1. It is found that there have been number of researches focusing more on diversity management and its impact on organizational and individual effectiveness.
2. There are very few researches conducted in the workforce diversity and management in Indian context.
3. There are less number of studies on acceptance of diversity among employees of IT industry.
4. The research focusing on acceptance of diversity and relationship with diversity management programs and obstacles is new and essential in the context of IT organizations.

2.4 Present research study

The literature review gives an elaborated view about diversity; dimensions of diversity, benefits and problems associated with diversity in organizations. The attitudes towards diversity, perceptions of employees towards diversity have direct impact on performance, innovation, and task related activities in organizations. Only a limited number of studies have focused on the area of acceptance to diversity (Soni, 2000, Kundu, 2003, and Patrick and Kumar, 2012). Employee support and acceptance for implemented diversity is very important for the success of inclusion of diversity and diversity management. By identifying this gap in literature, the present study focuses on investigation of acceptance of diversity, difference in perceptions of different employee groups, and relationship between acceptance of diversity and diversity management programs and obstacles. An appropriate methodology would be adopted focusing on the objectives of the study.

Chapter 3

Research Methodology

3.1 Introduction

The chapter focuses on research design and methodology adopted for the present study. The chapter provides information about the statement of the problem, operational definitions of the variables used in the study, theoretical framework, research questions, objectives, research design, sampling procedure, hypothesis framing and statistical tools used. Careful consideration has been provided for the selection of the appropriate tools, collection of data.
and analysis of data. Hypotheses have been stated for empirical validation. Data collection method, description of the variables to be investigated and scoring procedure have been explained in detail. Pilot study and the statistical tools and techniques employed for data analysis has been explained.

3.2 Statement of the Problem

With the advent of globalization, Indian IT organizations are becoming more diverse with employees from different nations, languages, religions, states. Along with cultural diversity, IT industry in India is the major recruiter of female workforce. With the inclusion of 30% to 31% of the female workforce, IT employers have prominently adopted gender diversity. Most of the IT organizations have adopted a philosophy of valuing workforce diversity and have implemented a variety of initiatives for effectively managing the diverse workforce. The goal of effectively managing workforce diversity depends largely on an organization’s diversity climate (Cox, 1993). Employees have major role in determining the diversity climate. An important question here is to determine the extent to which employees of the organization accept the value of diversity. To develop and implement successful diversity management programs, it is important to identify acceptance of diversity in organizations. It is also important to note that cross-cultural environment, as found in many technology organizations, present issues arising from cultural and ethnic differences such as higher levels of dissatisfaction and turnover, interspersed conflict and breakdown in communications (Miliken & Martins, 1996). These issues cause several obstacles to diversity, which in turn, affect acceptance of diversity among employees.

The management of diverse employees is very challenging. The employers of the IT companies in Bangalore have initiated different practices to manage cultural and gender diversity. Whatever may be the diversity management practices adopted by the employers, if employees do not accept and value differences and recognize the importance of diversity, these initiatives are likely to have a very low probability of succeeding. Many IT organizations have framed diversity management initiatives, but, the need of the hour is to study diversity from the point of view of workforce. There are many obstacles which slow down the acceptance level of diversity among employees of the Industry. The purpose of the present research work is to investigate the acceptance of workforce diversity, differences in
acceptance of diversity with respect to demographic variables, its relationship with diversity management practices and also with obstacles. For this purpose, employees have been chosen from broad areas of IT Industry, namely Information Technology services (IT Services) and Information Technology Enabled Services-Business Process Outsourcing units (ITES-BPO Services). As there is need for framing policies which enhance the acceptance of diversity among employees, the research work investigates the impact of cultural and gender diversity practices on acceptance of cultural and gender diversity respectively. With respect to diversity inclusion in IT organizations at Bangalore, it becomes important to examine the differences in the perception of the demographic categories of employees based on demographic characteristics such as gender, age, experience and marital status. The study also extends to examine the relationship of acceptance of diversity and diversity management practices, and, relationship between acceptance of diversity and obstacles to diversity in IT industry.
3.3 Variables under Investigation

i. Independent variables:
   - Age
   - Experience
   - Gender
   - Marital Status
   - Cultural diversity management programs and practices
   - Gender diversity management programs and practices
   - Obstacles to cultural diversity
   - Obstacles to gender diversity

ii. Dependent variables
   - Acceptance of cultural diversity
   - Acceptance of gender diversity

3.4 Operational Definitions of the variables under investigation

For the purpose of present study, different terms are operationally defined with reference to diversity climate. Diversity climate is a term (version from Cox, 1993) used in this study to collectively define the influence of individual, group and organizational factors that affect support for diversity in organization.

3.4.1 Workforce Diversity

This refers to differences among people based on culture, gender, race, ethnicity, age, religion, educational background, physical and mental disability, and other socio-economic class. For the present study, workforce diversity operationally is limited to cultural diversity and gender diversity.
The word acceptance means the action of consenting to receive something offered or the process of receiving something as adequate, valid and salient (Oxford English Dictionary). For the present study, acceptance of cultural diversity and acceptance of gender diversity indicate that how the employees of IT industry are receiving with consent to the cultural differences and gender differences, existing in the industry context.

3.4.2 Acceptance of Cultural Diversity

This refers to the perception of employees towards understanding, valuing and accepting the cultural differences and the similarities present at workforce. This explains the employee perception about the importance of cultural diversity. Acceptance of cultural diversity explains employees’ positive attitude towards receptivity to the differences and similarities in culturally diverse organizational environment. For the purpose of study, accepting the similarities and differences with respect to different cultural aspects like language, region, nationality, and religion which can be observed at IT Industry, have been considered.

3.4.3 Acceptance of Gender Diversity

This variable refers to the perception of employees towards understanding, valuing and accepting gender differences and similarities present at workplace. This explains the employee perception of the importance of diversity and their attitudes towards gender diversity. For the purpose of study, accepting the similarities and differences with respect to male and female employees in IT Industry, located in Bangalore region have been considered.

3.4.4 Obstacles to Cultural Diversity

These refer to the factors which create barriers and problems to cultural diversity climate. This variable lists seven important obstacles associated with cultural diversity climate in IT industry.

91 The Oxford English Dictionary (OED) is largest dictionary of English with the definitive record of the English language, featuring 600000 words, 3 million quotations, and over 1000 years of English, published by the Oxford University Press.
3.4.5 Obstacles to Gender Diversity

These refer to the factors which create barriers and problems to gender diversity climate. This variable lists nine different items associated with gender diversity climate in IT industry.

3.4.6 Cultural Diversity management Programs and Practices

These refer to organizational initiatives designed to facilitate policies, systems and processes that are conducive to employees of culturally diverse background. This variable lists ten items, which explain general cultural diversity management programs and practices initiated by the Information Technology companies situated at Bangalore. This explains the perceptions of employees about how strongly cultural diversity management programs and practices initiated in IT industry scenario.

3.4.7 Gender Diversity Management Programs and Practices

This refers to organizational interventions designed to facilitate policies, systems and processes that are conducive to employees of different gender groups. Variable explains how strongly programs and practices initiated by the companies to manage gender diversity and lists ten items, which describe the general gender diversity management programs and practices adopted in Industry.

3.5 Theoretical Framework for the study

Based on statement of the problem and the variables under study, a theoretical framework is established. This provides a view for investigation to be conducted amongst the independent and dependent variables. The framework has been depicted through figure 3.1

**Figure 3.1:** Theoretical framework for the study
3.6 Research questions:
Based on the theoretical framework and premises of the study, the research starts with following questions to be probed at IT industry, per se.
1. Do acceptance of diversity differs among employees reflecting demographic categories? (Age, experience, marital status, and gender of employees)
2. If acceptance of diversity differs, is it low, medium or high across categories?
3. Is there a difference between acceptance of cultural diversity and acceptance of gender diversity among employees?
4. Do diversity management practices and programs influence the acceptance of diversity among employees?
5. Do obstacles to workforce diversity influence the acceptance of diversity among employees?

3.7 Objectives of the study
To study the nature of cultural diversity and gender diversity and its significance and importance, the objectives have been stated.
1. To examine the acceptance of diversity among employees of different age group, gender, experience and marital status.
2. To examine the gap between acceptance of cultural diversity and acceptance of gender diversity.
3. To investigate the relationship between diversity management practices with acceptance of diversity among employees.
4. To investigate the relationship between obstacles to diversity with acceptance of diversity among employees.

3.8 Research Design

The research adopts both exploratory and descriptive design for structuring the further process. Experts’ opinion survey and focus group interviews were conducted to get insights into the area of research. HR managers of various IT companies were approached to get opinion about diversity management practices and obstacles present in industry. Focus group interviews among several IT professionals provided valuable feedback of diversity inclusion in IT companies and employees’ receptivity towards diversity issues. As used in attitudinal research, Questionnaire was designed with five-point Likert rating scale\(^{92}\) to record survey responses. This questionnaire was administered among respondents to collect data. In addition, several internal documents were reviewed and selected numbers of interactions were conducted with HR managers of several IT companies, to supplement information from the survey.

The work has been carried out at two different levels:

1. **Pilot study**: Pilot study was conducted involving 100 employees of different IT companies and discussed under subsection 3.8.5. The pilot study was done to test the reliability and validity of the questionnaire and to get direction for the actual study.

2. **Actual study**: Actual study was conducted involving 600 employees to collect the responses.

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\(^{92}\) Likert scale is commonly involved in research that employs questionnaire and is the most widely used approach to scaling responses in survey researches, named after its inventor, psychologist Rensis Likert.
3.8.1 Hypotheses

Nine hypotheses were framed for the empirical testing. The hypotheses developed are stated below.

1. H1: There is significant difference in acceptance of cultural diversity with respect to age group, experience and marital status of the employees.
2. H2: There is significant difference in acceptance of gender diversity with respect to age group, experience and marital status of the employees.
3. H3: There is significant difference in acceptance of cultural diversity among male and female employees.
4. H4: There is significant difference in acceptance of gender diversity among male and female employees.
5. H5: There is significant gap between acceptance of cultural diversity and acceptance of gender diversity.
6. H6: There is significant relationship between acceptance of cultural diversity and cultural diversity management programs and practices.
7. H7: There is significant relationship between acceptance of cultural diversity and obstacles to cultural diversity.
8. H8: There is significant relationship between acceptance of gender diversity and gender diversity management programs and practices.
9. H9: There is significant relationship between acceptance of gender diversity and obstacles to gender diversity.

Nine hypotheses were generated for the study tested using scientific research techniques. The basis for formulating the hypothesis are derived from various study results undertaken by Kossek and Zonia, 1993; Kandola, (1994); Riordhan, 1997; Kramar, 1998; Khandelwal, (2002); Kochan et al. (2003); Kundu, 2003 and 2004; Soni, 2003; Thomas, 2004; Ozgener, 2008; Patrick and Kumar, 2011 etc.

The analysis was done using the statistical analysis tool SPSS (Statistical Package for Social Science), version 16.
3.8.2 Sampling population

A sample of 600 respondents was included in the current study. To collect this data, around 900 questionnaires were administered among employees, constituting both male and female respondents. Out of these, 700 questionnaires were collected with response rate of 77.78%. After examining, 100 responses were eliminated because of the missing data. Finally, 300 responses from employees of 15 IT services companies and 300 responses from employees of 15 ITES-BPO services companies have been included for the study. Responses were collected for the present study through personal contact and e-mails. The sample profile has been listed in Table 3.1 and Graph 3.1, and categorized as per the nation of origin of companies in Table 3.2 and Graph 3.2.

Table 3.1: Sample profile companies and number of responses

<table>
<thead>
<tr>
<th>Sl. No</th>
<th>IT Services Company</th>
<th>Respondents</th>
<th>Sl. No</th>
<th>ITES-BPO Services Company</th>
<th>Respondents</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td>Male</td>
<td>Female</td>
<td>Total</td>
<td></td>
</tr>
<tr>
<td>1</td>
<td>Tata Consultancy Services Ltd</td>
<td>10</td>
<td>8</td>
<td>18</td>
<td>TCS- BPO Ltd</td>
</tr>
<tr>
<td>2</td>
<td>Mphasis Ltd</td>
<td>8</td>
<td>12</td>
<td>20</td>
<td>Trigent Software Ltd</td>
</tr>
<tr>
<td>3</td>
<td>Wipro Technologies (Wipro Ltd)</td>
<td>14</td>
<td>10</td>
<td>24</td>
<td>Infosys –BPO Ltd</td>
</tr>
<tr>
<td>4</td>
<td>MindTree Ltd</td>
<td>12</td>
<td>6</td>
<td>18</td>
<td>IBM-BPO Services</td>
</tr>
<tr>
<td>5</td>
<td>Honeywell Technology Solutions Pvt Ltd</td>
<td>9</td>
<td>7</td>
<td>16</td>
<td>Mphasis-BPO Services</td>
</tr>
<tr>
<td></td>
<td>Company Name</td>
<td>Response 1</td>
<td>Response 2</td>
<td>Response 3</td>
<td></td>
</tr>
<tr>
<td>---</td>
<td>--------------------------------------------------</td>
<td>------------</td>
<td>------------</td>
<td>------------</td>
<td>---</td>
</tr>
<tr>
<td>6</td>
<td>IBM India Pvt Ltd</td>
<td>12</td>
<td>10</td>
<td>22</td>
<td>6</td>
</tr>
<tr>
<td>7</td>
<td>Infotech Enterprises Ltd</td>
<td>9</td>
<td>7</td>
<td>16</td>
<td>7</td>
</tr>
<tr>
<td>8</td>
<td>Aricent Technologies Ltd</td>
<td>8</td>
<td>8</td>
<td>16</td>
<td>8</td>
</tr>
<tr>
<td>9</td>
<td>Hexaware Technologies Ltd</td>
<td>9</td>
<td>9</td>
<td>18</td>
<td>9</td>
</tr>
<tr>
<td>10</td>
<td>Virtusa Corporation</td>
<td>8</td>
<td>8</td>
<td>16</td>
<td>10</td>
</tr>
<tr>
<td>11</td>
<td>SAP Labs India Private Limited</td>
<td>12</td>
<td>10</td>
<td>22</td>
<td>11</td>
</tr>
<tr>
<td>12</td>
<td>Sonus Networks</td>
<td>6</td>
<td>8</td>
<td>14</td>
<td>12</td>
</tr>
<tr>
<td>13</td>
<td>HP India Software Operations PVT Ltd</td>
<td>14</td>
<td>12</td>
<td>26</td>
<td>13</td>
</tr>
<tr>
<td>14</td>
<td>Huawei Technologies India(P) Ltd</td>
<td>15</td>
<td>13</td>
<td>28</td>
<td>14</td>
</tr>
<tr>
<td>15</td>
<td>Accenture Services Pvt Ltd</td>
<td>14</td>
<td>12</td>
<td>26</td>
<td>15</td>
</tr>
<tr>
<td></td>
<td><strong>Total</strong></td>
<td><strong>160</strong></td>
<td><strong>140</strong></td>
<td><strong>300</strong></td>
<td></td>
</tr>
</tbody>
</table>

**Graph 3.1:** Sample profile companies and number of responses
Table 3.2: Percentage distribution of respondents with respect to origin of companies
<table>
<thead>
<tr>
<th>Sl. No</th>
<th>Country of origin</th>
<th>No. of companies</th>
<th>No. of respondents</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>India</td>
<td>15</td>
<td>293</td>
<td>48.83</td>
</tr>
<tr>
<td>2</td>
<td>USA</td>
<td>12</td>
<td>231</td>
<td>38.5</td>
</tr>
<tr>
<td>3</td>
<td>Germany</td>
<td>1</td>
<td>22</td>
<td>3.67</td>
</tr>
<tr>
<td>4</td>
<td>China</td>
<td>1</td>
<td>28</td>
<td>4.67</td>
</tr>
<tr>
<td>5</td>
<td>Ireland</td>
<td>1</td>
<td>26</td>
<td>4.33</td>
</tr>
</tbody>
</table>

**Graph 3.2**: Percentage distribution of respondents with respect to origin of companies

3.8.3 Data Collection

The Primary data is collected from 30 IT companies situated at Bangalore. Care has been taken to collect data from 15 IT services companies and 15 ITES-BPO companies, as indicated in Table 3.1.

Secondary data is collected through company websites, journals related to Information Technology Industry, websites related to IT companies, and published interviews with top leaders, HR managers of the industry.
3.8.4 Tool for data collection

A detailed questionnaire is designed as tool for data collection, keeping in view the objectives of the study and administered among sample respondents.

The questionnaire has four sections:

Section 1: Information regarding the personal background of respondents was sought, viz: age group, experience, gender, and marital status of the respondents.

Section 2: This section is regarding acceptance of diversity, which is divided into A and B subsections.

Subsection A is about acceptance of cultural diversity of employees.

Subsection B is about acceptance of gender diversity of employees.

In subsection A, 10 items were listed, that explain perceptions of employees towards acceptance of cultural diversity. All the items were listed, using five point Likert rating scale, viz: 1=strongly disagree, 2=disagree, 3=neutral, 4=agree, 5=strongly agree. These items were framed with the help of HR managers of various IT companies and reference has been taken from the Miville-Guzman Universality-Diversity Scale. The respondents were requested to tick the appropriate box according to their perceptions and experiences.

The subsection B is about acceptance of gender diversity and 9 items were listed, that explain perceptions of employees towards acceptance of gender diversity. The Items were listed, using 5 point Likert rating scale, viz: 1=strongly disagree, 2=disagree, 3=neutral, 4=agree, 5=strongly agree. These items were framed on the basis of the discussion with HR managers of IT companies and are developed by the researcher by referring SHRM survey reports. The respondents are requested to tick the appropriate box according to their perception.

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*Viz* is used as synonyms for "namely", "such as".


**Section 3** – This section is about obstacles prevailing with respect to cultural diversity in IT organizations.

Subsection A is about obstacles to cultural diversity in organizations. Subsection B is about obstacles associated with gender diversity in organizations. 7 items were listed in subsection A and 9 items were listed in subsection B. These items were scaled using 5 point Likert rating scale, viz: 1=very low, 2=low, 3=medium, 4=high, 5=very high. This section is developed on the basis of SHRM survey reports (2005).

**Section 4** - This section refers how strongly diversity management programs and practices have been initiated in the organization.

Subsection A lists 10 items related with cultural diversity management programs and practices and subsection B lists 10 items related with gender diversity management programs and practices adopted in IT industry. All these items were listed, using five-point Likert rating scale, viz: 1=strongly disagree, 2=disagree, 3=neutral, 4=agree, 5=strongly agree. These items were framed on the basis of discussion with the HR managers from various IT companies and reference has been taken from Tripartite Alliance for Fair Employment Practices diversity scale.\(^{96}\)

The secondary data was collected from IT journals, research papers, company profiles, documents and records and from company websites.

A pilot survey was conducted to test the reliability and validity of the questionnaire.

**3.8.5 Pilot Study**

A Pilot study was conducted involving 100 employees to test the reliability of the questionnaire. The sample profile for the pilot study is shown in Table 3.3 and Graph 3.3. The inter item consistent reliability (Chronbach’s alpha reliability coefficient) of the variables were obtained and they are above 0.79. The result obtained for reliability test has been displayed in Table 3.4.

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\(^{96}\) Popularly known as TAFEP, which was set up to promote adoption of non-discriminatory and responsible employment practices among employers, employees and the general public, Singapore.
Table 3.3: Sample profile for pilot study

<table>
<thead>
<tr>
<th>Sl. No.</th>
<th>Name of the company</th>
<th>Respondents</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td>Male</td>
</tr>
<tr>
<td>1</td>
<td>HCL Technologies Ltd</td>
<td>13</td>
</tr>
<tr>
<td>2</td>
<td>Infosys–BPO Ltd</td>
<td>09</td>
</tr>
<tr>
<td>3</td>
<td>Wipro Technologies</td>
<td>13</td>
</tr>
<tr>
<td>4</td>
<td>MindTree Ltd</td>
<td>04</td>
</tr>
<tr>
<td>5</td>
<td>iGate BPO Services</td>
<td>03</td>
</tr>
<tr>
<td>6</td>
<td>Quality Engineering &amp; Software Services (QuEST)</td>
<td>07</td>
</tr>
<tr>
<td></td>
<td><strong>Total</strong></td>
<td><strong>49</strong></td>
</tr>
</tbody>
</table>

Graph 3.3: Sample profile for pilot study
Table 3.4: Result of reliability test for the variables

<table>
<thead>
<tr>
<th>Sl. No.</th>
<th>Construct measure</th>
<th>No. of items</th>
<th>(Chronbach’s alpha)</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Acceptance of cultural diversity</td>
<td>10</td>
<td>0.790</td>
</tr>
<tr>
<td>2</td>
<td>Acceptance of gender diversity</td>
<td>9</td>
<td>0.810</td>
</tr>
<tr>
<td>3</td>
<td>Obstacles to cultural diversity</td>
<td>7</td>
<td>0.890</td>
</tr>
<tr>
<td>4</td>
<td>Obstacles to gender diversity</td>
<td>9</td>
<td>0.810</td>
</tr>
<tr>
<td>5</td>
<td>Cultural diversity management programs and practices</td>
<td>10</td>
<td>0.800</td>
</tr>
<tr>
<td>6</td>
<td>Gender diversity management programs and practices</td>
<td>10</td>
<td>0.820</td>
</tr>
</tbody>
</table>

The internal consistency reliability of the measures used in this study can be considered to be good; because the closer the reliability coefficient gets to 1.0, better are the measures. Alpha coefficients ranging from 0.79 to 0.89 were obtained for all variables, indicating a moderate to high level of internal consistency. Cronbach’s alpha values for items of different sections are above 0.790 and indicate that internal consistency reliability of the measures used in this study can be considered to be good. To get the content validity of the questionnaire, researcher discussed with HR managers of different IT companies and they are in consent with the variables designed in questionnaire. The list of HR managers, with whom researcher discussed, is shown in Appendix 2.

With some minor modifications, the final questionnaire was administered among the sample respondents.
3.8.6 Data analysis

At the final stage, the data collected from extensive survey, analyzed and interpreted. The analysis of data was done using following statistical tools.

1. Pearson’s correlations
2. Independent samples t-test and Paired samples t-test
3. One way ANOVA
4. Regression analysis

3.8.7 Statistical tools for the hypotheses

The hypotheses were subjected to empirical test by using different statistical tools as explained below.

- One-way ANOVA was used to test the hypotheses 1 and 2,
- Independent sample t-test was used to test the hypotheses 3 and 4,
- Paired sample t-test was used to test the hypothesis 5,
- Pearson correlations and regression analysis to test the hypotheses 6, 7, 8 and 9.

Statistical test, one way ANOVA is used for the hypotheses 1 and 2, because independent variable is in nominal scale and dependent variable is measured on an interval scale. As there are more than two groups (four age groups, five experience groups, and three marital status groups) in independent variable, one way ANOVA is appropriate statistical tool for testing first and second hypotheses.

An independent sample t-test is the appropriate statistical tool to test the hypotheses 3 and 4, because there are only two groups in independent variable, and it is measured in nominal scale. The dependent variable is measured on an interval scale.

Paired sample t-test will be apt tool to test the hypotheses 5, as both the variables to be tested are measured on interval scale.
To test hypotheses 6, 7, 8 and 9, Pearson correlation coefficient values and regression analysis are used. Because, we are finding the relationship between dependent and independent variables and both variables are measured in interval scale.\textsuperscript{98}

3.9 Scope of the study

The research study focuses the area of workforce diversity in IT industry, Bangalore. The organizational environment of IT industry constitutes diverse employees from different nations, languages, religions and geographical regions. The increasing number of female employees in IT industry initiates the gender diversity in organizations. The merits of diversity are being debated everywhere, and IT companies are strongly advocating the diversity inclusion to be competitive, innovative, and creative in the field. Present work is focused in the investigation of acceptance of diversity among IT professionals. While framing different diversity management practices, management should focus on attitudes of employees to receive diversity. The acceptance of employees towards diversity is very essential for the success of diversity climate. The present study encompasses the investigation of acceptance of employees towards cultural and gender diversity and also extends to find out the differences in accepting diversity among employees of different age group, experience and marital status.

The study also examines the relationship of diversity obstacles and diversity management practices with acceptance among employees, with respect to both cultural and gender diversity. Hence, a number of obstacles, which are problematic to cultural diversity and gender diversity inclusion, are collected both by exploratory study and discussion with HR managers of different IT companies in Bangalore. The entire study provides a clear view of cultural diversity and gender diversity, diversity management initiatives by employers, obstacles present in diversity climate and the receptivity of employees to diversity in organizations of IT industry situated at Bangalore. While framing diversity management programmes, the management understands the importance of considering the differences in demographical variables of workforce, influence of diversity management initiatives and

\textsuperscript{98} Reference for selecting appropriate tools has been taken by Research Methods for Business, 4\textsuperscript{th} ed, Uma Sekaran, pp 405, adapted from R.L.Baker and R.E. Schultz(Eds), Instrumental Product Research, NY,1972, pp10
obstacles on perceptions of employees, and, thus, the study covers a significant field of workforce diversity in IT industry.

Bangalore has been chosen as the geographical area for the research, as it is one of the most important IT hub in India, which is attracting employees from different regions of India and worldwide.

3.10 Limitations of the Study

1. The research study confines to the perspective of the data collected within Bangalore city of Karnataka. The sample was limited to IT organization.
2. The study was conducted under the assumption that the information given by the respondents are authentic.
3. Data was collected from 600 employees in 30 organizations of industry. The outcome of the study cannot be generalized to entire IT industry.
4. The study is chiefly concentrated only on employees of the IT industry. Hence, it cannot be generalized to other sectors of Indian economy. The study is representative and symbolic.

3.11 Conclusion

The chapter gives an overview of research methodology adopted in present research study. There is description of data collection method, sample profile and statistical techniques used for the present study. A note on variables used in the questionnaire has been explained for the purpose of the study. The research is conducted in two stages where the first stage is pilot study, which has been carried as a preliminary exercise to check the reliability of the questionnaire designed, and to have proper direction for the actual study. The second stage is actual research, which comprises of extensive primary and secondary data collection, data analysis and interpretation of results.