CHAPTER – II

REVIEW OF LITERATURE

2.1. INTRODUCTION

The review of literature sets forth a deep insight and clear view of the overall field. Once a study has been decided, it is essential to review all relevant material which has a bearing on the topic. Infact review of literature begins with a search for suitable topic and continuous throughout the duration of the research work and it helps to find out the gap in the concerned area and forms a strong groundwork upon which the future studies can be built up. An attempt has been made here to briefly review the previous studies made in the area of workforce diversity in select service sectors in South India. The following are some of the available studies in the form of articles, journals, reports and survey carried out in workforce diversity and the essence of the related literature has presented in this chapter. Since, a research report, either a dissertation or a thesis is supposed to be a study of in-depth aim and the contribution to knowledge, a careful check has made that the proposed study has not previously been carried out.

Analysing the study in the field of workforce diversity has attracted much of the researchers and practitioners. The concepts of workforce diversity and literature came into existence in the late 1980’s and the research started flourishing from early 90’s onwards. There has been continuous research in the field of workforce diversity on demographic variables such as age, gender, race, and the level of job satisfaction and on attitudes. Though there is no dearth of document evidence particularly in the field of workforce diversity and the effect on beliefs, attitudes and perceptions shows that it is a field in the growth stage in India, when compared to other countries in the west. However, the available contribution from the following authors and researchers are reviewed and a brief account of the review presented in the chronological order of their publication is given in this chapter.
Carrell et al\textsuperscript{3} (1993) in their study entitled “Defining Workforce Diversity Programs and Practices in Organizations” examined that EEO/AA are the paramount way to ponder diversity in the traditional core categories and thereby, in the organization it is found that the evidence of specific races and cultures in hiring the people. Besides this, understanding and managing diversity programs are take on and more experience gathered, constant models of successful principles may emerge. Different principles should be employed with respect to training for a diverse population and for an effective management for providing services to the diverse customers. For every business, from its own intentional resourcefulness must identify its own attention and method that should be adopted for the emerging workforce in the enterprise that the diversity population requires of it. Solitary principle acknowledged that traditional EEO/AA policies is that of representation of a diverse workforce and the studies of the milieu of administration and of marketing alike have demonstrated the value of reflecting the cultural makeup of the organization's clientele appropriately in its workforce. Perhaps the most useful workforce diversity concept that goes beyond the EEO/AA base is that of attention to the specific needs and concerns of unalike individuals in the daily, internal management of the workforce. Making the organizational culture support good morale and group cohesiveness not only supports the idea of equity but can contribute to the productivity of the organization as well.

Jamal and Badawi\textsuperscript{4} (1995) in their study entitled “Job Stress, Type-A Behavior and Employees' Well-Being among Muslim Immigrants in North America: A Study in Workforce Diversity” examined the relationship of job stress and Type-A behavior pattern of employees’ job satisfaction, and the study also focuses on turnover intention, absence behavior, organizational commitment and psychosomatic


health problems in life. In this study the tools used to analyze the data was Pearson correlation and moderated multiple regression analysis were employed to analyze data by the researcher. It is found that the job stress will be significantly related with the above said dependent variables.

Human (1996) in her study entitled “Managing workforce diversity: a critique and example from South Africa” describes about managing workforce diversity, multiculturalism, affirmation action and equal employment opportunities. The author also made an attempt to emphasize each of the concepts and does analyze the impact of perceptions of culture and finds out the factors that affect the performance in the workplace. Result shows that there is a significant difference in EEO/AA with the rest of the dependent variables.

Netto and Sohal (1999) in their study entitled “Human resource practices and workforce diversity: an empirical assessment” highlights about Human resource practices and used to manage the workforce diversity present in the Australian organizations. The author explains about the necessity of diversity and defined the diversity management practices. The researcher found that the diversity management practices are inadequate in practice; this resulted in company’s performance. Finally the author suggested the importance of diversity practices and highlighting the multicultural workforce diversity is more pertinent for every organization to a better performance.

Gudmundson, et al (2000) in their study established that diversity issues of workforce diversity in small business have been with us almost from the time of

establishing WFD in United States and the author addresses that in today's WFD practices is more frequently needed at higher levels of organization (Triandis, Kurowski, and Gelfand (1994), undeniably, strategic advantages are indeed in hiring a diverse workforce for the management and it would seem that no sensible to expect decision-makers in organizations to be motivated to do so. The author highlights the need of WFD and examines the WFD issues in small businesses and determines the nature of the relationship between workforce diversity and firm performance in the workplace.

Kundu\textsuperscript{8} (2001) in his study entitled “Managing Cross-Cultural Diversity a Challenge for Present and Future Organizations” highlights that in Indian context the managers must learn to values and respect the values in the workplace. This article also explains about the dimensions of cultural diversity in Indian and Western countries. Finally, the author says that the HR managers should behave as of those styles exist among the employees at the workplace and also the author stresses that every organizations should implement the long term strategies as diversified culture for the better performance.

Green, et al.\textsuperscript{9} (2002) in their work entitled “Diversity in the Workplace: Benefits, Challenges, and the Required Managerial Tools” explored in their study that diverse workforce is a reflection of a changing world and marketplace and also the author explained that the diverse work teams bring high value to organizations. The result of the study tells that respecting individual differences will benefit the workplace and thereby creating a competitive edge and increasing in the work productivity. DM (diversity management) benefits for the organization and by creating a fair and safe environment where everyone (the employees’) has access to


opportunities and challenges to prove. Moreover, management tools are considered as a diverse workforce where the management should be used to educate everyone (trained) about diversity and its issues, laws and regulations. From this study it is identified that most workplaces are made up of diverse cultures and so the organizations need to learn to adapt for a successful environment in the workplace and in the firm growth.

Joshi, et al.\textsuperscript{10} (2003) in their work entitled “Managing workforce diversity to enhance cooperation in organizations” found that demographic differences within work groups have been characteristically associated to conflicts and persists lack of cooperation in the workplace. The study proposed that there is a negative relationship between the diversity work team and dependent variables. It is also found that the research emphasizes on the positive influence of diversity upon cooperation between the diverse teams. From the study it is highlighted that the discussion of diversity and cooperative behaviors in organizations is incomplete without acknowledging the role of the broader organizational context in shaping these behaviors. This study also attempts to make a contribution to the understanding of cooperation and teamwork in organizations by suggesting a cross-level approach to studying the outcomes of diversity in work teams.

Janssens, et al.\textsuperscript{11} (2003) in their study entitled “Theories of diversity within organization studies: Debates and Future Trajectories” attempts that diversity studies in organization draws the importance of diversity in terms of grouping the differences and investigating the effects of these different groups on work related outcomes. Nevertheless, this approach is concomitantly anti-individualist and anti-collectivist in nature (Litvin, 1997). Focusing on the anti-individualistic nature is due to the most


importance of group membership as the primary determinant of individual identity and consequently its fixed nature. From this it is identified that, there is no room for difference to progress while arguing that diversity is not an individual that exists in the workplace, but it’s a state that is relentlessly emerging in terms of WFD. Identifying the anti-collectivistic nature of diversity studies is the result of the assumption and view that what separates the members of an organization are their racial/ethnic and other primary diversity characteristics and not the economic/political gap between labor and capital or between human resources (HR) and the users of these resources (Litvin, 1997) and explaining about WFD is a more chronological and contextualized approach to diversity which needs more attention to this blind spot to rectify the differences that exists in the workplace.

Kochan, et al.\textsuperscript{12} (2003) in their study entitled “The effects of diversity on business performance: Report of the diversity research network”, examined the effects of diversity on the relationships between race and gender diversity with business performance which carried out in four large firms by a research groups and was carried out for five years. Finally, the study found that more the diverse workforce leads the better performance and also the author highlights the importance of diversity and its effects on the performance which is the central tendency for the workplace and for the employees’ attitudes reflects on the business performance and the growth of the firm.

Bertone and Leahy\textsuperscript{13} (2003) in their study entitled “Multiculturalism as a Conservative Ideology: Impacts on Workforce Diversity” explains that multiculturalism is an economic national asset where it has been traded properly.


successfully will develop the economy. The research focuses on the productive diversity of Asian and Middle Eastern immigrants and the problems that mainly focus on stereotypes and prejudices. Thus the author addresses about the cultural mix and equal employment opportunities and also highlights about HR managers who should be sole responsibility in navigating the in depth of multicultural workforce diversity for developing the economic asset of the nation.

Richard, et al.\textsuperscript{14} (2003) in their study entitled “Employing an Innovation Strategy in Racially Diverse Workforces: Effects on Firm Performance” explores the racial diversity and its influence on firm performance. The author explains about the negative aspects of racial diversity which leads to the discrimination, dissatisfaction, team cohesiveness, etc. and also it affects the turnover of the industry and poses a potential threat to the organizational efficiency whereas positive aspect of racial diversity achieves a sustainable competitive advantage. This paper highlights about the heterogeneity of the groups leads in increased creativity and the research framework was contingency method where it used to examine the differences of the negative and positive aspects of outcomes in the organization. The author used regression analysis to testing the hypotheses.

Kundu\textsuperscript{15} (2003) in his study entitled “Workforce diversity status: a study of employees’ reactions” highlights the diversity status present in the Indian organizations. The researcher examines the reactions and perceptions of male and female on racial discrimination factor. The researcher identified the diversity relationship presents between male, female, minorities, socially disadvantage and disabled employees and also the author finds that male are getting more compensation in terms of salary, promotions, status, etc while comparing to other categories.


Allen, et al.\textsuperscript{16} (2004) in their study entitled “Diversity practices: Learning responses for modern organizations” studied that WFD has progressively become a ‘hot-button’ issue in corporate sector, political sector and in lawful grounds. Though, many organizations have incorporated diversity in their institutions, still considers it merely a paramount issue of agreement with legal requirements in implementing diversity in the workplace. On comparing historically, effective DM has been used to provide a legally defensive position and arguing that firms with a diverse workforce were not responsible of discrimination based on their workforce demographics portentous the demographics of the local community. Observing in view of diversity, in recent years, has noticeably changed to be a more hands-on concept in forcing to emerge the workforce diversity in the firms.

Caligiuri, et al.\textsuperscript{17} (2004) in their article entitled “Top managers' national diversity and boundary spanning: Attitudinal indicators of a firm's internationalization” reconnoitered the study by using a sample size of 76 US-based multinational firms and hypotheses were framed based on the attitudes of the US multinational firms and they were: the top management teams’ national diversity and the number of countries of operation worldwide are related to other established measures of internationalization. Study suggests that both hypothesized indicators are the aspects of the homological network for a firm’s internationalization.

Jayne and Dipboye\textsuperscript{18} (2004) in their study entitled “Leveraging Diversity to Improve Business Performance: Research Findings and Recommendations for Organizations” highlights the importance of diversity initiatives in the organizations.


This research is an empirical study. In this article the author draw conclusions from the past research findings to the existing literature. Thus the author highlights by bringing the important insights of the diversity in the workplace to enhance the positive outcome of the organization.

Saji\(^1^9\) (2004) in her study entitled “Workforce diversity, temporal dimensions and team performance” highlights on diversity and team performance in the organization. The main study focuses on time and acts as an intermediate among diversity and the team performance. The study also attempts to find out the impact of task provided, performance norms and organizational orientations on team performance in the diverse work culture, shows that there exists the difference in the team workforce. Finally, the author suggests that by providing the diversity training to improve the organizational effectiveness and its outcomes results in better performance and growth of the organization.

Aghazadeh\(^2^0\) (2004) in his study entitled “Managing workforce diversity as an essential resource for improving organizational performance” highlights the workforce diversity and its need for management and multicultural employees. The researcher analyzes the effects of cultural diversity in the organizational behavior which are more complex and powerful. The researcher proves that a more diverse workplace will achieve the goals of the organization. This paper also spotlights on the different facets involved in managing and emerging the diverse human resource base. Finally the author concludes thru which the managers and employees must learn about diversity and identify to value diverse culture for its effectiveness.

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Bergen, et al.\textsuperscript{21} (2005) in their study entitled “Workforce diversity and organizational performance” examines the relationship between the firm performance and the diversity. The researcher did a comparative study focusing on minority – friendly organizations with that of other organizations from the same industry. The author found that the minority – friendly organization is outperformed to comparing the other.

Ferner, et al.\textsuperscript{22} (2005) uses a comparative institutionalist approach combined with a power / interest perspective to examine the processes in the article entitled in “Institutional theory and the cross – National Transfer of Employment Policy: The case of ‘Workforce Diversity’ in US Multinationals” initiated the importance of diversity policy is internationalized by its multinational companies. In this research article it is identified that corporate diversity policy has more general implication for analyzing the transfer of the practices between national business systems.

Smith\textsuperscript{23} (2005) in her article entitled “Departmental Leadership and Management in Chartered and Statutory Universities: A Case of Diversity” focuses on the study on the case studies of leadership and management in engineering departments in two British universities, one a chartered university and one a statutory university. Data were collected by semi-structured interviews with the head of the two departments and members of their staff who have leadership roles. The most prominent feature of the study is about the different cultures and organizational structures of the two departments and their different approaches to leadership style and management. Regarding the findings of the research, namely that heads of


department have unreasonably high workloads, that large university departments are difficult to manage and that collegiality is the preferred model of decision-making.

Sturz, et al. 24 (2005) in their study entitled “Effective management of cultural diversity in a classroom setting” addressed the issues of cultural diversity especially in the classroom setting. Applying several techniques to teaching to accommodate students of diverse backgrounds makes the effective in learning. Basically, teachers should be aware of the stereotypes, ethnocentrism, and prejudice in the classroom management. This paper highlights the education management should focus on diversity techniques for the developing of the education and as well as students’ behavior. This paper also analyzes some of the techniques that can be impart in teaching field are such as multiple intelligence theory, active learning and multicultural education can be applied to teaching in the classroom setting for an effective management in the field of education sector.

Bajawa, et al. 25 (2006) in their study entitled “Equal opportunity and diversity management meet downsizing: A case study in the UK airline industry” highlighted the factors of airline industry on employment downsizing and the implications for equal opportunity and affirmative action for a diversity management shown in the UK airline industry during 2002-2003. Focusing on the aforesaid issues in the UK airline industry, the author brings together two scholarly debates on downsizing on EEO and diversity management and providing an evidence for this research paper on case study of how an equal opportunity and diversity management agenda is implemented during organizational restructuring and downsizing. Thus, this paper highlights how the DM practices are essential in managing an organization at the point of restricting and downsizing.


Grobler, et al.\textsuperscript{26} (2006) in their article entitled “Creating a school environment for the effective management of cultural diversity” perceived the factors that influences on the cultural diversity in school environment and highlights the importance of diversity for an effective management of cultural diversity was enacted in the ordinance ethics of South African schools Act of 1996 and the Schools Education Act of 1995 is fetched the law of importance of diversity culture in school education. Focusing on managing cultural diversity in an education sector can often be complex by communication problems and stereotyping due to differences based on various attributes like socio-political, moral and economic issues in the school environment.

Lumby\textsuperscript{27} (2006) in his article entitled “Conceptualizing diversity and leadership: Evidence from 10 cases” emphases on the individual differences which lead to diversity in the organization were disadvantage, ethnicity, gender and disability, and addresses the importance of ‘difference’ where it encompasses the demographic characteristics like educational background, leadership style, etc. The paper analyses diversity and its leadership, an evidence of 10 organizations in the Learning and Skills sector in England. The author finally suggests that in most cases, managing diversity is the necessary to be implemented by the human resource department and it is complicit in underpinning the process of exclusion.

Carrell, et al.\textsuperscript{28} (2006) in their study entitled “Defining Workforce Diversity Programs and Practices in Organizations: A Longitudinal Study” examined WFD policies and found that 35 per cent of employers reported that WFD is in the written


form rather than in implementing with comparison of year 1992 to 2004 and the survey results indicates that, diversity is viewed narrowly in organizations and by this longitudinal study the author reports that the EEO/AA issue have a broader classification on the workforce diversity and it is measured by a 50 per cent ‘yes’ response and shows that have increased by three over the twelve year period to a total of ten and the potential organizational effects of diversity programs were reported to be more advantageous today in 10 of 12 categories in 1992. Finally, the author suggests that organizations continue to work towards significant and describing the term workforce diversity.

Morrison, et al.\textsuperscript{29} (2006) in their article entitled “Diversity and Diversity Management Messages from Recent Research” examined the grandiloquence of rendezvous with diversity and social justice among education leaders and the rarity in modern looking of critical theory and practice to develop that diversity engagement in the business field. The article draws upon relatively new as well as established concepts, including the Capabilities Approach. The author suggests that how and why DM and social justice may be prominent to first-order constructs that update the leadership and its development.

Shoobridge\textsuperscript{30} (2006) in his study entitled “Multi-Ethnic Workforce and Business Performance: Review and Synthesis of the Empirical Literature” focuses on the influence of ethnic minorities on firm financial achievements. The researcher recommend a cautious study model that links six different ethnic-related perception groups directly to the financial and export performance of the firm and the finally author recommended that firms will be more efficient and performance will improve as a result of utilizing persons with culturally different backgrounds.


Seymen (2006) in his study entitled “The cultural diversity phenomenon in organizations and different approaches for effective cultural diversity management: a literary review” explored the insights on literary review associated to effective management on how cultural diversity is maintained and managed in organizations and to methodologically how to carry out the different views and to put forward together regarding the diversity issue in organizations. The author provided this paper as a contribution to cultural diversity in organizations related to its management as an anthology and will be a systematic knowledge base for the researchers.

Gonzalo E. Shoobridge (2006) in his study entitled “Multi-Ethnic Workforce and Business Performance: Review and Synthesis of the Empirical Literature” analyses the ethnic diversity in the workplace of domestic and international organization. This study was used by three groups such as majority, minority and ethnic groups which affects the performance of the organization into the global market. The main stream of the study was done by the linkage of ethnic diversity with performance. The author proposed the research model on workforce ethnic diversity and its influence on financial and export performance.

Jonathan S. Leonard and David I. Levine (2006) in their study entitled “The effect of Diversity on Turnover: A Large Case study” examined that how workforce diversity and employee isolation along the dimensions of gender, age affects the turnover of the organization. The researcher used isolation as an individual factor to find out turnover along with the other variables. The study also analyses the diversity and isolation from the age, gender, race affected by different groups.


Alison M. Konrad\textsuperscript{34} (2006) in his study entitled “Leveraging Workplace Diversity in Organizations” identified the barriers in working relationships among the diverse cultural teams and also the researcher elucidated that most of the organizations have created the diversity initiatives to address the demographic changes in the labor workforce and also the research suggests that employees respond well to diversity best practices and reward their organizations with better morale and improved retention.

Baugh\textsuperscript{35} (2007) in his study entitled “The Southern Management Association looks at gender and diversity” emphasized on gender and diversity issues which the research paper was presented in the recent meeting of the Southern Management Association (SMA) in Orlando, Florida-USA. The research focuses on gender and its diversity issues were presented at this conference and give some insights into the issues of gender and diversity as how they are perceived and investigated by researchers who generally are attached to smaller colleges and universities rather than the major research institutions in USA.

Harrison and Klein\textsuperscript{36} (2007) in their study entitled “What’s the difference? Diversity constructs as separation, variety, or disparity in organizations” addressed on three distinctive types of diversity such as separation, variety and disparity in a workplace. In this paper the author represented these dimensions in the pictorial chart and differentiates their differences that differ in their substance, shape, maxima and implications. Thus the researcher brings the central attributes of diversity and the


relevant theoretical perspectives which differ in each type and the outcomes were associated with each other.

**Baugh**\(^{37}\) (2008) in his study entitled “The Southwest Academy of Management: In search of diversity research” highlights on gender and its diversity and this paper is presented on 2007 meeting of the Southwest Academy of Management (SWAM) which incorporated on the content related to gender and its diversity issues. Focusing on this, the paper has included in the conference proceedings and thus presented about diversity and the globalization which highlights the value of diversity and the need for diversity scholars to develop expertise in international management or to develop collaborations with colleagues who pursue in international management.

**Carnicer, et al.**\(^{38}\) (2008) in their study entitled “Gender diversity in management: curvilinear relationships to reconcile findings” analyzed the effect of gender diversity on firm performance. Findings from previous studies bring together the inconsistent and non-conclusive challenging relationships are put forward between gender diversity and firm performance based on different hypothetical backgrounds. This paper also brings together incompatible and non-conclusive findings from the studies about gender diversity on boards and firm performance.

**Metcalfe, et al.**\(^{39}\) (2008) in their study entitled “Critical perspectives in diversity and equality management” conceived to draw the abstract links between the diversity and equality and focusing on this, claims that diversity and equality research is located within varying socio-demographic, socio-political and geo-political


contexts and should therefore be seen as fluid and subject to ongoing reformation. The author concluded to the developing discourse of employment-based diversity research in the international arena.

**Risberg, et al.**\(^{40}\) (2008) in their study entitled “Translating a management concept: diversity management in Denmark”, distinguished to realize the concept of diversity management is deciphered and adapted into the view of Danish societal context. Therefore, the authors hunt for to answer these questions: Following that, to what extent do larger Danish companies experience in need to practice diversity management? The author finds the answer for the question do they also have specific diversity policies in practice? Do Danish companies discursively construct and manage diversity? For seeking answers to the above said, the author found that Danish society, which until recently was relatively homogeneous, forms a specific cultural context for diversity management that differs significantly from American and British multicultural societies.

**Schwabenland, et al.**\(^{41}\) (2008) in their study entitled “Managing diversity or diversifying management?” highlights the paper to draw attention on past theories on diversity and as a heuristic to search the current rigidities defined by managers in voluntary organizations engaging with diversity issues. In this paper it focuses on voluntary organizations are mainly valued for their modern services developed in response to the needs of their elements. However, in the organization managers mission need to define and has increase in tension on behalf of marginalized and excluded groups and the increasing expectation that these organizations act as contractors to the state and as providers of professionally coped services. Few of the research have been done on the academic part of research that applies a critical perspective to voluntary organizations and less using postcolonial theory as an


exploratory. Thus, the author explains that voluntary organizations are central to both national and international anti-poverty proposal and programmes designed to facilitate community renewal.

**Syed**\(^2\)\(^2\) (2008) in his study entitled “Pakistani model of diversity management: rediscovering Jinnah's vision” focused on Pakistani model of DM that is consistent with Pakistan's unique culture and socio-political context. Finally, the author concluded the concept of diversity management remains largely unexplored in Islamic society and thus this paper suggests with respect to unique socio-economic perspective of the population and workforce diversity.

**Danowitz, et al.**\(^4\)\(^3\) (2009) in their study entitled “The development and implementation of a diversity management curriculum: Organizational change through exploration and exploitation” highlights the concepts and strategies to effectively familiarize and implement curricular change with regards to diverse workforce and especially, related to implementing diversity management (DM) into academic programs for effective learning and development of the education sector. Applying George March's work on organizational exploration and exploitation to curricular change is the first adopted his work and in this paper. The paper offers valuable information for those seeking to create a more inclusive curriculum.

**Shena, et al.**\(^4\)\(^4\) (2009) in their work entitled “Managing diversity through human resource management: an international perspective and conceptual

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framework” assessed that the findings of this study have more significant practical implications on diversity. Review indicates that there’s a seamless want for effective diversity management and for HRM to play an exceptional role in managing diversity. Obviously, it’s terribly effective for DM in dynamic towards diversity and thru virtuous HR practices and procedures ends up in positive outcomes and whereas ineffective diversity management in HR is most probable to lead to conflict, demotivating, higher turnover ratio and low structure performance. Therefore, diversity management should become a priority agenda in HRM practices for all organizations. Relating to the current, most organizations think about diversity chiefly as an utmost issue of amenability with legal necessities and recruiting ethnic minorities. HR diversity ways ought to enrich strategies that specialize in appreciating and creating the use of diversity within the workplace. More inquiry on diversity would advance our understanding of the contributions of HR diversity management for the study.

Margherita and Secundo\(^45\) (2009) in their study entitled “Density, diversity, openness and speed: is management development aligned?” focuses a framework on supporting a brand new approach to planning the curricula for the event of management competencies. The worth of the paper is conferred in making an instantaneous abstract link among the dynamic features of the economic and business landscape and also the explanation necessities in terms of developing management competencies. The author additionally provided a framework that is helpful for the practitioners is enclosed in this research paper.

Pitts and Wise\(^46\) (2009) in their study entitled ‘Workforce Diversity in the New Millennium: Prospects for Research” highlighted the management challenges that stem from workforce diversity. The empirical research paper analyzed on

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diversity problems and outcomes within the management perspective and also the author found that the various diversity issues stay salient to public administration; knowledge data is in brief offer. The empirical work on diversity shows that the management of human resource policies or the active managers implement diversity in smaller amount in the workplace. From the study it is found that, analysis lacks because of inadequate information, very little innovation in methodology, and depleted attention to empirical connections between diversity and organization results.

Riach\textsuperscript{47} (2009) in his study entitled “Managing difference: Understanding age diversity in Practice” explores the inherent biases long-faced by the employees associated with the ageing attribute. Critical discourse analysis technique was utilized in the study and found that the inherent relationships are biased and the key tenet of diversity is found subtle. This article finally concludes the increasing complexity in the workplace and to overcome from it related to age diversity.

Kamal, et al.\textsuperscript{48} (2009) in their work entitled “Managing Diversity at Workplace: A Case Study of HP” highlights that HP case study is an idyllic example of DM within the workplace and conjointly being a lead the way in diversity management in the corporate firms. As in recent years, it’s down-to-earth that more and more diversified people move from various places for their growth and thus there exist the differences in workplace, their harmony, cultural diversity, and multi-disciplinary background, where the efficient DM plays a major role and helps the organization to be more successful. Further, research has conducted by taking a Bangladeshi company into consideration and compare its diversity management issue with multinational company and conjointly taking care of socio-cultural and economic circumstances of the host country. Though, HP has changed his original policies over the years to cope up with the pace of economic process and therefore identifies that


DM needs further development according per the technological progress and financial meltdown of world economy. Seeking to present, change and diversity influence must be done in an organized technique where, institutes like HP are recognized as a structure with mutually beneficial part to completely capture the facility of diversity.

Bleijenbergh, et al.⁴⁹ (2010) in their study entitled “Diversity management beyond the business case” centered to addresses the diversity problems and emphasizes the implementation of diversity management programs is simply too sophisticated and risky and conjointly identifies the arguments of justice and sustainability of the relationship among the employees is troublesome and applying universally the construct of diversity is liable on several factors. Therefore, the author shows the problem of universally applying the concept of diversity and diversity management within the workplace.

Pitts and Wise⁵⁰ (2010) in their study entitled “Workforce Diversity in the New Millennium: Prospects for Research” centered their analysis on workforce diversity in Public-sector organizations. Data were taken from the twelve articles of public-sectors organization, few of the articles were in descriptive and some of them found analytical. The study was centered in the main on sex, race, ethnicity, and gender. The author provides the questionnaire and has done the analytical work. Finally the author suggests for improving the diversity work culture by conducting training programs to reduce the biases or change the attitudes.


concluded that the predominant executive repercussion arising out of the research evidence is that there’s a basic need for higher executive to rethink their role and modify their approach and perspective towards meeting the needs of the workforce, organization and customers in a long-term vision. In respect of implications for future research, appears to be a requisite to increase the present analysis by understanding the extent to that the government will defend the employees and promote EO and diversity practices. Research conjointly explores the present state of EO and DM in publicly-owned organizations still as Iranian-based MNCs.

Kormanik and Rajan\(^\text{52}\) (2010) in their study entitled “Implications for Diversity in the HRD Curriculum Drawn from Current Organizational Practices on Addressing Workforce Diversity in Management Training” analyzed 3 case studies associated with the HRM academic curriculum. The study is predicted on the descriptive analysis and centered particularly on race and gender and also the study explains regarding the aspects of valuing workforce diversity that is employed to determine and maintain the culture that values diversity in the HRD academic curriculum.

Mkono\(^\text{53}\) (2010) in their study entitled “An analysis of Zimbabwean hotel managers’ perspectives on workforce diversity” examined the goal of this study was to investigate edifice managers’ views on workforce diversity and DM practices in Zimbabwe’s hotel industry. It’s clear from the information provided by the managers that the industry still has a long way to go before diversity isn’t solely tolerated or accepted, however conjointly embraced and valued as a source of competitive advantage. The industry has not progressed from an equal opportunity approach to


embrace and valuing diversity. Analysing the practices of the hotel industry in Zimbabwe obtain plunder for the improved capacity in creativity and innovation that it actually need in meeting the needs of these customers. Indeed, DM may provide a chance for the industry in Zimbabwe to develop sustainable competitive advantage over its neighboring competitors in western countries. There’s clearly limited awareness of the potential benefits of diversity management. It’s also hoped that new graduates of hospitality management and HRM in future possess sufficient awareness of DM, in order that as future policy makers and strategizes they’ll steer their organization towards proactiveness in DM.

Stewart and Harte\textsuperscript{54} (2010) in their study entitled “The implications of talent management for diversity training: An exploratory study” analyzes the need for diversity research to addresses the relationship between talent management (TM) and managing diversity as an example of achieving higher integration and less separation in academic work on human resource (HR). The author looked on both teachers and practitioners ought to take into account in less emphasis on narrow specialism and foci in their work and additionally on holistic perspectives. During the study, the literature review confirmed the assumption that the two topics are researched and written about separately with little published on the connections and implications of each for the other.

Vita\textsuperscript{55} (2010) in her study entitled “The diversity management approach: new implications for gender policies in Italy” emphasized on the implementation of gender policy in six Italian regions and intended to explore the edge of the real strategies and the necessity of adding the possibility to recodify some principles of diversity management (DM) approach in Italian context. This paper aims to reduce the gap in the current literature that does not consider the necessity of studying the detailed rules


of defining and implementing policies in close relation with the characteristics of enterprises and institutions.

Sohail, et al.⁵⁶, (2011) in their study entitled “The impact of Diversity training on Commitment, Career satisfaction and Innovation” probes to find out the relationship between organizational commitment, career satisfaction and innovation in the organization with diversity training. This study mainly focused its effect of innovation. The researcher redesigns the diversity training model which prevails in the organization. Finally the author concluded that diversity training has a positive effect on its innovation and employees are more committed towards their organizations and their career.

Ajaya et al.⁵⁷ (2011) in their study entitled “Leveraging the Power of Differences Workforce Diversity” concluded that it is undeniable fact that the practice of workforce diversity is budding as a source of competitive advantage for organizations. The concept of ‘global village’ and shrinking geographical distance has provided tremendous impetus for organizations to become ‘diversity-friendly.’ But, assuming the status as ‘diversity friendly’ is not an easy job for companies as the process is beset with many challenges. Seeing differently, a very sensitive issue, DM is a double edged sword as it can be both boon as well as bane to organizations. This is because diversity practices would benefit the organizations only when it is managed effectively. It is not just making a ‘salad’ using various vegetables available in the market. It is more of creating a ‘tasty and eatable’ salad by carefully and deliberately choosing the fresh and right mix of vegetables available in the market. From this paper, the author describes about diversity as the right mix of diversity employees for the effective performance and thus the top management attitudes need to couple with


valuing the differences and beneficial organizational climate would play an essential role in leveraging the power of diversity to the advantage of the business firms.

**Choudhary, et al.**<sup>58</sup>, (2011) in their study entitled “Workforce Diversity in SME’s Of Pakistan” highlights how workforce diversity is managed in the small and medium enterprises in Pakistan. The author explains about the five stages of growing the SME’s and also describes two functions of diversity, i.e., foremost function of diversity and interpersonal function diversity and it deals with each of the individuals. The result emphasizes on high motivational level will tend to increase the chance of highly diverse culture of the organization and behavior and attitude of the entrepreneur also play a role in producing the diverse culture of the organization.

**Kapoor**<sup>59</sup> (2011) in his study entitled “Defining diversity: the evolution of diversity” highlighted the accurate and adequate diversity and the importance of affirmative action and the equal employment opportunity as an inclusive concept in defining into the broader perspectives of the diversity. Hidi focus on the affirmative action whereby, diversity includes ‘all characteristics and experiences that define each of us as individuals’ (Diversity Task Force, 2001). However, Hidi wishes to the concerns with a broad definition of diversity, and concern companies to be aware of discrimination, as a result of both primary and secondary dimensions. Further, Hidi wishes to emphasize the importance of identifying that individuals with similar primary dimensions may have very different in secondary dimensions. Particularly in the hospitality industry, which is founded on hospitable service from a diverse staff to diverse guests, valuing all of the components of an individual is crucial to an organization’s success. And as hospitality companies and the hospitality industry as a

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whole, learn to embrace the characteristics and experiences that define people as individuals, they will truly embody the meaning of hospitality.

**Chandrasekar**\(^60\) (2011) in his study entitled “Workplace Environment and Its Impact on Organizational Performance in Public Sector Organizations” focuses on the environmental factors that affect the performance of the employee at the workplace. The author uses the descriptive research and he identifies ten factors which affect the workplace and the performance.

**Ewijk**\(^61\) (2011) in his study entitled “Diversity and diversity policy: diving into fundamental differences” examined about diversity policies and this study does an analytical framework to identify the central issue of defining diversity - what, motivation – why and organization strategy – how. It also hopes to stimulate diversity professionals to reflect upon the underlying assumptions in their framed policies and if needed modify the policies according to the requirements. On concluding this, the author gives a theoretical exploration concept of diversity and diversity policy draws on sources from three distinct disciplines that have not been combined in such a way before, resulting in a new analytical framework that facilitates theory building and policy learning on the topic.

**Daniel**\(^62\) (2011) in his study entitled “Diversity as Technology: A New Perspective” views that diversity as a technology. The author developed a technology acceptance model (TAM3) framework, whether diversity technology adoption should be voluntary or mandated. This model provides insights to improve diversity and identify its impact on organizational performance. Diversity technology model is used

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to focus on significance of job related, presence of output quality, and the result certainty. Finally, the author does concludes with the framework for providing insights to manage diversity effectively than imperative and also this model is used to predict the probability of success for future initiatives.

Greene and Kirton\textsuperscript{63} (2011) in their study entitled “Diversity management meets downsizing: the case of a government department” influenced to explore the importance of organizational diversity management (DM) policies in the government department and the management focuses towards considerably decreasing the workforce numbers. Thus the research suggests an analysis of DM within a public sector organization during the pre-downsizing phase of a restructuring exercise, and the ability to explore view of a variety of organizational stakeholders, particularly line-managers, non-management employees and union representatives.

Groeneveld\textsuperscript{64} (2011) in his study entitled “Diversity and employee turnover in the Dutch public sector: Does diversity management make a difference?” measured the differences in turnover and turnover intention by gender and ethnicity. In addition, it seeks to examine the effects of diversity management on turnover intention. The author concluded that women's turnover is most commonly associated with intrinsic factors, whereas men's decisions to leave the public sector are most commonly motivated by extrinsic factors. In this article it provides an understanding of the strategies that Dutch public sector organizations could employ to limit turnover of both native Dutch and ethnic minority men and women.


Harold Andrew Patrick\textsuperscript{65} (2011) in his study entitled “Knowledge Workers Demography and Workplace Diversity” explained that managing diversity programs are to be more committed, better satisfied, better performing employees. The author emphasizes on the managerial ethnicity and its impact on diversity openness. The author highlights about the gender diversity and its equity notions and its requirement for an organizational change. The study was conducted among 350 employees from top 15 information technologies MNC’s in Indian companies. The study finally concludes that equal opportunities should be provided to all and should be given training to work in a multicultural workforce.

Kapoor\textsuperscript{66} (2011) in his study entitled “Defining diversity: the evolution of diversity” addressed the Hospitality Industry Diversity Institute (HIDI) and by defining diversity the author expresses the necessity of implementing diversity and seeing that diversity unlocks the differences in the management. The author compares and contrasts the diversity as inclusive concept with affirmative action and the transformation of diversity into a broad based classification. Aiming to address these issues, the study examined the core value of providing information to help those organizations specifically to the hospitality industry and for the society to better understand diversity.

Ehimare, et al.\textsuperscript{67} (2011) in their work entitled “The Impact of Workforce Diversity on Organizational Effectiveness: A Study of A Nigerian bank” concluded that the impact of workforce heterogeneity on organizational effectiveness when it is sensible in the work group contexts is nominal. This singular case study may not be

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generalized, considering some caveats. Study focused on only four diversity dimensions as - gender, tenure, age, and ethnicity - which may have limited the robustness of this research. Each of these diversity attributes measured and also be associated with other unmeasured, but theoretically interesting dimensions of diversity, such as marital status or religion. Also, the sample size used for the study may have accounted in part for the research outcome. Despite of these limitations, these field works have enriched the diversity literature, by demonstrating empirically, that there is no causal relationship between workforce diversity and organizational effectiveness.

**Simons and Rowland** (2011) in their study entitled “Diversity and its Impact on Organizational Performance: The Influence of Diversity Constructions on Expectations and Outcomes” highlights the difference between social and functional diversity in the organization policies. This study derives from the past nine research articles based on the social and function diversity from various perspective. This gives the clarification to manage diversity effectively in terms of functional and innovative teams.

**Wu, et al.** (2011) in their study entitled “Top management team diversity and strategic change: The moderating effects of pay imparity and organization slack” highlighted the construction of theoretical model in diversity and to explore how the team pay disparity and resource slack moderate on the effects of diversity top management team (TMT) on strategic change and if the moderating effects of resource slack differ in firms with a low or high level of pay disparity. The author analyzed the effects of TMT diversity on strategic change by including TMT pay disparity and resource slack.

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imparity and resource slack to explain that the effect of diversity on strategic change is contingent on the level of pay imparity, resources slack, and their interactive effect and also contributes to understanding the organization slack by reasoning that the moderating effect is contingent on pay imparity level.

Ciocirlan, et al.\(^7^0\) (2012) in their study entitled “Does Workforce Diversity Matter in the Fight against Climate Change? - An Analysis of Fortune 500 Companies” examined the broader perspective of associating diversity in company’s HR strategy has been linked to its environmental strategy and vice versa. Hiring, maintaining and involving minorities in decision-making might deliver important benefits in terms of environmental commitment. Vice versa, building a talented, environmentally sensitive workforce is dependent on organizational efforts to hire and mentor women and minorities. Analyzing the perceptions of students in nine environmental fields, Taylor (2007) found that minority and female students assigned higher importance than white Americans to the following factors in their job acceptance decisions: organizational efforts to resolve workplace discrimination, the ability of colleagues to recognize discrimination, and organizational efforts to socialize and mentor women and minorities.

Kautish\(^7^1\) (2012) in his work entitled “Paradigm of Workforce Cultural Diversity and Human Resource Management” observed that diversity has to be manage effectively in a global or a domestic multicultural environment and thus needs to recognize the differences and learn the differences to use them in the workplace and adds diversity as an advantage rather than attempting or either ignoring the differences or simply allowing differences to cause or create problems (Adler, 1997). Cross cultural training stresses on training employees about other cultures and


sensitizing them to the discrimination and biases diverse employees feel. Cross-
cultural training aims at helping employees live and work comfortably in another
culture. Organizations can use two approaches of training that can play a big role in
managing diversity:

- **First approach** - Requires training to the diverse groups of employees as an entry
  level skill.

- **Second approach** - To provide training to managers and other employees who
  work with diverse employees. Rather managers should be taught how to respect
  the differences at work and how to work with them to maximize the contribution
  of each employee (Cascio, 1998).

The extent to which managers and employees recognize cultural diversity and
its potential advantages and disadvantages defines an organization’s approach
(strategy) to manage cultural diversity. Adler (1997) has identified the following
strategies for managing cultural differences.

* Ignoring cultural differences.

* Minimizing cultural differences.

* Managing cultural differences.

**Gary C. Butts et al** (2012) in their work entitled “Role of Institutional
Climate in Fostering Diversity in Biomedical Research Workforce: A Case Study”
analyzed diversity for over 4 decades and proved the importance of diversity and
provide values for the others to implement diversity in the workplace and to improve
for the better performance in their institutions. They include:

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72 Gary, C. Butts., Yasmin, Hurd., Ann-Gel, S. Palermo., Denise, Delbrune., Suman, Saran.,
Chati, Zony., and Terry, A. Kruwlich. (2012). Role of institutional climate in fostering
diversity in biomedical research workforce: A case study, *Mount Sinai Journal of Medicine*,
79, 498–511.
* “Leadership should identify the differences those are accountable for creating a climate for diversity and inclusion”.
* “Identifying the barriers related to diversity and involvements should be based on identified barriers in general and specific”.
* “An inclusive plan should be developed for assessing the relevant issues and challenges and thereby to regularly monitor the impact of interventions”.
* “Building on institutional history and successes and acknowledging the successes of other diversity efforts are important”.
* “Including students and postdoctoral fellows in the process of promoting diversity can be important for empowerment and helping them reduce feelings of isolation”.
* “Building a diverse community should be based on institutional values of diversity and inclusion that are aligned with institutional missions to support excellence.”

Tervonen (2012) in her thesis entitled “The Role of Diversity Management in Human Resource Management in Hotel Business” assessed the role of diversity management in HRM in Finnish hotel business and DM is amassed due to the influence of globalization. The perception of diversity management is still fairly new in Finnish companies in general, thus the integration of it is taking place only gradually, and the initiative must come from the management level. According to my knowledge Holiday Club Saimaa is a pioneer in Finnish hotel business utilizing diversity management in this extent, consequently in a couple of years different results could be received. Contrary to expectations, the concept of diversity management in case companies was still relatively unfamiliar and though the

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companies still had actually been taking some necessary actions to integrate diversity management into their operations.

Podsiadlowski, et al.\textsuperscript{74} (2013) in their study entitled “Managing a culturally diverse workforce: Diversity perspectives in organizations” initiated the traditional diversity paradigm and identified the diversity issues and its effects in the workplace, have to be redefined and though the mechanisms of diversity are not as simple as they have been conceptualized in recent research (see also Olsen, 2010). Theoretical inconsistencies in diversity management research have to be properly addressed. These inconsistencies might be the result of extending group-level results to the organizational level and the processes of diversity in the organizational level are much more complex and further need more consideration for changes evolved. From this study it is understood the contribution of diversity in a more detailed picture of diversity. In this study DPQ is the first measuring instrument on diversity perspectives in organizations and the advantage of the DPQ is its use of vignettes, which help clarify the interrelatedness of diversity assumptions within organizations and to establish a sensitive measurement approach. The DPQ offers the opportunity to conduct comparative and multi-level studies and as well as to test the effects of different combinations of diversity perspectives which enables for the researchers and practitioners to link the strategies to the desired outcomes.

Priscilla Dike\textsuperscript{75} (2013) in her thesis entitled “The impact of workplace diversity on organizations” concluded that “With regards to the lack of knowledge on the part of managers about workplace diversity management, the companies could sponsor their managers to attend workshops and annual conferences; Regular internal emails should create Awareness when the need arises. Managers need to communicate

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\textsuperscript{75} Priscilla, Dike. (2013). The impact of workplace diversity on organizations, \textit{Arcada University of Applied Sciences in Finland}.
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more to employees, to give the workers the room to confide in them with their challenges. Managers should be prepared to change some part of their company techniques, when the diversity management techniques adopted are not working effectively but before doing so, the vision for the change must be communicated effectively.

Moreover, managers should adopt some change management principles to guide them on the decision making of the change. Some of the Steps involve constantly developing the company’s Strategy and vision, appointing a person with high influence to lead the change. And finally the company should give tangible reason as to why managers and employees should accept the change. On the part of the big companies Ford Motors and Coca-Cola Company, besides the employee Resources groups they already have, custom built software program could also serve as a means of communication, where employees could constantly share their views, challenges and experiences, the software could also serve as a platform to send information by the company to the employees. In some cases it would also serve as a platform for employees who want to share their challenges anonymously.”

Parrotta et al.\textsuperscript{76} (2014) in their study of entitled “Labor diversity and firm productivity” concluded that “Using a comprehensive linked employer–employee data-set, this paper primarily investigates the empirical relationship of diversity in workers’ ethnic cultural, educational and demographic characteristics with firm productivity in Denmark. Unlike the majority of previous empirical studies, which focused on single aspects of labor diversity, we provide a number of findings that extensively explore the overall consequences of firm work force heterogeneity for firm performance. Specifically, we follow two main methodological routes to investigate the link between work force diversity and productivity. In the first one, we estimate a standard Cobb–Douglas function, calculate the implied total factor productivity and relate the latter to our labor diversity indices in a second stage. The

results from this reduced form approach allow us to identify which types of labor heterogeneity appear to descriptively matter and suggest that labor diversity in ethnicity (education) is negatively (positively) associated with firm productivity, whereas the demographic diversity seems not to matter.

Several robustness checks and the results obtained by implementing the IV method are in line with these descriptive findings. The main limit of the reduced-form approach is that it does not formally take into account that the labor input is non-homogeneous in the production function, i.e., labor of different types is of different quality (Hellerstein and Neumark, 2004; Iranzo et al., 2008; Fox and Smeets, 2011; Irarrazabal et al., 2014). We therefore move toward a richer production function specification, which takes different types of labor as inputs and that allows for flexible substitution patterns, and possible(1999), Glaeser et al.(2000), and Alesina and La Ferrara(2002). Instead, the results concerning labor heterogeneity in terms of education are mixed.

On one hand, the reduced form analysis provides descriptive evidence of a positive association between education diversity and productivity, consistently with Lazear (1999). On the other hand, the structural estimation approach reveals that the overall dispersion of labor types in terms of education decreases firm output, i.e. high-educated and low-educated workers’ skills are imperfect substitutes, in line with what has been found in Iranzo et al. (2008). However estimating a modified specification of the structural model separately for each 2-digits industry suggests that, for about half of the sectors, skill diversity arising only among highly educated workers positively associates with firm productivity.”

Rao, et al.77 (2014) in their study entitled “A Comparative Study on Acceptance of Cultural Diversity and Gender Diversity among Employees in IT Industry, Bangalore” examined that workforce diversity is very important to the

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organizations with respect to talent acquisition and for better performance. From the study it is identified that diversity is the most important outcome of diversity movement in India, though India is known for its diversity and its emerging importance is diversity as a symbolic role. As the study signifies that Indian countries like, which have been beneficiary of the globalization process and thus there is higher degree of integration of Indian economy in the global village. Although, in India more and more multinational companies have started their operations and they are the big recruiters of Indian workforce.

Following the western organizations, Indian organizations are framing diversity management programs and they need to know the differences in perceptions and attitudes of Indian workforce towards diversity inclusion and initiation of DM programs and has brought the issue of equitable treatment of women and minorities in the country. From the study, the results prove that there is necessity of implementing diversity management strategies for more effective and also focusing on increasing acceptance of gender diversity among employees.

India as a country, always welcomes different cultures and traditions from centuries. The IT industry professions also show higher level of acceptance of cultural diversity, which indicates employees agree to accept cultural diversity. But, results show a little lower acceptance towards gender diversity among employees and test proves the difference is significant. The descriptive analysis also shows employees not agreeing that gender diversity is very important to the organization (Mean=3.21). It is a major concern for the organizations, and gender sensitivity trainings should be designed such that employees perceive gender diversity as a salient issue for the organizations. Several studies of NASSCOM also indicate that there are strong barriers to gender diversity and traditional male dominated corporate structure is an important obstacle in gender diversity management issues in corporate world in India. The perceptions of society should be changed and the perceptions of employees should be tackled towards successful implementation of gender diversity in organizations.”
Sippola\textsuperscript{78} (2007) in her work entitled “Diversity Management Paradigms and HRM: Implications of Cultural Diversity for Strategic and Operational HRM” highlights on how different DM paradigms identified in organizations and its impact on HRM. It also indicated how the HR functions can add value through means of diversity. The findings reveals that managerial business objectives are targeted by using a culturally diverse workforce as a source, imprudent contribution of the dominant HR function and it has minor importance in managing diversity and adding value. If the inclusiveness and equity are recognized as important in utilizing diversity or learning from its opportunities, then the HR function was found to become proactive first at the strategic level in promoting diversity issues, while at the operational level the HRM activities developed slower to show signs of proactively. These outcomes offer evidence that although the HR function is influenced by the objectives of the respective diversity management paradigm, the recognition of the operational HRM’s capability to add value and to increase diversity effects is most crucial.

Human\textsuperscript{79} (1999) in her study entitled “Managing workforce diversity: a critique and example from South Africa” concluded that “It would appear that, in many intercultural situations, differential status is assigned according to stereotypical ideas about the attitudes and behaviors of particular groups. Members of some groups tend to project themselves as superior; members of others may feel inferior or inadequate in intercultural encounters. Such issues can arise where race, power or status constitute a dividing factor or when a language policy puts the group for whom the official language is not a home language at a disadvantage. Such issues are often rife in gender relations and/or also relate to mental/physical disability, as well as in circumstances of racial and/or ethnic difference. Meaningful and effective


intercultural, inter-ethnic, inter-gender and interclass situations require an ability to manage diversity in its broadest sense. Managing diversity, in turn, requires situational adaptability and communication skills which affirm the value of diverse people and which communicate positive expectancies. Such affirmation, in turn, can create the optimal conditions for effective co-operation and performance.

The relevance of these workshops to first world managers lies in the applicability of the skills to managing diversity in its broadest sense. At a time when intercultural contact is increasing and thrusts for employment equity prevail, managing diversity skills training requires individuals to look internally at their own attitudes and behaviors rather than at the reinforcement of often counterproductive stereotypes based on either tacitly negative or romantically positive views of particular national cultures.”

Choy80 (2007) in his work entitled “Globalization and Workforce Diversity: HRM Implications for Multinational Corporations in Singapore” addressed that the world economy becomes progressively more and more global in nature, business firms are appealing in ever more complex and interdependent operations across national borders. Key factor in organizational achievement entails closer collaboration between the headquarters and subsidiaries to establish the worldwide standards, retaining business operations that identify with possible local interests. In this regard, there’s a greater need for management to align managerial improvement with a more culturally receptive direction, to enhance effective international HRM. This can be essential as the more staff from different nationalities is engaged to meet organizational objectives. The increasing interaction of staff from diverse socio cultural backgrounds in a business firm has serious connotation for management in terms of international human resource development. Researchers, academics, business leaders and managers have stressed the fact that there are vivacious changes in the composition of employees in organizations, from a traditionally homogenous nature

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to a more heterogeneous nature. Thus the managers and the leaders must fully understand and appreciate the extent of the complexities that workforce diversity would create for their organizations, as more MNCs become increasingly multinational and multicultural in nature.”

2.2 CONCLUSION

From the above review of literature, the study on workforce diversity has attracted many researchers and academicians throughout the world and have conducted many studies focusing on perception, behavior, attitude, age, gender, job satisfaction, retention and training in various organizations. It is evident from the review presented that attempts are being made to examine the workforce diversity in multinational companies in India.

However, review reveals that none of the studies covered the workforce diversity in service sectors in South India, hence the researcher as identified this as research gap and in order to fill the gap this particular, title was specially chosen and conducted the research in service sectors in South India entitled a study on Workforce Diversity in select service sectors (such as IT, ITEs, BPO, Supply chain management, Engineering and R&D and Custom application services) in general and in particular to South India. Hence, this study focused on workforce diversity in South India.