to investigate whether diversity at workplace has brought significant growth in the software companies of India. The results revealed significant positive association of workforce diversity with organisation performance and productivity. Existence of diverse workforce tends to identify the needs of the diverse clientele, allows wide variety of skills, enhances innovative ideas, improves goodwill of an organisation, and enhances profit of an organisation followed by improvement of morale and making team work a learning experience. The findings also advocated positive attitude of employees towards workplace diversity in IT sector.

The study explored the linkage between diversity management practices implemented in the organisation and business performance. The result revealed significant association between diversity management practices and business performance. Majority of the respondents agreed diversity management practices being somewhat effective in achieving organisation desired goals.

The result advocated positive outcome when investigated if diversity management had any positive influence on the performance of employees. The result indicated positive significant association of diversity management with the performance of employees. The findings concluded

that organisations which are successful in leveraging the diversity of their employees through diversity management are more committed, more satisfied and are better able to adapt to changes of the globalized market. It was found that successful management of diversity accords various benefits with respect to employee performance such as improved efficiency, creativity, innovation in generating new ideas, cost reduction with respect to labour turnover & absenteeism, increased productivity and market success through increased financial bottom line.

The field study showed positive impact of various diversity programmes practiced by the companies on diverse workforce and business performance. The study identified the areas in which organisations accrued benefits through diversity management. In addition the result explored positive correlation and significant relation of diversity management practices with organisation performance. Areas such as “increased financial bottom line (Profits), reduced cost related with labour turnover, reduced cost related with employee absenteeism, increased organisational competitiveness, retention of a diverse workforce, lower rate of grievances & litigations, diverse clients/customer base, improved audits and increased no. of minorities/women/person with disability”. Survey respondents overwhelmingly agreed that managing workforce diversity have laid positive impact on organisation performance.

In addition the research study aimed at finding potential drivers which influenced and encouraged their organisation to have diversity management at their workplace the result indicated “recruiting & retaining of best talent, to respond to the global market, to improve customer relation, corporate social responsibility and to reach diverse market” catered maximum overall importance percentage of being the most influencing drivers followed by “to be an employer of choice” and “to improve creativity and innovation”.

The study findings revealed a spectrum of programmes implemented by the selected organisation to bring more effectiveness to diversity

management practices. The study explored predominant programs adopted by the selected MNC's which involved employee policies aimed at improving work life balance (flexible work hours/work at home opportunities), widening of recruitment pools to tap new sources of talent, employee training to enhance respect for cultural and other differences among colleagues followed by measuring equality of opportunity in the organisation etc.

In the same vein the research made a contribution by suggesting various programs that may be implemented to conduct diversity management process effectively. It was found out that organisations are actively running various programmes such as professional development programs, workshops/speeches about diversity, seminars/conferences on diversity, mentoring programmes, cross cultural acquaintance programs and sponsoring diversity related research followed by feedback mechanism to evaluate the effectiveness of diversity management initiatives through established metrics.

Owing to the fact that a company facing any barrier towards managing diversity either directly or indirectly curtails the potential of available talent, underutilizes the employee potential or loses the financial benefits of retaining them. The study investigated various barriers that have been hindering diversity management progress. These barriers were measured using Likert scale. The result exhibited harassment, discrimination, lack of open communication, followed by stereotype, ethnocentrism and prejudice as common barrier observed in the organisation.

In order to promote and create awareness regarding diversity management organisations have been actively using online interactions as a means to communicate externally and internally regarding their diversity goals and strategies. According to Hubbard, (2004) an internal marketing strategy including diversity newsletters, informational intranets and seminars are important to support managing diversity in the company. Organisations researched in the current study have taken pragmatic



approach in managing their diverse workforce. The study revealed organisation implementing online tools to communicate and spread awareness on diversity management such as blog, professional/social/virtual networking sites, specific awareness on organisation website etc. Furthermore majority of the respondents claimed to have agreed to have supported formation of committee to address diversity related issues which reflects their very efforts in equipping their workforce, shareholders, customers and suppliers with diversity and its management.

It is hoped that by understanding the relationship between managing diversity and organisation performance, the organisations will be cognizant of the importance of how managing diversity can directly impact employee and organisation performance & productivity. From the findings it can be deduced that every organisation that embraces management of workforce diversity enjoys various benefits pertaining to organisation and employee performance. In This way employee and organisation can have a symbiotic relationship. The research framework represents a novel approach to understand implications of diversity management and how firm manages workplace diversity.

## **8.2 Conclusion**

India is acknowledged to be amongst the most diverse countries in the world due to which they have unconscious competence to manage diversity. Diversity is the hallmark of Indian society and challenge of managing it is immense. Diversity at workplace matters for couple of reasons firstly, it leads to proper distribution of people who are underrepresented in the society and are having right talent for the right position, secondly it allows the company to reach diverse markets and able to provide satisfaction to diverse customer base.

The workforce is expected to become much more diverse in almost every way in the decades to come. Immigration has increased ethnic, racial, linguistic and cultural diversity. With the advent of technology employing individuals with disabilities have become much easier; women have already entered the workforce and are largely dominating the profession previously made up largely for men. Given the ageing status of the workers longer life expectancy and uncertainties over retirement income have increased representation of older workers at workplace. Furthermore a recent move by India's Supreme Court in April 2014, accorded legal recognition for the first time to transgender people as a "third gender", by classifying them as "Other Backward Classes", thereby allowing for their reservations in education and public employment (A. Prasad et.al., (2014)). Diverse workforce is a rich seedbed for ideas and skills. The need for having it is being driven by the factors such as talent shortage, global market, changing demographics, customer satisfaction, company brand image, constant need for innovative creation etc.

The biggest challenge in having diverse workforce is when different groups come together and interact with each other. They seem to face lack proper communication and social cohesiveness between them. It's when diversity management is required to bridge the gap and develop the ability to work across the difference. It is important for the management to detect diversity related issues and implement diversity management initiative accordingly. Diversity management is relatively new term in academic circle, although it is closely related to the more traditional approach of EEO & AA (Kandola, 1995; Hughes, 1999; Kramer, 1998). The research of the study provides considerable insight on present diversity management practices adopted by the organisations of the IT industry. Majority of the employees surveyed are positive towards diversity management outcomes. The study clearly emphasizes that organisation should take measures to manage diversity to harness and leverage potential of employees in order to gain competitive advantage.

The study suggests that to harvest the potential benefits of diverse workforce and to prevent its potentially disruptive effects, management should focus on fostering diversity management programs and practices for receiving the best result. The study further concludes that failure to manage diversity often leads to difference in pay, promotion, increased turnover, absenteeism, low job satisfaction, conflicts and other forms of inequality. Organisations with diverse workforce is a recipient of better decision making capability, higher creativity & innovation, greater opportunity to understand and serve diverse market. They bring individual talent and experiences in suggesting ideas that are flexible in adapting to fluctuating markets and customer demands an imperative need for running a successful business.

India Inc. offers a fertile ground for diversity management. This study contributes knowledge to the study of MNCs through field study method. This study is a modest addition to the small but growing need to the small but growing body of literature of managing diversity. Since, most organisations consider it mainly as an issue of compliance with legal requirements but looking beyond is the need of an hour. The study suggests plausible mechanism that may explain how diversity management ultimately leads to firm productivity. The study provides practical guidance for diversity management at the organisational level. It highlights diversity management potential development area and will encourage diversity professionals to use it to extract critical points that may enhance their diversity management programs and practices.

The study confirms that managing diversity requires the strong support of management and dedicated human resource towards incorporating diversity objectives in an organisation in a very sustainable manner. It has also been argued that managers should do their best to translate diversity into positive organisational and employee outcomes. It is duty of the management to critically evaluate the benefits of diversity management initiatives implemented in their organisation. It's only during the last

decade that corporate houses of India have started turning their heads towards managing diversity and linking it with their strategic objectives.

In the light of the extensive research on managing diversity with reference to organisation productivity it is concluded that managing diversity improves cost structure of organisation. It has a positive effect on competitive advantage by culminating higher sales, bigger market share and higher corporate profits. Flexibility in organisations policies and structure, employee empowerment, diversity training & mentoring programs is today's requirement so as to avoid occurrence of financial loss related to high turnover, lawsuits & litigations, tarnished corporate image, reduced individual morale and satisfaction. Careful evaluation and regular feedback mechanism is necessary for the development and success of diversity management initiatives. Corporate organisations with a global focus must begin to give attention to this management challenge. Managing diversity is not a choice but a requisite because of the competitive pressure on organisations to sustain and improve economic performance, employee satisfaction, client service delivery and changing expectations of society.

This study can serve as a guideline for future research, as it gives evidence based guidance to firms on effective diversity management and hopes to promote sustainable workforce diversity management to the benefits of the employee, employer and society. The Indian IT industry can show the way for the rest of the corporate India to be part of the inclusive growth agenda that leverages the development of India and make realize the full potential of diverse workforce as one of the most powerful natural resources.

## **CHAPTER IX**

### **RECOMMENDATION, LIMITATION AND SUGGESTION**

#### **9.1 Recommendations**

The study recommends that in order to earn competitive advantage in this globalized market, management should deploy diversity management in its structure and consistently revise the instituted policies to effectively manage employee diversities in the organisation. Management should work to create an inclusive environment, value diversity, create awareness, provide learning & training, link diversity with organisations strategic business objectives, assure top management support and encourage clear & credible communication.

The study recommends that the current study provides sound evidence that the programs used by the organisations selected for this study has benefitted both the organisation and employees hence, it will now be less difficult for companies to obtain support necessary to implement diversity management initiatives.

To companies that have not begun to implement diversity management programs it is recommended that implementing programs related to workforce diversity will result into betterment of the individual, employees and the organisation on a whole. They should start investing resources and time on this issue as early as possible so as to prevent any sort of loss incurring due to poor diversity management.

Furthermore it is recommended that organisations must first begin with self audit and identify the issues pertaining to diversity that are unique to their company. Should, establish accountability at both the organizational and individual level for follow up of the plans. They should develop explicit plans to diffuse conflicts and invest in on-going diversity related education.

The study recommends management commitment and participation is very crucial for managing diversity. They should take strong personal stands and should role model the behaviour required for change followed by providing personnel, financial and technical resources. Providing financial help such as allocating diversity budget sends a clear message to employees that management is serious about enhancing productivity and opportunities for growth.

It is recommended that company should execute good strategies to manage diversity effectively. Organisations must encourage recognition awards and increase the visibility of the awards for exemplary work done on managing diversity.

This research has revealed useful diversity management practices and management challenges that organisations operating in India need to address. It's further recommended that collecting qualitative and quantitative evidence is essential for building a robust and effective diversity management plan.

Lastly, much of the diversity management discourse in India is at the stage of equal employment opportunity. But with the advent of diversity management it has necessitate thinking beyond legal compliance. The goal of this research effort is to seek greater understanding that could lead to more extensive research in the future.

## **9.2 Limitations of the Study**

There are some limitations inherent in this study. Some of the limitations were identified during the progress of completing this research study.

The concept of managing diversity is very extensive. The selected companies are the prominent domestic and international IT companies

functioning in India. The data is collected only from the four IT companies amongst many present in India. Also the online survey which has been conducted by the author of this research work includes research on the internal structure of the companies. Therefore, it is suggested that future studies should replicate this work in larger samples of a firm.

Since, Diversity Management is a complex area. The topic was limited to few variables. The research would need much more time and a long term study to be fully completed. The given time frame was too short to conduct a deeper research within the area.

Generalization of the results is another limitation. Since, the study was an exploratory with a limited sample size involving 210 IT employees. Although the size of the sample offered adequate statistical power still findings cannot be generalized beyond the context of this study but can be seen as an effort to give insight to conduct detailed researches on managing diversity issue in organisation in the near future.

The study was subjected to constraints of time and cost. Researcher was not able to interview HR heads at the headquarters to gauge their views on diversity management as a global HR strategy. The study was based on questionnaire because it was difficult to arrange personal interview due to money or time constraints. Also, some senior managers had no time attending to all the items in the questionnaire due to their tight schedule and high work load.

The risk of biased responses by the respondents was another limitation. The researcher also experienced some resistance from some of the respondents to participate in the research and also some respondents failed to revert back the questionnaire to the researcher.

Since the entire study is limited to IT sector. The findings may prove enlightening for other organizations but information collected and concluded on the basis of data collected from the selected organizations at some point lacks vastness. Therefore, in view of findings and above limitations the results obtained calls for more studies in this direction.

### **9.3 Suggestions for the Future Research**

The current study represents only a first step towards evaluating the broader framework therefore, it needs further empirically evaluation because of the limited sample size at the firm level. It is suggested that researchers should try to research the same theme in the future in order to see its overtime development. However, it believed that deeper study of diversity management should be performed in order to grasp the topic fully. Since, some of the issues on diversity management and its impact were left out because they were beyond the scope of this study and also due to restricted time frame of the project. In future there is a vast scope for further study on the factors affecting effective management of workplace diversity in the IT organisations as well as other industries such as banking, telecom, FMCG etc.

This study has identified several avenues for conducting future studies. Future study should systematically investigate diversity management from multiple perspectives. In addition management attitude and competence in diversity management should be studied in greater depth and on a wider scale with a view of excelling globally. This may further help in understanding diversity management at global platform.

The study recommends future studies be undertaken with expanding focus of managing diversity from shareholders value to stakeholders value. Other elements of employee diversity should also be studied in depth such as employee payroll inequality, experiences of majority & minority members on workplace differences which were not focused in the study.



Furthermore, a comparative study can be conducted on diversity management practices between industries and their impact on employee performance & job satisfaction.

Valuing diversity and utilizing the knowledge and skills of a diverse workforce, an aspect beyond EEO have been largely neglected. Since, most organisations consider managing diversity mainly as an issue of compliance with legal requirements but looking beyond is the need of an hour.

The measurement properties of the impact of diversity management on organisation and employee performance in questionnaire should be further explored. More research is needed on the interaction of the variables that contributes to positive outcomes of diversity management. Also, how organisation can quantify and measure the impact of the implementation of diversity management initiatives can be studied as it could help in evaluating and plan their policies in future accordingly.

A comparative study on diversity management between public sector and private sector provides another avenue for research. Relating diversity management with corporate social responsibility and extent to which diversity management is recognised as an important issue in less developed countries provides a nice platform for conducting extensive research.

Researcher may also conduct cross country comparative study. Also, study on transnational team. Since many organisations have been using transnational teams that are composed of members of multiple nationalities working on a project that span multiple countries. A comparative study can be done to study how leaders of different nationals manage their workplace diversity through their unique leadership qualities and how they manage everyone to work together effectively to accomplish a mutual goal.

Much more work is required both theoretically and empirically to develop a body of knowledge related to workforce diversity and role of human resource in managing it. An empirical study on this aspect would advance our understanding of the contribution of human resource diversity management.

Study can be conducted to find robust techniques to measure and quantify the impact of diversity at different organizational and functional levels. Such as diversity balance scorecard through which it is possible to predict the economic value added by intangible organisational resources such as workforce diversity, effective diversity management, inclusive organisation culture etc.

Studies on diversity and managing diversity have progressed a great deal in the last two decades however, there are still noteworthy gaps which need to be filled. There are many potential variables at multiple organizational levels that need careful reflection and consideration in order to design a unified diversity framework which can be of explanatory value to all organisations.

Though Indian organisations acknowledge the benefits of a diversified workforce many still do not include LGBT candidates in their corporate agenda. LGBT are still untapped areas of diversity management initiatives therefore organisations should try to bring these employees in the mainstream.

A considerable gap exists between the perceptions of managers and employees on diversity management crisis within their organisation hence, this gap should be identified and filled in future studies. A detailed separate study based on impact of primary dimensions of diversity and secondary dimensions of diversity on organisations performance should also be made.

Since diversity management is everyone's responsibility. Alongside all other functions finance function plays a proactive and pivotal role in

managing diversity process such as data collection, analysis and reporting. Hence, a study should be made how finance plays a key role in designing and implementation of diversity management policies. Finance professionals expertise may offer a valuable resource that would help support the study. The study would further help in finding how finance function helps in gathering relevant financial and non financial data in implementing strategies and practices related to diversity.

Future research is necessary not only because the findings are somewhat inconsistent but because there is still gaps and areas to examine while integrating the findings of related field of research.

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## APPENDIX B: COVERING LETTER

**Under The Supervision of:**

Dr. Kapil Dev Sharma  
Head, P.G. Dept. Of Business Administration  
J.D.B. Govt. College for Girls, Kota

**Researcher:**

Ms. Shweta Singh

**“MANAGING DIVERSITY FOR IMPROVING PRODUCTIVITY  
IN IT INDUSTRY IN INDIA”**

A Doctoral Research Project of the Faculty of Management Studies  
Of University of Kota, Kota

Dear Respondent,

I'm conducting a comprehensive survey on the above stated topic to support my Doctoral Research work from University of Kota, Rajasthan under the Dept. of faculty of Management Studies. Kindly participate for making a positive contribution to the research.

You are requested to fill the enclosed questionnaire. I, assure you that your response will be kept strictly confidential and shall be used only for the academic purpose. Your cooperation in this regard may enable the researcher to conduct a worthwhile research.

Thanking you in anticipation.

Sincerely,

Shweta Singh  
Research Scholar

**APPENDIX C: QUESTIONNAIRE**  
(Employee)

**Name:**

**Name of the Organisation:**

**Position:**

**Department:**

**SECTION A**

**(Demographic Information)**

1. Gender

Male  Female

2. Marital Status

Married  Unmarried  Others

3. No. Of Children

0-1  2-3  >3

4. Ethnicity

Indian  Asian  Others

5. Categories

GEN  OBC  SC  ST  PH

6. Age

20-29  30-39  40-49  50yrs old & above

7. Work Experience

Up to 5 yrs  6-10 yrs  11-15yrs  > 15yrs

8. Educational Level

Diploma  UG  PG  PhD  Others

9. Position in the Organization

- Senior Manager
- Manager
- Senior Executive
- Executive
- Entry Level

10.No. Of years in current management position (in yrs)

- Up to 3 yrs  4-6  7-9  >10

11.No. Of Subordinates

- Up to 4  4-8  8-12  12-16

**SECTION B**

1. Does your organisation incorporate following diversity practices?

- a. Written equal opportunities/ diversity policies
- b. Written harassment policies
- c. Strict rules against the offenders
- d. Targets for the recruitment of the diverse groups
- e. Running of special training session for training groups
- f. Complying with the relevant equality legislation

2. What feedback mechanism does your organisation uses to measure the effectiveness of diversity strategy?

| FEEDBACK MECHANISM               | USED |    | EFFECTIVENESS |        |      |
|----------------------------------|------|----|---------------|--------|------|
|                                  | Yes  | No | Low           | Medium | High |
| Organisation Assessment          |      |    |               |        |      |
| Employee Commitment              |      |    |               |        |      |
| Customer Satisfaction            |      |    |               |        |      |
| One-on-One Interview             |      |    |               |        |      |
| Feedback/Suggestion System       |      |    |               |        |      |
| Training Evaluation              |      |    |               |        |      |
| Business Performance             |      |    |               |        |      |
| Support Group                    |      |    |               |        |      |
| Diversification of Customer Base |      |    |               |        |      |
| Labour Turnover                  |      |    |               |        |      |
| Employee Performance Appraisal   |      |    |               |        |      |
| Others (please specify)          |      |    |               |        |      |

3. Please indicate the extent to which the following are the potential drivers for Diversity Management (as per the scale given below)
1. Most Important
  2. Very Important
  3. Important
  4. Less Important
  5. Least Important

| SN | POTENTIAL DRIVERS                     | Most Imp. | Very Imp. | Imp. | Less Imp. | Least Imp. |
|----|---------------------------------------|-----------|-----------|------|-----------|------------|
| A  | Recruiting & Retaining of best talent |           |           |      |           |            |
| B  | Corporate Social Responsibility       |           |           |      |           |            |
| C  | To be an employer of choice           |           |           |      |           |            |
| D  | To reach diverse market               |           |           |      |           |            |
| E  | To improve creativity & innovation    |           |           |      |           |            |
| F  | To respond to the global market       |           |           |      |           |            |
| G  | To improve customer relations         |           |           |      |           |            |

4. Does diversity management have a positive influence on the performance of employees?

Yes

No

5. If yes, then which are the benefits? (feel free to answer several answers)

| SN | BENEFITS               | YES | NO |
|----|------------------------|-----|----|
| A  | Efficiency             |     |    |
| B  | Creativity             |     |    |
| C  | Innovation             |     |    |
| D  | Motivation             |     |    |
| E  | Productivity           |     |    |
| F  | Cost Reduction         |     |    |
| G  | Problem Solving        |     |    |
| H  | Market Success         |     |    |
| I  | Others(please specify) |     |    |



6. Do you feel that your organization is getting success through Diversity Management in following areas? Please indicate the level of effectiveness within the appropriate box against the given area.

| SN | AREAS  | EFFECTIVENESS |     |        |
|----|--|---------------|-----|--------|
|    |  | HIGH          | LOW | MEDIUM |
| A  | Increased financial bottom line (profits)                  |               |     |        |
| B  | Reduced cost related with labour turnover                  |               |     |        |
| C  | Reduced cost related with employee absenteeism             |               |     |        |
| D  | Increase in organisational competitiveness                 |               |     |        |
| E  | Retention of a diverse workforce                           |               |     |        |
| F  | Decrease in grievances & litigations                       |               |     |        |
| G  | Diverse Client/Customer Base                               |               |     |        |
| H  | Improved audits  |               |     |        |
| I  | Increase in no. of women/minorities/person with disability |               |     |        |
| J  | Improvement in diversity training attendance               |               |     |        |

7. To which extent diversity is central to the activities of your department and how important role does it plays in enhancing productivity of your department.

| Department | Very Central |              | Importance     |           |                |
|------------|--------------|--------------|----------------|-----------|----------------|
|            | Not Central  | Very Central | Very Important | Important | Less Important |
|            |              |              |                |           |                |

8. Which of the following programs runs at your place specifically to conduct diversity management process effectively? (Please feel free to mark within more than one opinion).

- a. Professional Development Programs
- b. Workshops/Speeches about Diversity
- c. Seminars/Conferences on Diversity
- d. Diversity focused mentoring programmes
- e. Cross culture acquaintance programs
- f. Sponsoring diversity related research
- g. Others, if any (please specify)

9. Following programmes, if any adopted by your organisation to promote effective diversity management practices.

| SN | MEASURES  | MARK (Y/N) |
|----|---|------------|
| 1  | Employee policies aimed at improving work life balance (flexible work hours/work at home opportunity) |            |
| 2  | Widening of recruitment pools to tap new sources of talent  |            |
| 3  | Employee training to enhance respect for cultural and other differences among colleagues              |            |
| 4  | Employee T&D to enhance the potential of minority and disadvantage staff                              |            |
| 5  | Offering language courses to increase awareness of other culture and bridge the communication gap     |            |
| 6  | Surveying employee periodically   |            |
| 7  | Measuring equality of opportunity in the organisation   |            |
| 8  | Regular reviews and input to ensure the current programmes are in place                               |            |
| 9  | Tracking attrition rate of various categories to monitor the progress                                 |            |
| 10 | Orienting foreign employees   |            |
| 11 | None of the above   |            |
| 12 | Others if any (please specify)  |            |

10. Please state the extent to which the following barriers hinder the diversity management progress?(as per the scale given below).

1. No Impact (NI)
2. Little Impact (LI)
3. Uncertain (UN)
4. Some Impact (SI)
5. Major Impact (MI)

| SN | BARRIERS   | NI | LI | UN | SI | MI |
|----|--|----|----|----|----|----|
| 1  | Prejudice (i.e. an unfair and unreasonable opinion or feeling especially when formed without enough thought or knowledge)            |    |    |    |    |    |
| 2  | Ethnocentrism ( i.e. believing that the people, customs and traditions of one's race or nationality are better than those of others) |    |    |    |    |    |
| 3  | Stereotype (i.e. to have fixed idea about what a particular type of person is like especially an idea that is wrong)                 |    |    |    |    |    |
| 4  | Backlash (i.e. a strong feeling among a group of people in reaction to a change or recent events in society or policies )            |    |    |    |    |    |
| 5  | Discrimination   |    |    |    |    |    |
| 6  | Harassment   |    |    |    |    |    |
| 7  | Resistance to change   |    |    |    |    |    |
| 8  | Lack of open communication   |    |    |    |    |    |
| 9  | Conflicts  |    |    |    |    |    |
| 10 | Others (if any, please specify)  |    |    |    |    |    |

11. Does your organisation has any of the given below online tools to communicate and create awareness on diversity management?

- a. Blog
- b. Professional/Social/Virtual Networking sites
- c. Specific awareness on home page Organisation's self website
- d. Specific awareness on "about us" section Organisation's website
- e. Specific awareness in the HR Section Organisation's website

**SECTION C**

1. Is there sufficient cultural diversity within your division?

Yes  No

2. Does existence of workforce diversity have positive impact on your organisation performance?

Yes  No

3. Do you believe that your organizations diversity practices are effective in achieving desired outcome?

- a. Not at all effective
- b. Somewhat effective
- c. Very effective

4. Does your organisation have sufficient budget to support its diversity strategy?

Yes  No

5. Presence of organisation support whenever any sort of diversity related problem arises?

Yes  No

6. Loopholes observed in management while executing diversity management practices?

| SN | LOOPHOLES   | YES | NO |
|----|---|-----|----|
| 1  | Management fails to execute diversity programme adequately              |     |    |
| 2  | Insufficient budget   |     |    |
| 3  | Inadequate support from senior authorities                              |     |    |
| 4  | Failure to perceive the connection between diversity and business goals |     |    |
| 5  | Communication gap   |     |    |
| 6  | Other (if any)  |     |    |
| 7  | None  |     |    |

7. Do you support the formation of committee to address to the needs of diversity related issues in the workplace?

Yes  No

8. Based on your disposition, please indicate the most appropriate opinion/response with the scale given below.

1. Strongly Disagree (SD)
2. Disagree (D)
3. Neutral (N)
4. Agree (A)
5. Strongly Agree (SA)

| <b>SN</b> | <b>STATEMENTS</b>   | <b>SD</b> | <b>D</b> | <b>N</b> | <b>A</b> | <b>SA</b> |
|-----------|---|-----------|----------|----------|----------|-----------|
| 1         | Diverse workforce more accurately identifies the needs of the diverse clientele |           |          |          |          |           |
| 2         | Diverse workforce due to their wide variety of skills are quite valuable        |           |          |          |          |           |
| 3         | Diverse workforce can enhance innovation with fresh ideas                       |           |          |          |          |           |
| 4         | Diverse workforce makes team work a learning experience                         |           |          |          |          |           |
| 5         | Diverse workforce improves the goodwill of an organization                      |           |          |          |          |           |
| 6         | Diverse workforce improves morale of organisational manpower                    |           |          |          |          |           |
| 7         | Diverse workforce impacts the profit of an organisation                         |           |          |          |          |           |

This concludes the questionnaire. I truly appreciate your willingness to complete this questionnaire and assist in this research project.

**QUESTIONNAIRE**  
(HR Manager)

**Name:**

**Name of the Organisation:**

**Position:**

**Department:**

**SECTION A**

**(Demographic Information)**

1. Gender

Male

Female

2. Marital Status

Married

Unmarried

Others

3. No. Of Children

0-2

2-3

>3

4. Ethnicity

Indian

Asian

Others

5. Categories

GEN

OBC

SC

ST

PH

6. Age

20-29

30-39

40-49

50yrs old & above

7. Work Experience

Up to 5 yrs

6-10 yrs

11-15yrs

> 15yrs

8. Educational Level

Diploma

UG

PG

PhD

Others

9. Position in the Organization

- Senior Manager
- Manager
- Senior Executive
- Executive
- Entry Level

10.No. Of years in current management position (in yrs)

- Up to 3 yrs  4-6  7-9  >10

11.No. Of Subordinates

- Up to 4  4-8  8-12  12-16

**SECTION B**

1. Does your organization encourage diversity?

- Yes  No

2. Main focus of your diversity strategy?

- Internal  External  Both

3. Do you have provision to employ any expert/specialist who promote diversity practices?

- Yes  No



4. Areas at which diversity strategy being followed by your organization? Please tick within the appropriate boxes.

- A. As a part of organisation mission
- B. Building diversity into business goals
- C. Business case
- D. Performance indicators
- E. Quality programs
- F. Succession planning
- G. Others (if any)

5. Does your organisation measures the effectiveness of its strategies?

Yes  No

6. How often your organisation does measures the effectiveness of its diverse strategy?

- Quarterly
- Semi Annually
- Annually
- Other

7. Does your organisation incorporate following diversity practices?

- A. Written equal opportunities/ diversity policies
- B. Written harassment policies
- C. Strict rules against the offenders
- D. Targets for the recruitment of the diverse groups
- E. Running of special training session for training groups
- F. Complying with the relevant equality legislation

8. What feedback mechanism does your organisation uses to measure the effectiveness of diversity strategy?

| FEEDBACK MECHANISM               | USED |    | EFFECTIVENESS |        |      |
|----------------------------------|------|----|---------------|--------|------|
|                                  | Yes  | No | Low           | Medium | High |
| Organisation Assessment          |      |    |               |        |      |
| Employee Commitment              |      |    |               |        |      |
| Customer Satisfaction            |      |    |               |        |      |
| One-on-One Interview             |      |    |               |        |      |
| Feedback/Suggestion System       |      |    |               |        |      |
| Training Evaluation              |      |    |               |        |      |
| Business Performance             |      |    |               |        |      |
| Support Group                    |      |    |               |        |      |
| Diversification of Customer Base |      |    |               |        |      |
| Labour Turnover                  |      |    |               |        |      |
| Employee Performance Appraisal   |      |    |               |        |      |
| Others (please specify)          |      |    |               |        |      |

## **SECTION C**

1. Please mention the objectives of diversity policy being followed by your organization?

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2. Please indicate the extent to which the following are the potential drivers for Diversity Management (as per the scale given below)

1. Most Important
2. Very Important
3. Important
4. Less Important
5. Least Important

| <b>SN</b> | <b>POTENTIAL DRIVERS</b>              | <b>Most Imp.</b> | <b>Very Imp.</b> | <b>Imp.</b> | <b>Less Imp.</b> | <b>Least Imp.</b> |
|-----------|---------------------------------------|------------------|------------------|-------------|------------------|-------------------|
| A         | Recruiting & Retaining of best talent |                  |                  |             |                  |                   |
| B         | Corporate Social Responsibility       |                  |                  |             |                  |                   |
| C         | To be an employer of choice           |                  |                  |             |                  |                   |
| D         | To reach diverse market               |                  |                  |             |                  |                   |
| E         | To improve creativity & innovation    |                  |                  |             |                  |                   |
| F         | To respond to the global market       |                  |                  |             |                  |                   |
| G         | To improve customer relations         |                  |                  |             |                  |                   |

6. Does diversity management have a positive influence on the performance of employees?

Yes

No

7. If yes, then which are the benefits? (feel free to answer several answers)

| SN | BENEFITS               | YES | NO |
|----|------------------------|-----|----|
| A  | Efficiency             |     |    |
| B  | Creativity             |     |    |
| C  | Innovation             |     |    |
| D  | Motivation             |     |    |
| E  | Productivity           |     |    |
| F  | Cost Reduction         |     |    |
| G  | Problem Solving        |     |    |
| H  | Market Success         |     |    |
| I  | Others(please specify) |     |    |

8. Do you feel that your organization is getting success through Diversity Management in following areas? Please indicate the level of effectiveness within the appropriate box against the given area.

| SN | AREAS  | EFFECTIVENESS |     |        |
|----|--|---------------|-----|--------|
|    |  | HIGH          | LOW | MEDIUM |
| A  | Increased financial bottom line (profits)      |               |     |        |
| B  | Reduced cost related with labour turnover      |               |     |        |
| C  | Reduced cost related with employee absenteeism |               |     |        |

|   |  |  |  |  |
|---|--|--|--|--|
| D | Increase in organisational competitiveness                 |  |  |  |
| E | Retention of a diverse workforce                           |  |  |  |
| F | Decrease in grievances & litigations                       |  |  |  |
| G | Diverse Client/Customer Base                               |  |  |  |
| H | Improved audits  |  |  |  |
| I | Increase in no. of women/minorities/person with disability |  |  |  |
| J | Improvement in diversity training attendance               |  |  |  |

9. To which extent diversity is central to the activities of your department and how important role does it plays in enhancing productivity of your department.

| Department | Very Central |              | Importance     |           |                |
|------------|--------------|--------------|----------------|-----------|----------------|
|            | Not Central  | Very Central | Very Important | Important | Less Important |
|            |              |              |                |           |                |

10. Which of the following programs runs at your place specifically to conduct diversity management process effectively? (Please feel free to mark within more than one opinion).

- A. Professional Development Programs
- B. Workshops/Speeches about Diversity
- C. Seminars/Conferences on Diversity
- D. Diversity focused mentoring programmes
- E. Cross culture acquaintance programs
- F. Sponsoring diversity related research
- G. Others, if any (please specify)

---

11. Following programmes, if any adopted by your organisation to promote effective diversity management practices.

| <b>SN</b> | <b>MEASURES</b>   | <b>MARK (Y/N)</b> |
|-----------|---|-------------------|
| 1         | Employee policies aimed at improving work life balance (flexible work hours/work at home opportunity) |                   |
| 2         | Widening of recruitment pools to tap new sources of talent  |                   |
| 3         | Employee training to enhance respect for cultural and other differences among colleagues              |                   |
| 4         | Employee T&D to enhance the potential of minority and disadvantage staff                              |                   |
| 5         | Offering language courses to increase awareness of other culture and bridge the communication gap     |                   |
| 6         | Surveying employee periodically   |                   |
| 7         | Measuring equality of opportunity in the organisation   |                   |
| 8         | Regular reviews and input to ensure the current programmes are in place                               |                   |
| 9         | Tracking attrition rate of various categories to monitor the progress                                 |                   |
| 10        | Orienting foreign employees   |                   |
| 11        | None of the above   |                   |
| 12        | Others if any (please specify)  |                   |

12. Please state the extent to which the following barriers hinder the diversity management progress?(as per the scale given below)

1. No Impact (NI)
2. Little Impact (LI)
3. Uncertain (UN)
4. Some Impact (SI)
5. Major Impact (MI)

| SN | BARRIERS   | NI | LI | UN | SI | MI |
|----|--|----|----|----|----|----|
| 1  | Prejudice (i.e. an unfair and unreasonable opinion or feeling especially when formed without enough thought or knowledge)            |    |    |    |    |    |
| 2  | Ethnocentrism ( i.e. believing that the people, customs and traditions of one's race or nationality are better than those of others) |    |    |    |    |    |
| 3  | Stereotype (i.e. to have fixed idea about what a particular type of person is like especially an idea that is wrong)                 |    |    |    |    |    |
| 4  | Backlash (i.e. a strong feeling among a group of people in reaction to a change or recent events in society or policies )            |    |    |    |    |    |
| 5  | Discrimination   |    |    |    |    |    |
| 6  | Harassment   |    |    |    |    |    |
| 7  | Resistance to change   |    |    |    |    |    |
| 8  | Lack of open communication   |    |    |    |    |    |
| 9  | Conflicts  |    |    |    |    |    |
| 10 | Others (if any, please specify)  |    |    |    |    |    |

6. Does your organisation has any of the given below online tools to communicate and create awareness on diversity management?

- A. Blog
- B. Professional/Social/Virtual Networking sites
- C. Specific awareness on home page Organisation's self website
- D. Specific awareness on "about us" section Organisation's website
- E. Specific awareness in the HR Section Organisation's website

## **SECTION D**

1. Is there sufficient cultural diversity within your division?

Yes  No

2. Does existence of workforce diversity have positive impact on your organisation performance?

Yes  No

3. Do you believe that your organizations diversity practices are effective in achieving desired outcome?

- a. Not at all effective
- b. Somewhat effective
- c. Very effective

4. Does your organisation have sufficient budget to support its diversity strategy?

Yes  No

5. Presence of organisation support whenever any sort of diversity related problem arises?

Yes  No



6. Loopholes observed in management while executing diversity management practices?

| SN | LOOPHOLES   | YES | NO |
|----|---|-----|----|
| 1  | Management fails to execute diversity programme adequately              |     |    |
| 2  | Insufficient budget   |     |    |
| 3  | Inadequate support from senior authorities                              |     |    |
| 4  | Failure to perceive the connection between diversity and business goals |     |    |
| 5  | Communication gap   |     |    |
| 6  | Other (if any)  |     |    |
| 7  | None  |     |    |

7. Do you support the formation of committee to address to the needs of diversity related issues in the workplace?

Yes  No

8. Based on your disposition, please indicate the most appropriate opinion/response with the scale given below.

1. Strongly Disagree (SD)
2. Disagree (D)
3. Neutral (N)
4. Agree (A)
5. Strongly Agree (SA)

| SN | STATEMENTS  | SD | D | N | A | SA |
|----|---|----|---|---|---|----|
| 1  | Diverse workforce more accurately identifies the needs of the diverse clientele |    |   |   |   |    |
| 2  | Diverse workforce due to their wide variety of skills are quite valuable        |    |   |   |   |    |

|   |  |  |  |  |  |  |
|---|--|--|--|--|--|--|
| 3 | Diverse workforce can enhance innovation with fresh ideas    |  |  |  |  |  |
| 4 | Diverse workforce makes team work a learning experience      |  |  |  |  |  |
| 5 | Diverse workforce improves the goodwill of an organization   |  |  |  |  |  |
| 6 | Diverse workforce improves morale of organisational manpower |  |  |  |  |  |
| 7 | Diverse workforce impacts the profit of an organisation      |  |  |  |  |  |

6. How is your diversity strategy linked to the corporate diversity strategy?

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7. How employee involvement contributes to the success of diversity management policies of your organisation?

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This concludes the questionnaire. I truly appreciate your willingness to complete this questionnaire and assist in this research project.



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# PROFESSIONAL PANORAMA

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Volume : 2

Issue : 1

July –Dec. 2014

- **O.N.E India – Our North East India**  
*Parag Agarwal*
- **Impact of OCTAPACE Model on Banking Employees: A Comparative Study of Private and Public Sector Banks**  
*Rashmi Upadhyay, Tanuja Singh and Pankaj Upadhyay*
- **Women Entrepreneurs in Context of the Changing Indian Society– Problems and Prospects**  
*Dr. Pranav Parijat*
- **Consumer Buying Behaviour towards the Gold Jewellery Specially in Jaipur City**  
*Shikha Pareek Joshi and Dr. Harsh Dwivedi*
- **A Study on Patient Satisfaction with Special Reference to Government Hospital Patients of Bundi in Rajasthan**  
*Dr. Nand Singh Naruka and Shalini Chittora*
- **An Analysis of FMCG Promotion Mix with Special Reference to Rural Rajasthan**  
*Manish Kumar and Dr. N. S. Naruka*
- **Achieving Organisation Excellence through Diversity Management**  
*Shweta Singh and Dr. Kapil Dev Sharma*
- **Motivating Women Entrepreneurs in India: The Headway towards a Prosperous Economy**  
*Aditi Gaur*
- **Changing Dimensions of Corporate Social Responsibility in India**  
*Dr. Ashok Kumar Sharma*
- **A Study of Consumer Protection Act, 1986 in Banking Sector**  
*Dr. Manish Shrivastava*
- **Merger and Acquisition: A Strategic Move towards Change and HR Challenges**  
*Shehla Sayeed and Dr. Kapil Dev Sharma*
- **Role of Recruitment and Selection of Faculty in Technical Education in Rajasthan: An Overview**  
*Prof. J.K. Tandon, Prof. Harsh Dwivedi and Sahab Singh Dubey*
- **Gold, as An Investment Avenue**  
*Gaurav Bagra and Dr. Shobha Khinvasara*
- **Financial Inclusion for Sustainable Development through Pradhan Mantri Jan-DhanYojana**  
*Dr. V K Joshi, Reema Singh and Dr. Sonal Jain*
- **An Evaluation Study of Mid Day Meal Programme in Jaipur**  
*Prof. M.L. Sharma and Geetesh Saini*
- **A Value Added Approach by Triple Bottom Line for Sustainable Development**  
*Dr. Abha Jain Nagawat and Neha Mathur*
- **Cost Analysis for Management Decisions**  
*Ravikant Modi*
- **Library Automation in India and Co-operation between Library and Community**  
*Balveer Sharma*
- **Case Study**
- **Book Reviews**
- **A Management Thinker Series**
- **Reader's Opinion**

# Achieving Organisation Excellence through Diversity Management

Shweta Singh<sup>1</sup>

Dr. Kapil Dev Sharma<sup>2</sup>

## **Abstract**

*The globalisation of world trade, frequent mergers, acquisitions and increasing ethno cultural diversity of markets is shaping the workplace of 21<sup>st</sup> century. The increasing globalisation has led to interaction among people from diverse cultures, beliefs and backgrounds than ever before. This interaction has given the new shape to the market and organisation by inducing diversity into them. This existence of diversity has produced not only differences in work ethics and religious differences but also benefitted the companies by gaining a new insight from a management and marketing standpoint. Diversity can't be used as a competitive organisational strength unless it's managed effectively therefore diversity management supported by programs, activities and tools acts as a strategic approach in managing and valuing diversity the key components which directly or indirectly effects organisation productivity. So, the subject matter of this paper focuses on how pursuing diversity management by an organisation can lead to earn productivity at a competitive global arena. The discussion is based on how successful diversity management, practices and programs make a huge difference in retaining diverse customers and productivity of the organisation. The paper introduces a framework for expanding the diversity management research towards conceptual and empirical direction by focussing how diversity management is being positively associated with organisation excellence and how an organisation considers it to be a part of their work culture to earn that excellence.*

**Keywords:** Diversity, Diversity Management, Globalisation, Productivity, Competitive Advantage.

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## Introduction

**T**he research on diversity management with reference to organisation productivity has proliferated in the last two decades to uncover the organisation diversity management structure, strategies, policies and practices.

Today the global economy moves diversity management to the top agenda. Immigration, worker migration, gender and ethnic differences continue to dramatically change the composition of the workplace which further complicated the diversity issue (Barak 2005). Globalisation recently has triggered more interaction among people from different cultures, backgrounds and values. Companies are more knowledgeable about diversifying their workforce and continuously strive to improve through effective diversity management.

The twenty first century organisation is challenged by diversity in many areas i.e. demographic changes in workforce composition, customers and globalised markets. Therefore, organisation must manage it externally and internally so as to gain competitive advantage. Successfully managed diversity leads to more committed, satisfied, better performing employees leading to better financial performance of an organisation (Patricia A. Kreitz).

Presently, organisations are implementing workforce diversity policies and strategies to strengthen their long term competitiveness alongside encourage their short and medium improvements in performance. With a marketplace were competitions coming from everywhere the diversity can be problem or a solution. It can prove either constructive or destructive depending the way organisation extract the essence of diversity and tactically manage it.

Several studies indicate that diversity management and organisation productivity inter relates each other. Evidence of various researches shows that effective diversity management improves organisational productivity through increased organisational and individual creativity, innovation, reduced in group tensions and improved problem solving skills by providing work teams with different and diverse perspectives (Bhadury et al 2000, Cox 1993, Fernandez 1991, Cordero et al 1996, Cox & Blake 1991, Krishmerger & Mc Iellan 1991, Hoffman 1978).

## Diversity at Workplace

Business organisation in the developed and developing countries are all caught up in the globalisation web, which has heralded increased demographic diversity in the workplace (Omankhanlen Alex Ehimare, Joshua O. Ogaga-Oghene, 2011). In the literature the most commonly cited motivation for a firm to increase its emphasis on diversity is to improve its business performance. Various studies have shown that diverse groups demonstrate cognitive benefits that can ultimately increase overall group performance and are able to engage in more realistic decision making (Robinson Dechant, 1997).

Research organises diversity characteristics into four areas:

- Personality (e.g. traits, skills and abilities)

- Internal (e.g. gender, race, ethnicity, IQ, sexual orientation)
- External (e.g. culture, nationality, religion, marital, parental status)
- Organisational (e.g. position, department, union, non-union) by (Digh 1998a; Johnson, 2003; Simmons-Welborn, 1999).

The diversity mature organisation will seek to understand these factors and dimensions of diversity to ensure to bring out all aspects of an individual talents and abilities in support of the organisation's mission and goals (Robert Amelio).

To effectively educate employees about diversity and its practicalities has been one of the biggest challenges an organisation faces as it strives to ensure successful diversity implementation. All need to be done is to show respect for diversity issues and promote clear and positive responses. Diverse groups bring multiple perspectives and broad background of knowledge promoting higher quality of problem solving. An organisation success and competitiveness depends upon its ability to embrace diversity and realise its benefits. The long term success of an organisation calls for a diverse body of talent that brings along with it new refreshing ideas, perspectives, views and corporate mindset.

### **Growing Need of Diversity Management**

Diversity has increased significantly in coming years. Successful organisations have recognised its need. Organisations are spending resources on dealing effectively with issues such as communication, adaptability and change. The current political, social and economical events induce managers, entrepreneurs and politicians to regard diversity management as a priority of their agenda.

Diversity Management can be rationally defined as the systematic and planned commitment by the organisation to recruit, retain, reward and promote a heterogeneous mix of employees. A well versed diversity management through encouraging different valuable ideas, viewpoints, contributed knowledge, innovation and creativity can give a new shape to an organisation.

A basic workforce consists of a diverse population of people consisting of visible and non-visible differences. Harnessing these differences will create a productive environment in which everyone feels valued, where all talents are fully utilised and organisation goals are met. Achieving competitive advantage through the management of diversity has become an important managerial and leadership consideration (Thomas, 1996:17).

Diversity cannot be used as a competitive organisational strength unless it's managed effectively. To have a positive impact thorough and detailed organisational analysis is must. Organisations structural arrangements, cultural patterns, nature of the core business, external relationship and strategic mission of an organisation all need to be taken into account.

Inadequate mentoring and guidance can cause a company low productivity. An ineffective diversity management at workplace tends to unveil potential disadvantages such as

miscommunication, confusion, ambiguity, fear, resistance, poor decision making skills backlash from majority members, unrealistic expectations, recruitment difficulties and high cost of litigation among employees which eventually undermines organisational excellence, workforce cohesion. So, regular improvement is required to manage it effectively and efficiently, which can be achieved through recognising, valuing, promoting and utilising diversity (Kirton/Greene 2005).

### **Impact of Diversity Management at Various Levels**

#### **Diversity Management at Individual Level**

Studies have showed that when diversity management is associated at an individual level, individual have more favourable attitude towards organisational support to increase and enhance diversity. An individual thus displaying higher rating of performance, lower role ambiguity and less conflict as compared to individuals in other unit with less diversity. A successful diversity management tends to earn an individual satisfaction which in turn directly affects the performance of an individual and organisation productivity.

#### **Diversity Management at Group Level**

A diverse team present unique challenges for management as linked to both positive and negative outcome. If managed properly heterogeneous groups are more likely to generate choices, better at problem solving moreover possess better ability to extract expanded meanings. A well managed diverse team is likely to display multiple perspectives and interpretations in dealing with complex issues. Working in a team enhances knowledge sharing which benefits the entire company from this learning process. This knowledge is further used for problem solving activities and faster decision making.

#### **Diversity Management at Organisational Level**

With a well managed diversity, organisations have a better grip in understanding of legal, political, social, economic, cultural environment. They are better suited to serve diverse external customers and also enhance employee's relations. Employers who successfully manage diversity are better at attracting and retaining skills and talents because many workers are drawn to companies that embrace diversity (Woods and Sciarni 1995).

Presently economic and social change necessitates the take up of diversity management initiatives at organisational level to identify inter relationship between business performance and diversity at organisational culture. Moreover on the way of initiating diversity management the organisation has to face many big challenges as well like language barrier, discrimination, communication gap, stereotype, resistance to change and glass ceiling which needed to be wiped out efficiently. Miliker and Martins (1996) opines that diversity appears to be a double edged sword, increasing the opportunity for creativity as well as the likelihood that group

members will be dissatisfied and fail to identify within the group.

### **Diversity Management and Productivity**

A well equipped and managed diversified culture in an organisation improves workforce quality and performance in terms of diverse skills, creativity, problem solving and flexibility. Following are some of the crucial benefits which need to be highlighted for they have proved diversity management as a source of earning productivity to many organisations.

### **Talent Shortage**

In an era of talent shortage organisation with well managed diversity culture tends to attract, retain, motivate and utilise their best human capital thus reducing loss incurred through labour turnover and absenteeism. Instead of risking yourself loosing best talent to competitors or excluding them on the basis of gender, race or religion organisation is paying emphasis on tapping on the best talent, so that they can give best challenge to their competitors by contributing in a useful way.

### **Broader Service Range**

Diverse workforce can effectively cater to the needs of customers located abroad. They are more open to internationalisation of their organisation. While hiring employees who speak the dominant language or utilising the diverse collection of skills and experience they allow themselves to serve their clientele on global basis. An organisation that can speak the language of today's multicultural and international customers will enjoy a strategic advantage over others.

### **Product Market**

Investing on diversity management is been looked upon as one of the economic strategy of an organisation. To develop diverse products according to the needs of diverse customers and effective delivery of essential services to communities with diverse needs can only be possible through a well equipped and integrated diverse team existing in an organisation.

### **Labour Market**

Due to talent shortage it is necessary to retain qualitative and valuable human capital and keep an eye on availability for the future needs. Employees from diverse backgrounds bring individual talents and experiences and are flexible in adapting to fluctuating markets and customer demands (Josh Greenberg). Weather it is exploring ways to increase corporate profits, tapping new markets or partnering with a global client more strategically, diverse workforce is always looked upon to enable company to meet their goals. An organisation with well managed diversity at their workplace is likely to earn goodwill and is able to charm top quality talent globally.



### **Knowledge Sharing**

Knowledge is highly perishable, increases with sharing and is cumulative (i.e. new knowledge is built from existing knowledge). Employees are able to learn from each other and operate in best practical manners provided that they share high camaraderie with no serious conflicts and differences involved. By incorporating diversity management organisation can construct such workplace environment where diverse workforce is eager to share their knowledge and benefit entire company from this learning process. This sharing of knowledge can be useful for solving complex problems and faster decision making process.

### **Cost Benefit**

Workplace diversity is among the most important predictors of a business' sales revenue, customer numbers and profitability. Through Diversity management organisations are able to increase their access to new markets, improved performance in existing markets, generating greater revenue, opportunities to improve cash flow and resolve the labour shortage problem. With increased diversity comes increased financial benefit i.e. return on investment. An organisation with inclusive culture has a good reputation which results into increase in their stock prices and financials by virtue of their goodwill. Also, diversity management strategies save money on litigation expenses generated by discrimination lawsuits. Organisations with well managed diverse culture, by virtue of their superior practices overall, are more likely to reap financial rewards.

### **Diversity Management Tools**

The tool aims to address diversity management challenges and promote diversity management programs at workplace. To successfully manage diverse workforce these tools have been implemented. These tools enable to view employees as an asset that contributes to the overall success of the firm. Following are some of them implemented by many organisations to manage their diversity effectively and their success likely to reap the fruit of productivity.

### **Disabled Employees Group**

This initiative ensures disabled employee's being provided flexible, secured and comfortable working environment. Disabled are the major source of challenge. Training and mentoring programmes to enhance their efficiency and equipping them with latest updates is the best thing an organisation can go for. Moreover, there is a wealth of specialised equipments available to enable people with disabilities to contribute successfully to their work environment.

### **Employee Resource Group (ERG)**

It aims at providing support network which contribute to enhance employee's professional development. It provides mentoring programs and seminars to guide the employees and slowly helps them to breakdown their subconscious barriers. Companies make use of ERG's

to develop innovative products, services and to generate solution around major business issues.

### **Gay, Lesbian, Bisexual or Transgender Employees (LGBT)**

Organisations are addressing to the needs of these employees and educating other employees about such community and accept differences to be competitive. Respecting their freedom and individuality is at top priority. Therefore, organisations are trying to create a platform where such employees feel comfortable, secured and contribute to company's success instead of giving them the feeling of rejection and outcaste. Educating others the etiquettes and making them learn to show sensitivity towards such community.

### **Equal Employment Opportunity (EEO)**

To provide work environment that ensures equal opportunity among employees with respect to terms and conditions of employment, promotion and layoff. It creates employment opportunities and eliminates unfair discrimination, so that all people have access to employment and its benefits (learning and development opportunities, rewards, career progression etc) by removing barriers that unfairly causes indiscrimination. It eyes on improving organisational efficiency and productivity through fulfilling the social justice obligations of equity and fairness by selecting and employing the best and most talented people regardless of their gender, caste, religion or social background.

### **Interfaith Network (FIN)**

It aims to promote religious tolerance, peace, and dignity of all religions. To encourage all the religions under one roof to express their faith in a meaningful way. It also creates a platform where people are been acquainted with all kinds of religion by celebrating it together with full enthusiasm and verve so that everyone feels being at home.

### **Open Door Policy (ODP)**

Setting up of formal and informal channels to raise their concern to any member of the management and providing assistance for the same. This practice acts as a morale booster by letting employees feel to openly speak with their boss about numerous issues face-to-face, rather than by other means, such as e-mail or voice mail. The grievances are addressed here with the assurance of getting it sort out effectively and efficiently. This policy perceived to be transparent and open.

### **Conclusion**

Diversity management is an effective tool for an organisation to gain competitive advantage both externally and internally. Internally by strengthening company's moral, expanding talent pool, attracting and retaining quality employees thus promoting healthy work culture by effective

communication, minimising conflicts, giving equal opportunity and no discrimination. Externally it reduces cost associated with litigation, grievances, labour turnover, training and recruiting new employees etc. The objective of the research paper was to study about achieving organisation excellence through effective diversity management at their workplace and how an organisation present diversity management as a value added tool to improve their bottom line. A well managed diversified work culture have a better grip on understanding of legal, political, social, economic and cultural environment. The research suggests that diversity management reduces unwelcomed turnover and reduce absenteeism, thus aiming at bringing best out of the workforce. It contributes in effectively forming a structure and designing best guideline that all workers from different background could fit in some way, accept and follow irrespective of their belief. Also acknowledging how exploring effective methods, developing new diversity solution and strategies to manage diversity at workplace is the biggest challenge a leader encounters. It also recommends few suggestions that can be applied in order to build a healthy working environment within the circles of workforce diversity.

Therefore, it can be concluded that whether the goal is to be an employer of choice, to provide excellent customer services or to maintain a competitive edge diversity management is increasingly recognised and utilised as an important organisational source for achieving excellence through increased productivity.

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**IMPACT OF WORKFORCE DIVERSITY  
MANAGEMENT ON EMPLOYEE PERFORMANCE: AN  
ANALYTICAL STUDY OF IT COMPANIES**

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**ABSTRACT**

*Diversity Management is a subject that has caught great attention over the past few years. Over the last couple of years globalization of business and immigration issues changed the world by introducing the concept of diversity management at workplace. Currently workplace diversity has become a natural phenomenon that has both negative and positive repercussions on employee performance, depending on how well it's managed.*

*Workforce diversity has become an essential business concern in the era of information age. It's a challenging opportunity for the organisations and managing it is a very complex task which should not be overlooked upon as legal obligation only but immediate action must be taken to create an environment where employee differences are respected in alignment with firm's mission and strategies.*

*Diversity Management is a process which intends to create and maintain a positive work environment where individual's similarities and differences are valued. This study aims with exploring the companies that are successful in leveraging the heterogeneity of their people through diversity management and become more committed, satisfied and enable to adapt changes taking place in globalized market. The study covered prominent IT companies located at IT hub of the country i.e. Bangalore. An online survey was conducted covering 210 IT employees working in IBM, Infosys, Oracle and TCS. The study concludes that successful diversity management can lead to more committed, creative, innovative, motivated, satisfied and highly performing employees.*

**Keywords:** Workforce Diversity, Diversity Management, Employee Performance, IT Industry



## 1. INTRODUCTION

Increased rate of globalization, privatization and liberalization has changed the landscape of our workplaces. In this interdependent global economy diversified workforce is an essence for every organisation. Organisations that employ quality and competitive workforce regardless of their diverse background can only compete at the marketplace. In a global market, organisations are seeking employees from diverse backgrounds who have cultural, linguistic and social knowledge to adapt products and practices to fit the expectations of customers (Vielba & Edelshain, 1997). Diverse workforce is considered as an instrument of sales promotion and a marketing tool to induce customers to buy certain products and services.

Changing demographics in the workforce, increasing level of education among women, entry level of young professionals, reservation of people with disability, electronic revolution in communication, globalization, strategic alliances of companies and increasing demand for new skill sets are responsible factors for the changing landscape of workforce which necessitates management to focus on managing diversity to achieve the organisational goals.

There is true saying that where diversity prevails there exist chaos, conflicts, communication gap, prejudices, stereotypes and many such barriers. Diversity brings both challenges and rewards along with it. If an employee feels valued and respected regardless of their background they return it back by increased commitment, productivity, enhanced work relationship and retention of employees. On the contrary, if an organisation fails to get grip on diverse workforce they may endanger themselves by experiencing loss of time and money, lack of skills & competency, and increase in interpersonal and intrapersonal conflicts. Therefore a well versed diversity strategy and progressive work culture can promote the survival of heterogeneity and transforming it as strength.

### 1.1 Diversity Management and Employee Performance

Diversity management is a subject of great concern as it can bring many challenges and benefits. It is not only important for an organisation to create inclusive environment but to



make employees more productive, motivated by embracing diversity strategically. Since, mismanagement of diversity has its own consequences. Therefore adopting diversity management as a managerial approach can help organisations to effectively and efficiently manage their work force diversity.

Diversity management is a holistic process that brings about acknowledgment, understanding, accepting, valuing and celebrating differences among people with respect to age, class, ethnicity, gender, physical, mental ability, race, sexual orientation and spiritual practices that people brings for the well beings of all especially the firm and its mission (Webster Dictionary). It's not just tolerating but encouraging diversified opinion, perspectives and personality which can be more challenging and productive by evolving techniques which results in innovative ideas and overall organizational efficiency by minimizing the potential barriers such as prejudice, stereotypes, ethnocentrism, biasness and sexual harassment that undermines the functioning of diverse workforce.

There are many organisations that would not employ woman at higher position giving rise to gender discrimination and pay inequality, many candidates were denied of a position just because of being too young or too old for a position, no proper equipments and facilities were provided for people with disability and no welcoming environment for LGBT people. Language barrier was another aspect that affected work culture. People may speak different language at work place because of different geographical region to which they belong due to which they found difficulty in interaction. Unfortunately many a times minority group members often felt less valued than majority ones due to stereotyping, ethnocentrism and prejudice. Existence of different mindset and perceptions elevated contradiction of ideas, values and thoughts among employees.

Organisations with diverse workforce is a recipient of better decision making capability, higher creativity & innovation, greater opportunity to understand and serve diverse market. They bring individual talent and experiences in suggesting ideas that are flexible in adapting to fluctuating markets and customer demands. Their collection of myriad of skills and experience allows them to provide qualitative services to customers on a global basis. These attitudes, skills and diverse talents have to be sharpened from time to time to optimize the





effectiveness of human resources and to enable them to meet greater challenges lying ahead. According to Adler, (1999) a multicultural organization is better suited to serve a diverse external clientele in an increasingly global market. Such organisations have a better understanding of the requirements of legal, political, social, economic and cultural environment prevail in foreign nations.

Managing diversity in such a way that people can easily work and bring quality result altogether is a need of the hour. Since, organisational goals can only be achieved when each member is effective in terms of its functioning in their respective departments. When different people in terms of thinking , perception and attitude come together to work at the same place then definitely a situation may arise where different types of people may not agree at the same point which further affects their interpersonal relationship leading to poor decision making ability, conflict, poor social cohesion and miscommunication. In order to avoid such things adopting diversity management as a management strategy may act as a survival kit to manage varied situations and differences effectively.

Millikan & Martins, 1996 stated that the basic concept of diversity management is to harness the differences in which everyone feels valued; where their talents are being fully utilized thus creating a productive workplace environment. Diversity management is a managerial approach that would help organisations in systematically considering diversity as strength both externally and internally. It is an approach towards workforce diversity development, organisational culture change and empowerment of the diverse workforce.

A company that discriminates either directly or indirectly curtails the potential available talent, underutilizes the employees or loses the financial benefits of retaining them (Ellis & Sonnenfield, 1994). Failure to manage diversity often leads to differences in promotions, pay, training, increased turnover, absenteeism, mutual acceptance, job satisfaction and other forms of inequality. Therefore, employees tend to be more committed to the organisations when they feel that the organisation has procedures in place that support equity and fairness (Thibaut & Walker, 1975).

Diversity management is required to sustain people's willingness to work together when they do not share values, experience, culture, language and various other diverse features. If



this diversity is fully managed through policies and programs, it will increase the overall performance of the group. An employee performance is evaluated through the productivity, quality of work that they performed and their level of satisfaction.

A successful management of diversity accords various benefits with respect to employees performance such as improved decision making skill , reduction in cost associated with employee turnover and lawsuits, increased productivity, improved quality delivery, improved access to a changing market place, improved employee retention, less absenteeism, less conflicts, improvement in retention of best talent, enhanced motivation, greater group synergy , increased resilience and flexibility, highly motivated, creative and innovative.

A critical analysis of the current diversity practices such as recruitment & selection procedure, criteria for entry into jobs, selection tools, diversity training programmes, performance appraisal and pay equality is important to overcome unfairness, remove the glass ceilings and eradicate tokenism & resistance ( Human, 1993).

## **1.2 Extent of Diversity in Selected Indian IT Organisations**

### **IBM (International Business Machines)**

The whole IBM constitutes of diversified workforce and has adapted one of the best diversity policies existing in the organizational culture which mainly aims at “None of us is stronger as all of us”. The company has a well structured diversity policy which focuses on issues like cultural awareness, acceptance, multi lingual’s, diversity of management team, advancement of women, workplace flexibility and balance. It has a diversity council, network groups and human capital management service software for measuring diversity progress. They have well structured plan for recruiting and training for PWD. The organisation encourages” Reverse Mentoring” to sensitise the workforce on topics pertaining to diversity and inclusiveness. Managers are also being trained in LGBT (Lesbian, Gay, Bisexual and Transgender) etiquette and sensitivity towards them.



## **Infosys**

The company counted amongst the first few companies in India who set up the diversity office to support affinity group and facilitate equal opportunity employment. Diversity is an important parameter of Infosys. Having a diverse demographics of employees, Infosys constitute about 72% nationalities, 32.4% women employees, 75.2% of senior management positions outside India are filled by local hire, 5% of Infosys BPO workforce in PWD, 42% of employees at entry level are from tier 2 or 3 cities of India. To create a gender inclusive workplace Infosys had started Women Inclusivity Network (IWIN-2003).

Infosys diversity program aims at offering the best diversity opportunity by four strategies:

1. De-emphasizing the differences.
2. To celebrate commonality.
3. Collaborative distribution model.
4. STP- Special Training Program for socially Disadvantaged Section.

## **TCS (Tata Consultancy Services):**

The company has been creative and proactive to encourage Diversity Management practices across the organisation. Here the young women are being recruited to be groomed for leadership roles. At TCS the percentage of women in the workforce is as high as 30.3% and women occupy 11% of senior management positions. Moreover currently 7.5% of TCS workforce comprises of Non-Indians.

## **Oracle**

At oracle there fosters an inclusive environment that leverages the diverse backgrounds and perspectives of employees, customers, suppliers and partners to drive a global competitive advantage. Oracle offers a variety of programs to support our diverse workforce like:

- Flexible workplace
- Oracle Women's Leadership (OWL)



- Formation of Affinity Groups
- Employee Mentoring Programme
- Dimensions of Diversity (Monthly Newsletter to create awareness)
- Oracle LAMBDA to help and support LGBT Community which aims at educating oracle employees about such community as they relate to diversity in the workplace.

## 2. NEED AND RATIONAL OF THE STUDY

While going through the literature lot of studies on workplace diversity and diversity management has been found in variety of sectors which mainly concludes that managing diversity is a challenging opportunity for an organisation to thrive in this competitive world. The research aims at investigating the efforts being made by the organisations to increase and promote inclusiveness and create awareness about workplace diversity.

Since, Indian IT industry presents the case of an internationally competitive high technology industry with diversified workforce. The need of employing talent mix workforce is pressurizing the employees of IT organisations to attract and retain diverse people. This was the main reason for choosing the topic of research with reference to the prominent organisations in Information Technology of India Inc. i.e. IBM, TCS, Oracle and Infosys. Further, IT sector has witnessed drastic change due to globalisation. Employee base of IT sector reflects the diversity of the world and there is no denying to it that the biggest challenge that goes hand in hand is discrimination and to eliminate any sort of discrimination diversity management is considered to be the best productive tool for all kind of organisations.

Workforce diversity management is an emerging trend in Indian organisations. The projected changes in workforce demographics combined with employers concern over enhancing employees productivity has created an urgency to recognize and manage this diversity in all organisations. Employers are urged to embrace diversity failing which they may run the risk of losing their potential employees and their productivity.



### **3. Objectives**

The study focuses on:

- To find potential drivers for diversity management
- To collect the information, analyze and draw conclusion whether the management is doing enough to create awareness regarding diversity management within and outside the organisation.
- To find out strategies that if implemented may bring more effectiveness to organisational performance and effectiveness.

The study aims at providing a structure that how the data was collected and analyzed so as to find the answers pertaining to research objectives.

### **4. RESEARCH TYPE**

The entire Research study intends to be descriptive and exploratory. The study was carried out by determining the critical analysis of the available literature and through interpretation of the data collected through primary source.

#### **4.1 Population and Sample**

The population constitutes the employees of selected IT companies at all management levels. The sample taken for the survey is 210 employees. Probability and stratified random sampling technique was adopted to collect the sample. For this research work respondents were chosen at random from the entire population of the selected companies i.e. IBM, TCS, Oracle and Infosys.

#### **4.2 Tools for Data Collection**

The researcher collected primary data from the respondents using a structured questionnaire. Whereas secondary data was collected from books, journals, annual reports, previous researches, and internet search.



#### **4.3 Statistical Tools**

The data collected has been consolidated, tabulated, coded and analysed statistically by using software package for social science (SPSS version.20). Statistical tools like reliability analysis and chi square test were utilised to analyse the data obtained.

#### **4.4 Variables of the study**

- **Independent Variable:** Variables that describe the performance of employees
- **Dependent Variable:** Employee Performance

#### **4.5 Limitations of the Study**

- The study covered only four companies amongst many working in the industry.
- Probability and stratified random sampling was used, hence the results of the sample selected need not be truly representative of the population.

## **5. DATA ANALYSIS AND INTERPRETATION**

### **5.1 Respondents Profile**

- a. 69% are Male and 31% Female respondents.
- b. Company wise respondent's distribution: IBM 22%, TCS 29%, Infosys 29% and Oracle 19%.
- c. Marital Status: Married 54.8%, Unmarried 42.9% and Others 2.4%.
- d. Ethnicity: Indian 95.7%, Asian 1.9% and Others 2.4%.
- e. Category: Gen 77.6%, OBC 12.4%, SC 6.7%, ST 1.9% and PH 1.4%.
- f. Age Group: 20-29yrs 66.2%, 30-39yrs 31.4%, 40-49 yrs 2.4% and >50yrs 0%.
- g. Work Experience: up to 5yrs 56.2%, 6-10 yrs 39%, 11-15 yrs 3.3% and >15yrs 1.4%.
- h. Educational Qualification: Diploma 0%, Graduation 52.9%, PG 37.8%, PhD 0% and Others 10%.
- i. Position in the Organisation: Entry Level 19.5%, Executive 21%, Senior Executive 28.1%, Managers 25.2% and Senior Managers 6.2%.



- j. No. of Subordinates working under: upto 4-54.3%, 4-8 18.1%, 8-12 15.7% and 12-16 11.9%.

**5.2 Reliability Test**

For the present study reliability of the Questionnaire was analysed using Cronbach’s Alpha which further helped to determine the level of accuracy and reliability of the obtained data from the study. Cronbach’s Alpha closer to 1 has higher reliability.

The following computations were carried out to measure the internal consistency and reliability of the items included in the survey instrument.

**Table 5.1  
Reliability and Internal Consistency Test**

| <b>Sc. No.</b> | <b>Constructs</b>             | <b>Coefficient Alpha</b> | <b>No. of Items</b> |
|----------------|-------------------------------|--------------------------|---------------------|
| <b>A</b>       | Potential Drivers             | 0.83                     | 7                   |
| <b>B</b>       | Diversity Management Benefits | 0.9                      | 9                   |

**Cronbach measures:**

Reliability less than 0.6 considered poor.

Reliability in the range 0.7 is considered to be acceptable.

Reliability more than 0.8 are considered to be good



**5.3 Objectives**

a. Potential drivers for encouraging diversity management at workplace are as follows:

**Table 5.2  
Potential Drivers for Diversity Management**

| Potential Drivers                              | Response In Percentage |      |      |     |     | Overall Importance in % |
|--|------------------------|------|------|-----|-----|-------------------------|
|  | MI                     | VI   | I    | LI  | LEI |                         |
| <b>Recruiting and Retaining of Best Talent</b> | 63.3                   | 23.8 | 11   | 1   | 0   | 99.1                    |
| <b>Corporate Social Responsibility</b>         | 32.9                   | 30   | 23.8 | 3.8 | 7.1 | 97.6                    |
| <b>To be an Employer of Choice</b>             | 23.3                   | 31   | 30.5 | 3.3 | 1.4 | 89.5                    |
| <b>To Reach Diverse Market</b>                 | 31.4                   | 43.3 | 17.1 | 5.2 | 0   | 97.1                    |
| <b>To Improve Creativity and Innovation</b>    | 54.3                   | 18.1 | 22.4 | 1   | 0   | 95.7                    |
| <b>To Respond to the Global Market</b>         | 52.9                   | 26.2 | 18.1 | 1   | 0   | 98.1                    |
| <b>To Improve Customer Relations</b>           | 55.7                   | 23.3 | 14.3 | 3.3 | 1   | 97.6                    |

The sum of percentage is not 100% due to multiple options

- \* MI : Most Important
- VI : Very Important
- I : Important
- LI : Less Important
- LeI : Least Important

The survey result reveals that majority of the respondents i.e. 99.1% voted “Recruiting and retaining of best talent” being the most important potential driver for encouraging diversity management at workplace. Second most important driver was “To respond to the global market” catered an overall importance of 98.1% followed by “Corporate social responsibility” with 97.6%, “To improve customer relations” 97.6%, “To reach diverse markets” 97.1%, “To improve creativity and innovation” 95.7% and “To be an employer of choice” 89.5%.





b. Online tools to communicate and create awareness on diversity management.

Online environment such as blog, website, social networking sites are evolving into an unprecedented virtual world with distinct affordances and constraints. Following are the few online tools which are being adopted by the organisations to promote diversity:

**Table 5.3**  
**Online tools to communicate and create awareness on diversity management**

| Online Tools   | Response In Percentage |     | Total |
|--|------------------------|-----|-------|
|  | Yes                    | No  |       |
| <b>Blog</b>  | 63.3                   | 1.9 | 137   |
| <b>Professional/Social/Virtual Networking sites</b>                    | 68.6                   | 1.9 | 148   |
| <b>Specific awareness on home page Organisation's self website</b>     | 61                     | 4.8 | 138   |
| <b>Specific awareness on "about us" section Organisation's website</b> | 47.6                   | 5.7 | 112   |
| <b>Specific awareness in the HR Section Organisation's website</b>     | 63.3                   | 4.3 | 142   |

The sum of percentage is not 100% due to multiple options

The result illustrates that a greater proportion of respondents i.e. 68.6% indicated the use of Professional/Social/Virtual networking sites as one of the common online tool to communicate and create awareness on diversity management followed by 63.3% of them reporting frequent use of blog and specific awareness in the HR section of organisations website closely followed by the use of specific awareness on home page organisations self website to communicate and create awareness i.e. 61% of respondents .Whereas specific awareness on "about us" section on organisations website being the least popular online tool to be used by the organisations to communicate as it catered least votes i.e. 47.6%.



- c. To find strategies that may be implemented to bring more effectiveness to diversity management practices.

Table 5.4 Programmes undertaken to conduct diversity management process effectively

Table with 3 columns: Programmes, YES, NO. Rows include Professional Development Programmes, Workshops/Speeches about Diversity, Seminars/Conferences on Diversity, Diversity Focussed Mentoring Programmes, Cross Culture Acquaintance Programmes, and Sponsoring Diversity related Research.

The sum of percentage is not 100% due to multiple options

The survey explored to find out various programmes being run specifically to conduct diversity management process effectively by creating awareness regarding various issues pertaining to diversity. Only limited numbers of programmes are conducted. These include Professional Development Programme (84.3%), Workshop/Speeches about Diversity (74.3%), Seminars/Conferences on Diversity (71.9%) and Cross Culture Acquaintance Programme (67.1%). Programmes that are not commonly used but would show their contribution in creating awareness such as Diversity focused Mentoring Programmes (46.2%) and Sponsoring Diversity related Research (35.7%) as indicated in the table 7.35.

5.4 Hypothesis Testing

H0: Successful leveraging of diverse workforce through diversity management does not affect employee’s performance, satisfaction, commitment or their ability to adapt to changes of the globalized market.



H1: Companies that are successful in leveraging the diversity of their people through diversity management are more committed, more satisfied and are better able to adapt to changes of the globalized market.

To attain empirical evidence the survey participants were asked to answer “Yes” or “No” to the question, “Do you feel that diversity management has a positive influence on the performance of employees?” If yes! Then respondents were further asked to specify the various benefits to their organisation being witnessed within their employees with respect to their performance.

**Table 5.5  
Chi Square Test**

| <b>Employee Performance Parameters</b> | <b>Chi-Square Test Statistic</b> | <b>Probability Level</b> | <b>Significance Level</b> |
|--|----------------------------------|--------------------------|---------------------------|
| Efficiency                             | 6.508                            | 0.011                    | 0.05                      |
| Creativity                             | 4.475                            | 0.034                    | 0.05                      |
| Innovation                             | 4.448                            | 0.035                    | 0.05                      |
| Motivation                             | 1.611                            | 0.204                    | Not Significant           |
| Productivity                           | 5.013                            | 0.025                    | 0.05                      |
| Cost Reduction                         | 5.099                            | 0.024                    | 0.05                      |
| Problem Solving Skills                 | 0.644                            | 0.022                    | 0.05                      |
| Market Success                         | 4.638                            | 0.031                    | 0.05                      |

Since the results of the chi square test were consistent with the findings therefore it can be concluded that diversity management at workplace has positively affected employee performance at varying quantum. Benefits in the form of efficiency, creativity, innovation, productivity, cost reduction, problem solving skills and market success have been observed amongst employee as a result of effective diversity management.

## **CONCLUSION**

The data pertaining to the study clearly exhibits significant effect of diversity management on employee performance. The results reveals that every organisation that embraces management of workforce diversity enjoys various benefits through their enhanced performance such as improved efficiency, creativity, innovation in generating new ideas, cost reduction with



respect to labour turnover and absenteeism, productivity and market success through increased financial bottom line because all employees feel involved in a great integrated manner and feel encouraged to contribute in a meaningful way. In order to promote and create awareness regarding diversity management have been actively using online interactions as a means to communicate externally and internally regarding their diversity goals and strategies. To bring more effectiveness to diversity management practices organisations, have been conducting mentoring programs, inviting experienced advisors etc. to help employees on the whole concept of workforce diversity and why it should be managed at the workplace.

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- <http://www.merriam-webster.com/dictionary/diversity>
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