Chapter 6

Summary, Conclusions and Suggestions

6.1 The Summary

The overriding purpose of this study was to conduct the comparative analysis of cultural diversity in northern and southern region of India. To accomplish the goal the current study explores the impact of primary dimension of the cultural diversity on employee effectiveness of northern and southern region of India’s IT industry. The dimensions like age, gender and income were identified through review of literature which is based on the proven models of cultural diversity. The three dimensions Gender, Age and Income were experimented with each other in both the regions. The employee effectiveness is synonym with employee effectiveness as it has consulted by many experts and also supported by plenty review of literature in this study.

In organizational settings, different hierarchical level gets affected by the diverse culture. The study pursued to learn about the functionality and applicability of various factors which contribute in the effectiveness of IT industry of India. The present research is based on primary data. Data collection was done through respondents of IT industry of northern and southern region of India. The complete report of the study is covered in seven chapters excluding references and appendix. A brief summary of the chapters are as follows:

Chapter 1 is comprised of ‘Conceptual Framework’, ‘Rationale’ and ‘Objectives’ of the study. In conceptual framework relevant topics have been discussed that support to the relevancy of current research. Various models and figures were inculcated for the better
understanding of the topic. This chapter also describes the literature background of the research topic containing backgrounds, dimensions, factors, scope and parameters of the variables. ‘Rationale’ offers the importance of these variables in the current scenario and helps in identifying the impact of the inter relationships in the working environment of the northern and southern region of India. ‘Objectives’ set the required goal of the study and provide a base for a systematic examination of the framework.

Chapter 2 is ‘Review of Literature’ which talks about past researches on the related topics. In this chapter a careful examination of dependent and independent variable is reviewed. It also investigates the scope for future research on the related problem and used as a literature background for the current research.

Chapter 3 discussed about the methodology used to obtain results from the data. The study is based on 4x2 matrixes that cover eight subgroups of respondents from northern and southern region of India. The extraneous variables such as race, ethnicity, social background etc were controlled by elimination and randomization. Initially total responses of 400 employees were collected. Further, it was observed that the incomplete and un-properly filled responses were dropped out. Finally 393 responses were taken into consideration and then data refining was done. After a brief description of the study, design and sample, the tools for data collection and analysis have been presented. The analysis of data was carried out by using Z test analysis has been done and which have been presented at the end of the chapter.

Chapter 4 is all about result of the tests applied. The two major problems were identified and 29 hypotheses were formulated on the basis of main model. The entire hypothesis is well tested with the help of SPSS 19.0 and the results were explained in details.
Chapter 5 contains the discussion. The results were examined in support of each assumed hypothesis and it has also supported by the other researcher’s findings. It also discussed the importance of the result and connects with existing knowledge of the subject.

Chapter 6 discuss about the ‘Summary’, ‘Conclusion’ and ‘Suggestion’. In the summary part the chapter wise summary is there which gives an instant overview of the work done. The conclusions describe the objectives in detail and hence justify the framework of the study. The suggestions throw light on the critical issues and provide the base for future research.

Chapter 7 discussed about the implications of the study. This section gives the practicality of the project in the real time situations.

6.2 Conclusion

The study supports the fact that southern region of India reports high employee effectiveness than northern region. The also revealed that age, gender and income significantly affect employee effectiveness. The results accompany the objectives of the research and achieved its purpose successfully as concluded below.

1. To understand major dimensions of cultural diversity.

For the first research objective review of literature have been studied to find out the major dimensions of cultural diversity. After going through various literatures by many researches and scholars it has been identified that there are primary and secondary dimensions of cultural diversity. Further, observations concluded that the primary dimensions like age, gender and income contribute more for enhancing performance for employee.
2. To identify the impact of cultural diversity on employee effectiveness through cross cultural study.

After implementing research tests it was revealed that there is a significant difference in effectiveness when the workforce is diverse. The study was cross cultural and hence was conducted in MNC’s of southern and northern region of India. The study revealed that the employee effectiveness was found to be more in southern region than in northern region. It was also found that the impact of age, income and gender is significantly affecting the employee effectiveness with few exceptions which is briefly explained in the discussion part.

3. To open up new panorama of future research and to set up a base for further implications of this study.

It is apparent by the current study that the factors which affect employee effectiveness are very subjective in nature. It has observed that the geographical region is a major determinant in determining effectiveness of an employee. The study also depicted that the variables that are selected for measuring diversity of a region like age, gender and income collectively make a personality of an employee which consequently affects effectiveness at workplace. The study was carried out by its own limitations in terms of many factors like time and resources, thus it has been advised to confirm the results once again on the large number of samples and also in other geographical location. It is also suitable to further elaborate this study in various cultures across the world. In view of the importance of implications, the report has an independent chapter to highlight the possibility of tapping new vistas of research.
6.3 Suggestions

Since early 1991, India has practiced a major increase in FDI inflows. This has contributed to a growing presence of foreign companies in India till date and hence created an urgent need for a better understanding of India’s work culture and management practices. As diversity in workforce is increasing day by day, there is a need to understand how an organization can achieve effectiveness with a diverse workforce. Hence, it becomes a perquisite for the companies to understand diversity and complexity arising. Employees should also learn managing diversity in terms of age, gender, religion and their social status by achieving effectiveness. A diverse workforce is a reflection of globalization. Managing diversity bring high value to organizations. Valuing individual differences will benefit the organization by creating a competitive edge and increasing employee effectiveness.

As a cross cultural analysis, this study divides India in two major regions: Northern and Southern. For more accurate results the study can be taken up to cross country analysis. The three major dimensions like age, gender and income has a considerable effect on employee effectiveness. Additional to that, the current study focused on different aspects of organizational behavior and organizational culture. The further research can be taken up to explore the more primary and secondary dimensions within the organizations.

In contemporary era it is highly crucial to manage the diverse workforce as every organization is experiencing constant changes in technology and socio economic environment. Therefore it is very important for organizations to maintain the motivation of employees which consequently leads to higher productivity. The major limitations of this study can be (i) the survey of literature on dimensions of culture did not provide much practical evidence about how a workforce can be categorized. (ii) In the study only two
geographic regions has been taken. The research works on this subject, though scanty and varied in focus, but is likely to increase in the years to come. In short, this study provides a quick overview of different aspects of India’s diverse workforce and how it affects employee effectiveness in different regions.