

Work Force Diversity

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Abstract— Diversity management is process of creating and maintaining the workforce which is embalmed in the nutshell of sex, caste, religion, gender race etc. Diversity is today the main word behind the globalized era of creating a diversify culture blend in with organization culture for notable outcomes with talent management workforce diversity has faced various issues with rise in globalization thus giving organsation to adept from the roots diversity tools and techniques.

It is based on a survey of 103 employees. The study derives conclusion that successfully confronting diversity management can lead to more dedicated, better satisfied, better performing employees and potentially better cost-effective performance for an organization. The researcher after examining the journals and various practical papers, concluded that workforce diversity is strength for any organization if managed properly, can increase the productivity.

Index Terms— human resources management practices, workforce diversity, inclusiveness, globalization.

I. INTRODUCTION

Humans are not alike. People are heterogeneous not only in gender, culture, race, ethnicity social and psychological, physiological characteristics but also in their thought process and prejudices. Society had contradistinguish on this aspects for centuries. Diversity makes the work forces different.. The work-force diversity used in the corporate world today has the ample scope for foreseeing future views of the management culture. Top force groups including top-level managers are not fully prepared to accept the reality. There are communication implications as well. But then there are enormous positive sentiments too. Organizations that are still drowning in this field will have to initiate methods to make their workforce diverse in order to compete or even survive in the coming decades. Workforce diversity in its broader arena has exaggerate its interior management through divisive factors because of various talent on different notations and giving great results with more globalized world can acquire multinationals' through carrying greater role of different viewpoints with a great workforce participation. Human resource is the biggest strength of any organization in terms of potentiality in term of cost effectiveness in terms of maximum benefits ,efficiency effectiveness,etc diversity prevails in origination right from its inception and it is an essential factor as brains are mend up and blend in for successful performance of originations goals. Teams are formed ,executive decisions are taken in and creative and innovation are diversify thus diversity management is a critical issue to be dealt with not just in terms of race caste sex but from a wide perseptive as an HR issue domain.

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II. REVIEW OF LITERATURE

This study tries to assess the impact of cultural diversity on interpersonal relationship among teaching fraternity. From past years, many researchers have studied different aspects of interpersonal relationship in educational institutes and various other areas not only at all India level but also at international level. The various findings of past researches were of great help for the researcher to sort out the different factors to be used in the study. This review also helped in finding out the differences between the past researches and the current research on the same topic. Let us look at glance on the earlier researches Cultural diversity: “implications for workplace management” .In this study there searcher is emphasizing on the effects of cultural diversity on organizational behavior and the advantages &disadvantages of culturally diversified workforce. “Critical review of literature on workforce diversity” the author focuses on how to increase the organizational effectiveness in this competitive world by nurturing, cultivating & appreciating the diverse workforce. In the first part of this paper the researcher tries to explore the meaning of culture, role of culture in finding global opportunities and second part has a major emphasis in understanding the dynamics of successful international business negotiations and strategies that work in the current multi-cultural business arena. This paper gives some suggestions on appropriate behavior coupled with acculturation, assimilation & maintenance of the new culture. (ArpitaSaha, (2007) “Nurturing Cultural Diversities A Leadership Challenge” HRM Review)

A journal of the “Bombay Management Association” emphasizing over the reasons responsible for the diversity in Indian workplace, different kinds of diversities and how to manage those diversities. “Workforce diversity focuses on demographic differences between India and other countries. Statement of the Problem Diversified workforce is the latest and current trend in every organization today. Due to the culturally diversified workforce in some or the other way, people are facing lot many problems at the workplace. (Asmita Jha, (2009) “Need for Cross- Cultural Management” HRM Review ICFAI University Press)

Diversified workforce may experience less cooperation from some of their colleagues but to achieve the organizational goals each member must be effective in terms of it functioning in the particular department. However, firing is not the solution. (Emiko Moshi a, Eunomia Chang, “Diversity management and the effects on employees’ organizational commitment: Evidence from Japan and Korea” (2008).

This research is focused on finding out the problems faced by the employees due to culturally diversified workforce. A second contribution of this chapter is to suggest the ways to manage the diversified workforce in such a way that people can easily work with the diversified workforce and can bring

quality results altogether. The major concern of the research is to focus on culturally diversified workforce and its consequences on interpersonal relationships in educational institutions and an attempt has been made to associate the variables of workforce diversity with the success of any organization. Nowadays to find a homogeneous workforce, especially in big organizations is rarely possible, whereas the fact is that people from different cultural backgrounds are working together under one roof. But here the real togetherness is actually missing. The another main motive of this research is to suggest counseling & mentoring techniques that can help removing the problems like absenteeism, employee turnover due to culturally diversified workforce from educational institutes. (SAUMYA GOYAL, 2009 Saumya Goyal, (Aug 2009) "Diversity at Workplace" HRM Review)

III. RESEARCH METHODOLOGY

Research objectives.

To understand the employee’s perception towards diversified workforce. The research is conducted to focus on culturally diversified workforce and its consequences on interpersonal relationships in educational institutions and an attempt has been made to associate the variables of workforce diversity with the success of any organization.

- To map the attitudes to workplace diversity in the context of organization.
- To map strategies adopted to enhance workplace diversity
- To identify precarious challenges encountered barriers for accepting workplace diversity
- To identify strategies to increase inclusiveness
- To devise ways to increase awareness about workplace diversity

Type of research..

The type of research used in the study is the casual research as it attempts to explain the relationship between two variables. Casual research explores the effect of one thing on another or specifically the effect of one variable on another.

Data sources..

The data for the research work is collected from both the primary and secondary sources. The primary data is collected from questionnaires which are filled by employees. The secondary data is collected from various websites, research papers and magazines.

Sampling plan..

- **Sampling unit** – To study changing employee’s attitude towards organization diversity and to study the effect of various organizational structure on employee’s mindset. The sample unit for the research consist of all the employees who work in organization with different types of people of different caste, race, communication skills, gender, religion etc.

IV. SAMPLE UNIT-EMPLOYEES FROM DIFFERENT PROFESSIONS

- **Sampling size** – The sample size taken for my research is 103 people including both male and female employees, who work in the organization with different people and very well know the meaning of diversified workforce.

SAMPLE SIZE -103(57 MALE - 46 FEMALE)

- **Sampling procedure** – In my research project I have chosen simple random sampling procedure. Each individual is chosen randomly and entirely by chance, such that each individual has the same probability of being chosen at any stage during the sampling process.

V. DATA COLLECTION TOOLS.

• **For data collection**

Questionnaire is used in this research to collect primary data which contains of personal details of respondents and **20 questions** .questionnaire are filled by employees those who work in different organization .Questionnaire is in the **LIKERT** five point scale form to analyze the attitude of employees towards various factors.

• **For data analysis**

In this research, **SPSS 20.0 (statistical package for social sciences)** is used for the analysis. Frequency of answers and personal information of respondents (age, gender etc.) is calculated to know the behavior depend upon different factors.

VI. LIMITATIONS OF THE STUDY

The data was primarily taken from relatively small workforce basically of service and I.T sector and the reliability may be scamped by the temporarily adjustments towards less sample size, also primary data relativity with focus on direct mechanism was less although thriven to more fruitful results. More research can be done on this matter with special focus on other sectors too.

VII. FINDINGS AND ANALYSIS

- **Reliability statistics-** Reliability test was first applied on the collected data. Cronbach’s alpha coefficient on 20 items has been found as .909. It shows that there high consistency and reliability.

Reliability Statistics

| Cronbach's Alpha | Cronbach's Alpha Based on Standardized Items | N of Items |
|------------------|--|------------|
| .908 | .909 | 20 |

• **FACTOR ANALYSIS** it is a statistical method used to describe variability among observed, correlated variables in terms of a potentially lower number of unobserved variables called factors. The KAISER-MEYER-OLKIN measure of sampling adequacy is a statistic that indicates the proportion of variance in variables that might be caused by underlying factors.

| Range of diverseness | |
|---|--------------|
| Age | 0.851 |
| Sexual orientation | 0.835 |
| Race and ethnicity | 0.787 |
| Disability | 0.782 |
| Coordination and participatory approach | 0.693 |
| Gender | 0.643 |
| Sense of belongingness at workplace | 0.619 |
| Holidays given with respect to other caste of supervisor and employee | 0.513 |
| Discrimination and biasness factors | |
| Less salary because of lower class | 0.820 |
| With respect to group of people in organization from different religion | 0.797 |
| Particular area of work because of caste or religion | 0.769 |
| Caste biasness | 0.747 |
| Disrespectness by younger colleagues | 0.723 |
| Based on qualification rather than on aged and experienced | 0.517 |
| | |
| Learning and acceptance factors | |
| Emphasize on similarities and not differences | 0.676 |
| Fairness in treatment | 0.638 |
| Criticism | 0.610 |
| Awareness of conflict | 0.600 |
| Diversity topic inclusiveness | 0.585 |

• **ONE WAY ANALYSIS OF VARIANCE (ANOVA)**, it is technique used to compare the means of two or more variables (using the F distribution). This technique can be used only for numerical data. The ANOVA tests the null hypothesis that samples in two or more groups are drawn from population with the same mean value. The results of one way ANOVA can be considered reliable as long as following assumptions are made -

1. Response available residuals are normally distributed (or approximately normally distributed).
2. Samples are interdependent.
3. Variances of population are equal.
4. Responses for a given group are interdependent and identically distributed normal random variables (not a simple random sample (SRS)).

ANOVA is relatively robust procedure with respect to violation of normality assumption. If data are ordinal, a non-parametric alternative to this test must be used such as kruskal-wallis one way analysis of variance. workforce diversity analysis in terms of anova are as follows.

| ANOVA | | | | | | |
|--------------|----------------|----------------|-----|-------------|-------|------|
| | | Sum of Squares | df | Mean Square | F | Sig. |
| VAR00001 | Between Groups | .492 | 1 | .492 | .326 | .570 |
| | Within Groups | 152.712 | 101 | 1.512 | | |
| | Total | 153.204 | 102 | | | |
| VAR00002 | Between Groups | .011 | 1 | .011 | .010 | .920 |
| | Within Groups | 112.222 | 101 | 1.111 | | |
| | Total | 112.233 | 102 | | | |
| VAR00003 | Between Groups | .022 | 1 | .022 | .017 | .896 |
| | Within Groups | 130.036 | 101 | 1.287 | | |
| | Total | 130.058 | 102 | | | |
| VAR00004 | Between Groups | .534 | 1 | .534 | .388 | .535 |
| | Within Groups | 138.980 | 101 | 1.376 | | |
| | Total | 139.515 | 102 | | | |
| VAR00005 | Between Groups | 1.756 | 1 | 1.756 | 1.299 | .257 |
| | Within Groups | 136.458 | 101 | 1.351 | | |
| | Total | 138.214 | 102 | | | |
| VAR00006 | Between Groups | .114 | 1 | .114 | .080 | .778 |
| | Within Groups | 144.565 | 101 | 1.431 | | |
| | Total | 144.680 | 102 | | | |
| VAR00007 | Between Groups | 4.219 | 1 | 4.219 | 3.093 | .082 |
| | Within Groups | 137.742 | 101 | 1.364 | | |
| | Total | 141.961 | 102 | | | |
| VAR00008 | Between Groups | .932 | 1 | .932 | .791 | .376 |
| | Within Groups | 119.029 | 101 | 1.179 | | |
| | Total | 119.961 | 102 | | | |
| VAR00009 | Between Groups | 1.893 | 1 | 1.893 | 1.635 | .204 |
| | Within Groups | 116.961 | 101 | 1.158 | | |
| | Total | 118.854 | 102 | | | |
| VAR00010 | Between Groups | .114 | 1 | .114 | .077 | .782 |
| | Within Groups | 150.565 | 101 | 1.491 | | |
| | Total | 150.680 | 102 | | | |
| VAR00011 | Between Groups | .139 | 1 | .139 | .115 | .735 |
| | Within Groups | 122.249 | 101 | 1.210 | | |
| | Total | 122.388 | 102 | | | |
| VAR00012 | Between Groups | .590 | 1 | .590 | .548 | .461 |
| | Within Groups | 108.789 | 101 | 1.077 | | |
| | Total | 109.379 | 102 | | | |
| VAR00013 | Between Groups | .658 | 1 | .658 | .614 | .435 |
| | Within Groups | 108.158 | 101 | 1.071 | | |
| | Total | 108.816 | 102 | | | |
| VAR00014 | Between Groups | 3.440 | 1 | 3.440 | 2.917 | .091 |
| | Within Groups | 119.095 | 101 | 1.179 | | |
| | Total | 122.524 | 102 | | | |
| VAR00015 | Between Groups | .107 | 1 | .107 | .095 | .759 |
| | Within Groups | 113.719 | 101 | 1.126 | | |
| | Total | 113.825 | 102 | | | |
| VAR00016 | Between Groups | .529 | 1 | .529 | .480 | .490 |
| | Within Groups | 111.122 | 101 | 1.100 | | |
| | Total | 111.650 | 102 | | | |
| VAR00017 | Between Groups | .534 | 1 | .534 | .504 | .479 |
| | Within Groups | 106.980 | 101 | 1.059 | | |
| | Total | 107.515 | 102 | | | |
| VAR00018 | Between Groups | .202 | 1 | .202 | .165 | .686 |
| | Within Groups | 123.992 | 101 | 1.228 | | |
| | Total | 124.194 | 102 | | | |
| VAR00019 | Between Groups | 1.375 | 1 | 1.375 | .992 | .322 |
| | Within Groups | 139.984 | 101 | 1.386 | | |
| | Total | 141.359 | 102 | | | |
| VAR00020 | Between Groups | 5.463 | 1 | 5.463 | 3.579 | .061 |
| | Within Groups | 154.187 | 101 | 1.527 | | |
| | Total | 159.650 | 102 | | | |

| Questions and their significance | F(tabulated value) | P(Significance value) | Hypothesis |
|---|--------------------|-----------------------|-----------------|
| VAR00001 Based on gender variable (WORKFORCE DIVERSITY)there is strong pushing back because of caste in an organization | 0.05 | 0.570 | Accepted |
| VAR00002 significant impact of criticism in organization (workforce diversity) | 0.05 | 0.920 | Accepted |

| | | | |
|--|-------------|--------------|-----------------|
| VAR00003 significant impact of disrespectness by younger employees. (workforce diversity) | 0.05 | 0.896 | Accepted |
| VAR00004 strong sense of biasness in the organization(workforce diversity) | 0.05 | 0.535 | Accepted |
| VAR00005 significance whatsoever regarding work togetherness for problem solving(workforce diversity) | 0.05 | 0.257 | Accepted |
| VAR00006 significant impact of caste & religion on work allotment (workforce diversity) | 0.05 | 0.778 | Accepted |
| VAR00007 impact of holidays on festivals on supervisor point of view who belongs to different religion(workforce diversity) | 0.05 | 0.082 | Accepted |
| VAR00008 significant impact on person having good qualification or aged (workforce diversity) | 0.05 | 0.376 | Accepted |
| VAR00009 significant impact on level of conflict in an organization(workforce diversity) | 0.05 | 0.204 | Accepted |
| VAR000010 significant impact of less salary because of lower class of society in organization(workforce diversity) | 0.05 | 0.782 | Accepted |
| VAR000011 significant impact of discrimination in terms of employee's religions working on same place. (workforce diversity) | 0.05 | 0.735 | Accepted |
| VAR000012 significant impact in terms of fairness related to gender(workforce diversity) | 0.05 | 0.461 | Accepted |
| VAR000013 significant impact in organization with regard to sexual orientation (workforce diversity) | 0.05 | 0.435 | Accepted |
| VAR000014 significant impact on workforce diversity related to race and ethnicity | 0.05 | 0.091 | Accepted |
| VAR000015 significant impact with respect to age in organization on work force diversity (based on gender) | 0.05 | 0.759 | Accepted |
| VAR000016 significant impact of disability on workforce diversity | 0.05 | 0.490 | Accepted |
| VAR000017 significant impact on greetings and welcome with regard to organisation(workforce diversity) | 0.05 | 0.479 | Accepted |
| VAR000018 significant impact of fairness with respect to supervisor (workforce diversity) | 0.05 | 0.686 | Accepted |
| VAR000019 significant impact on similarities and differences learning in organization(workforce diversity) | 0.05 | 0.322 | Accepted |
| VAR000020 significant effect of diversity inclusiveness on new employee orientation(workforce diversity) | 0.05 | 0.061 | Accepted |

VIII. CONCLUSION

On terms of sample: Through this research we can conclude that there is still a diversified workforce environment in organization. Employees in organization still make a difference in relatively small to large caste religion sex orientation . workforce diversity exists as a talent outlook.

On terms of industry: The study clearly emphasizes that organizations should take steps to manage diversity to leverage the potential of employees for competitive profit. The major strategies adopted by organizations to increase inclusiveness is by training employees to be sensitive to cross-cultural differences, and offering foreign language training.

On long term basis: on a future note one must conclude that globalization has immerse the market volatility and talent acquisition with enrichment and maintenance with reprising attrition flow is need of future. Workforce balancing with tolerance policy should be in sighted .

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