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DIVERSITY MANAGEMENT OF EMPLOYEES IN IT SECTOR

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ABSTRACT

This paper describes the different types of cultures at work place. Examines the current cultural setting in company. The paper analyses how the cultural diversity at work effects the holistic development of employees. Finally, this paper determines the cultural differences and variations in effective management practices.

KEY WORDS: cultural diversity, Holistic development, Management practices.

INTRODUCTION

Diversity management is a process intended to create and maintain a positive work environment where the similarities and differences of individuals are valued. The concept of diversity includes acceptance and respect. It means understanding that each individual is unique, and recognizing our individual difference. These can be along the dimensions of race, ethnicity, gender, sexual orientation, socioeconomic status, age, physical abilities, religious beliefs, political beliefs, or other ideologies.

In today's world of cultural diversity, a business cannot thrive unless it does not implement a workforce diversity initiative. Organizations can improve their image in the community by opening up a place of business to anyone regardless of race, colour, gender, ethnicity, sexual orientation and disability.

The challenge of workforce diversity is also prevalent amongst Indian organizations. There are Indian businesses that operate globally, especially in the IT sector. This has led to an increase in the heterogeneity among employees and has increased the challenge of organizations to manage diverse employees.

Problem Statement:-

Diversity in human resources has become a demographic reality.

Researches reveal that inability to manage a diverse workforce leads to incompetence, reduced organizational performance and creativity, increase in employee turnover and many other challenges.

OBJECTIVES

- To identify the different types of cultures at work place
- To determine the cultural differences prevailing in the organization
- To examine the current cultural setting in the company.
- To describe the habits or practices of the company in the management of cultural diversity.
- To explore whether the variations in culture really counts in effective management practices.
- .To analyze how the cultural diversity at work effects the holistic development of employees

SCOPE OF THE STUDY

The study addresses the Prevailing cultural setting in the company and identifies the

cultural habits or practices of the company in the management of cultural diversity.

RESEARCH METHODOLOGY

In order to understand the research work in the right perspective, the methodology adopted for the study has to be explained.

The type of research design adopted here is both exploratory and descriptive. Primary data has used and sampling size is 50.

INDUSTRY PROFILE

Information technology (IT) industry in India has played a key role in putting India on the global map. IT industry in India has been one of the most significant growth contributors for the Indian economy.

India’s IT potential is on a steady march towards global competitiveness, improving defense capabilities and meeting up energy and environmental challenges amongst others.

IT-ITeS sector in India, with the main focus on increasing technology adoption, and developing new delivery platforms, has aggregated revenues of USD 88.1 billion in FY2015, while generating direct employment for over 2.5 million people. Out of 88.1 billion, export revenues (including Hardware) has reached USD 59.4 billion in FY2016 while domestic revenues (including Hardware) of about USD 28.8 billion.

Financial Assistance:-

High inflow of FDI in the IT sector is expected to continue in coming years. The inflow of huge volumes of FDI in the IT industry of India has not only boosted the industry but the entire Indian economy in recent years. Foreign direct investment (FDI) inflow rose by more than 100 per cent to US\$ 4.66 billion in May 2011, up from US\$ 2.21 billion a year ago, according to the latest data released by the Department of Industrial Policy and Promotion (DIPP). This is the highest monthly inflow in 39 months.

Profile of Kaynes Technologies:-

KAYNES Technology established in the year 1988 in Mysore, delivers Total Manufacturing Solutions with integrated business verticals to

cover the entire bandwidth of Electronic Manufacturing Services starting from Design Services thru Prototyping, Sourcing, Turnkey manufacturing and Support Services. Company’s second manufacturing plant is operating at Parwanoo in Himachal Pradesh and third facility setup for Electro Mechanical products is operating at Selaqui in Dehradun.

The company has been providing End- to-End Solutions to the organised sector in the field of IT Peripherals, Industrial Controls, Telecom, Energy, Medical Electronics, Defense Electronics to leading Companies such as Analog Devices Inc., USA, Ansaldo Signal group of companies in USA/Europe, TVS Electronics Ltd., WIPRO, Larsen & Toubro Ltd., to name a few in the domestic market.

KAYNES is an ISO 9001/14001/18001 and TS 16949/2002 certified company with capabilities in printed circuit board assembly and full box build combined with skill sets in testing & development parts, for a quick turnaround and faster Time to Market and Order Fulfillment direct to users. It is having 100% Export Oriented Unit for Green Channel duty free import & exports.

Technology Advantage:-

KAYNES has advanced and latest machines to handle technology SMDs packs like 12Mil pitch, BGA’s, LGA’s, CSP’s. Our infrastructure facility covers the entire range of EMS. As an end- to end EMS provider, we have facilities for product design, reverse engineering, PCB design layout facility, facilities for extension for BGA/CSP inspection. In our endeavor to meet the quality requirements, we have a comprehensive testing facility for BGA/CSP inspection, facility extension for ESS testing per MIL 810E (in-house temperature cycling facility available), AOI, ICT & functional testing, exclusive manufacturing lines and test facility for customers. This is well-supported by our Customer oriented group’s and good employee facilitations available in-house.

DATA ANALYSIS AND INTERPRETATION

Demographic Profile of the Respondents

Table 1. Gender wise classification of employees

Opinion	Male	female	total
Response	36	14	50
%	72	28	100

Findings:

- From the above table it is observed that 72% of respondents are male and 28% of respondents are female.

Table 2. Age wise classification of employees:

Opinion	20-30	31-40	41-50	Above 50	Total
Response	10	13	15	12	50
%	20	26	30	24	100

Findings:

From the above table it is observed that majority of respondent are 41-50 age group. 20% of the respondents belong to the age group 20-30,

26% of respondents belong to the age group 31-40, 30% of respondents belong to the age group 41-50, and 24% of employees are above 50 years of age.

Table 3. Extent of familiarity towards organizational culture

Opinion	Large extent	Considerable extent	No effort	Small extent	Very small extent	Total
Response	28	18	3	1	0	50
%	56	36	6	2	0	100

Findings:

From the above table it is clear that 56% of respondents are familiar to a large extent, 36% of respondents are familiar to a considerable extent,

6% of respondents are familiar to no effort, 2% of respondents are familiar for small extent and 0% of respondents are familiar for very small extent about the organizational culture.

Table 4. Training on attitude management towards cultural differences

Opinion	Large extent	Considerable extent	No effort	Small extent	Very small extent	Total
Response	35	7	3	5	0	50
%	70	14	6	10	0	100

Findings:

From the above record it is seen that majority of 70% of employees are trained to a large extent, 14% of employees are trained to a

considerable extent, 6% of employees are trained to no effort, and 10% of employees are trained to small extent towards cultural differences.

Table 5. Does performance appraisal take cultural diversity into consideration?

Opinion	Large extent	Considerable extent	No effort	Small extent	Very small extent	Total
Response	5	10	10	20	5	50
%	10	20	20	40	10	100

Findings:

From the above record it is seen that 40% of respondents believe to a small extent large

extent, 10% of respondents believe to a considerable extent, 20% of employees believe to no effort.

Table 6. Familiarity with vision, mission, and goals of company

Opinion	Large extent	Considerable extent	No effort	Small extent	Very small extent	Total
Response	29	15	2	3	1	50
%	58	30	4	6	2	100

Findings:

From the above table it is clearly seen that 58% of respondents are familiar to a large extent.

Table 7. Extent of experiencing barriers to change towards cultural diversity

Opinion	Large extent	Considerable extent	No effort	Small extent	Very small extent	Total
Response	3	2	1	15	29	50
%	6	4	2	30	58	100

Findings:

From the above table it is clearly seen that 58% of respondents are very small extent.

Table 8. Extent of company’s recruitment/selection policy addressing cultural diversity

Opinion	Large extent	Considerable extent	No effort	Small extent	Very small extent	Total
Response	15	15	5	10	5	50
%	30	30	10	20	10	100

Findings:From the table it is seen that each 30% of employees accept to a large extent and considerable extent.

Table 9. Extent of difficulties and helps achieved by the members in the organization

Opinion	Large extent	Considerable extent	No effort	Small extent	Very small extent	Total
Response	3	7	3	10	27	50
%	6	14	6	20	54	100

Findings:From the above table it is seen that 54% of employees agree it to a very large extent.

Table 10. Does your company has a cutting edge if it possesses employees of different cultural background

Opinion	Yes	No	Total
response	15	35	50
%	30	70	100

Findings:From the above table it is seen that 70% of employees say no.

Table 11. Do you favor employee training in diversity management

Opinion	Yes	No	Total
response	35	15	50
%	70	30	100

Findings

From the table it is seen that 70% of employees favor employee training in diversity

management and 30% of employees does not favor employee training in diversity management.

Table 12. Employees defining diversity in work place

Opinion	People of different cultures	Equitable treatment of diverse group	Representation of minorities	Variety of people with contemporary work force	Mixture of themes by difference	Total
Response	26	12	2	7	3	50
%	52	24	4	14	6	100

Findings:

From the above table it is found that 52% of employees define people of different cultures

,racial background ,and sexual orientation working together ,24% of employees define equitable treatment of diverse group of employees.

Table 13. Methods of attitude change used to adjust employees to cultural differences

Opinion	Social informal functions	workshops	Home exchange visits /programs	Group discussions	Formal function	total
Response	20	10	12	5	3	50
%	40	20	24	10	6	100

Findings:From the above table it is inferred that 40% of respondents wants social informal functions

to change attitude.

Table 14. Methods used to communicate vision, mission and goals the company

Opinion	Through staff meetings	Any other method	Total
Response	38	12	50
%	76	24	100

Findings:From the above table it is seen that 76% of employees wants staff meetings to communicate company’s vision, mission and goals.

Table 15. Method of evaluation adapted to measure the progress in cultural diversity

Opinion	Questionnaires	Reports from divisions	Reports from transformation units	surveys	Complaints management	total
Response	30	2	1	12	5	50
%	60	4	2	24	10	100

Findings:From the record it is seen that 60% of employees expects questionnaire must be the method of evaluation.

Table 16. Methods of cultural diversity training that sensitize employees and the executives

Opinion	Training courses	Workshops	Internal management	Staff meetings	Training by consultants	Total
Response	28	9	3	4	6	50
%	56	18	6	8	12	100

Findings:

From the above observation majority 56% of employees wants training courses as a method of cultural diversity training.

are familiar to no effort, 6% of respondents are familiar to a small extent and 2 % of respondents are familiar to a very small extent about the vision, mission and goals of the company.

INTERPRETATION OF THE STUDY

- From the study it is clear that 56% of respondents are familiar to a large extent, 36% of respondents are familiar to a considerable extent, 6% of respondents are familiar to no effort, 2% of respondents are familiar for small extent and 0% of respondents are familiar for very small extent about the organizational culture.
- From the above record it is seen that 70% of employees are trained to a large extent, 14% of employees are trained to a considerable extent, 6% of employees are trained to no effort, and 10% of employees are trained to small extent towards cultural differences.
- From the above record it is seen that 10% of respondents believe to a very large extent,20% of respondents believe to a considerable extent ,20 % of employees believe to no effort , 40% of employees believe to a small extent and 10% of employees believe to a very small extent that performance appraisal takes cultural diversity into consideration .
- From the above findings it is clearly seen that 58% of respondents are familiar to a large extent, 30% of respondents are familiar to a considerable extent, 4% of respondents

- From the above analysis it is clearly seen that 6% of respondents are experiencing to a large extent, 4% of respondents are experiencing to a considerable extent, 2% of respondents are experiencing to noeffort, 30% of respondents are experiencing to a small extent, 58% of respondents are experiencing the barriers to change towards cultural diversity to a very small extent.
- From the analysis it is seen that 30% of employees accept to a large extent, 30% of employees accept to a considerable extent, 10% of employees accept to no effort, 20% of employees accept to a small extent, 10% of employees accept to a very small extent that company’s recruitment/selection policy is addressing cultural diversity.
- From the above analysis it is seen that 6% of employees agree it to a large extent ,14% of employees agree it to a considerable extent ,6% of employees agree it to no effort ,20% of employees agree it to a small extent ,and 54% of employees agree it to a very small extent that if they were having difficulties they knew members of their work group would try to help them .

- From the chart it is seen that 30% of employees say yes and 70% of employees say no for the company has a cutting edge it possesses employees of different cultural background.
- From the chart it is seen that 70% of employees favor employee training in diversity management and 30% of employees does not favor employee training in diversity management.
- From the above chart it is found that 52% of employees define people of different cultures ,racial background ,and sexual orientation working together ,24% of employees define equitable treatment of diverse group of employees ,4% of employees define representation of minorities ,14% of employees define the condition that describes the variety of people who make up the contemporary workforce and 6% of employees define any mixture of themes characterized by difference and situation as the definition of diversity in the work place .
- From the chart it is inferred that 40% of respondents wants social informal functions to change attitude and to adjust employees to cultural differences ,20% of employees wants to attend workshops to get adjusted to the cultural differences,24% of employees wants home exchange programs to get adjusted to the cultural differences , 10% of employees wants group discussions to get adjusted to cultural differences and 6 % of employees wants formal functions to get adjusted to the cultural differences.
- From the chart it is seen that 76% of employees wants staff meetings to communicate company's vision, mission and goals and 24% of employees wants other methods like induction programs, informal group discussions, etc to communicate company's vision, mission and goals.
- From the record it is seen that 60% of employees expects questionnaire must be the method of evaluation, 4% of employees expect reports from divisions must be the method of evaluation, 2% of employees expect reports from transformation units must be the method of evaluation, 24% of employees expects surveys must be the method of evaluation and 10% of employees expect complaints management must be the method of evaluation.
- From the analysis it is seen that 56% of employees wants training courses as a method of cultural diversity training, 18% of employees wants workshops a method of cultural diversity training, 6% of employees wants internal management as a method of cultural diversity training, 8% of employees

wants staff meetings as a method of cultural diversity training and 12% of employees wants training by consultants as a method of cultural diversity training.

SUGGESTIONS

- The company should make their employees familiar with organization culture and climate and effort should be made to increase the awareness level above the threshold.
- All the races should be capable of accepting change.
- Company should take due consideration of cultural diversity in Performance Appraisal.
- Diversity training should be given to employees.
- Diversity should be beyond the differences based on ethnicity, gender, age, religion.
- Company should feel the need for cultural diversity to thrive in this turbulent corporate world.
- Managing diversity is required by legislation.
- Cultural Diversity should be developed as a mutual process between the company and the individual.
- Management perspective should be involved around cultural diversity
- Cultural Diversity should be involved in 3 levels simultaneous i.e. individual, interpersonal and organizational.
- Senior management should become more aware of the significance of diversity management.
- Diversity training should increase their understanding of the organization
- The company should communicate the values of diversity regulation and evaluating diversity performance.
- Measures should be taken to enhance utility and efficiency of diversity training and it should be made mandatory for are employees particularly for newly recruited employees.
- All executives including the senior executive of the company to feel that the only way for the company will stay ahead of the rapid changes in the business environment is to demonstrate their commitment to diversity.
- The company should also feel that diversity drives innovation and flexibility the company develops .In fact companies with stronger diversity strategies also find strong strategies to meet corporate challenges. An innovation comes out of diverse group of employees who come from different experiences with different voices, who can address new problems and come up with innovative solutions.

- Employees need better people skills. The company should mesh people-skills training in its diversity training template.
- The company can profitably run a pilot program with a dedicated diversity recruiter this will ensure great impact of diversity in recruiting policy of the company. The company should believe in mentoring and should develop a program of mentorship for the diverse group of employees. Mentoring is a powerful differentiator of success of diverse group of employees. Diversity management and change management must go hand in hand in the company.

CONCLUSION

- Managing cultural diversity refers to practices and policies that seek to include people within a workforce who are considered to be, in some way, different. It further includes planning and implementing organizational systems and practices to manage people so that the potential advantages of diversity are maximized while its potential disadvantages are minimized.
- The results of the study indicate that the present day employees recognize the significance of effectively managing cultural diversity.
- Cultural diversity is a reflection of a changing world and marketplace.
- A diverse workforce from different racial, educational and social backgrounds and a diverse age range provides strength to organizations in terms of creativity, innovation, solutions and different approaches of work.
- Women give more importance to value diversity than men.
- An organization's success and competitiveness in today's world depend upon its ability to embrace diversity and realize its benefits.

- Organizations employing a diverse workforce can supply a greater variety of solutions to problems.
- A diverse collection of skills and experiences (e.g. languages, cultural understanding) allows a company to provide service to customers on a global basis.
- Taking full advantage of the benefits of diversity in the workplace is not without its challenges. Some of those challenges are communication, resistance to change, stereotypes, prejudice etc.
- Effective cultural diversity results in preventing discrimination and promoting inclusiveness.
- Managing diversity focuses on maximizing the ability of all employees to contribute to organizational goals.
- Negative attitudes and behaviors can be barriers to organizational diversity because they can harm working relationships and damage morale and work productivity.

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