Chapter II

REVIEW OF LITERATURE
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2.1 Introduction

This chapter reviews the studies on the different aspects of workforce diversity which is connected directly and indirectly with this study. Review of literature is useful to design the present study as it indicates the research gap in the study on workforce diversity. Through the review of literature the different perceptual frameworks involving various theoretical issues and consequences of workforce diversity are scrutinized. The study of workforce diversity has led to the attention of many researchers and practitioners irrespective of countries, be it developed, developing or least developed. In this chapter, an effort has been made to review the literature covering a wide range of workforce diversity in information technology enabled services sector in Chennai.

2.2. Conceptual review

One of the necessary aspects of the Literature Review is the conceptual framework or review. The conceptual review includes operational definitions and concepts related to workforce diversity.

2.2.1. Concept of Diversity

There are many interpretations for the term diversity. It has been defined by different scholars in different ways. The definition of diversity commonly used in the organizational literature refers to specific categories of human differences such as race, ethnicity, gender, sexual orientation, and disability.⁴

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Diversity is defined as acknowledging, understanding, accepting, valuing and celebrating differences among people with respect to age, gender, class, ethnicity, physical and mental ability. Cox defined diversity as the variation of social and cultural identities among people existing together in a defined employment or organisational setting. Diversity includes factors such as race, gender, age, color, physical ability, ethnicity, etc. Diversity survives in an organization when its members differ from one another along one or more important dimensions.

According to Kreitner, diversity includes both the differences in individuals as well as similarities that exist among them. Diversity may be classified into two dimensions. The core dimensions of diversity include age, gender, ethnicity and culture, race, religion, capabilities and sexual orientation. The Secondary dimension includes status, education, language, income levels, etc. Diversity includes not only how people perceive themselves but also how they perceive others. The broader definition of diversity may include age, national origin, religion, disability, sexual orientation, values, ethnic culture, education, language, lifestyle, beliefs, physical appearance and economic status. The content of diversity can be classified as relations oriented and task oriented. Relations oriented diversity refers to the distribution of attributes that are influential in shaping interpersonal relationships. Relations-oriented diversity is also known as social-category diversity. Task-oriented diversity refers to the distribution of performance-relevant attributes.

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2.2.2. Concept of Workforce Diversity

Workforce diversity is an important issue in today's organizations, because they are becoming more diverse with respect to their workforce. Over the past decade the workforce in industrialized countries has become highly heterogeneous. Workforce diversity acknowledges the reality that people are different in many ways, visible or invisible, chiefly age, gender, marital status, social status, disability, religion, sexual orientation, personality, ethnicity and culture. Workplace diversity is referred to as the variety of differences between people in an organization. It refers to employee’s individual differences and similarities. It stands for individuality that includes personality, gender, race, nationality, income, ethnicity, region, sexual orientation, marital status, work experience, perceptions among others that support organizational core values. Workforce diversity refers to the division of the workforce into distinct categories, who have a perceived commonality within a given cultural or national context, and who impact, possibly harmful or beneficial employment outcomes such as job opportunities, treatment in the workplace, and promotion prospects, irrespective of job-related skills and qualifications. Workforce diversity refers to organizations that are becoming more heterogeneous with a combination of people in terms of gender, age, race, and education background. Diverse workforce refers to the co-existence of people from various socio-cultural backgrounds within the company. Thus, workforce diversity consists of a broad set of workers from different racial and ethnic background of different ages and genders, and of various domestic and national cultures.

2.2.3. Concept of Workforce Diversity Management

In Indian organizations management of workforce diversity is on the emerging trend. Managing diversity helps in enabling the diverse workforce to perform its full potential in an equitable work environment where no one group has an advantage or disadvantage over the other. Workforce diversity management refers to the systematic and planned commitment on part of the organizations to recruit and retain employees from diverse demographic backgrounds.\(^{12}\) There are two approaches to the management of diversity: the individual identity and the group identity. Individual identity includes the implementation of strategies through which networks of varied individuals are knitted together into a dynamic workforce. The second approach group identity involves leveraging and using the cultural differences in people’s skills, ideas and creativity to contribute to a common goal, and doing it in a way that gives the organization a competitive edge. When organizations have become more diverse, the management should adapt its human resource practices to reflect those changes.

One of the challenges of management of workforce diversity is to make their organizations more accommodating to a heterogeneous workforce by addressing different lifestyles, religious beliefs, family needs, and work styles. A diverse workforce, with respect to education, experience or physical stamina, is often needed due to the variety of tasks that have to be performed within firms. Diversity management intends to create and maintain a positive work environment where the similarities and differences of individuals are valued, so that all can reach their potential and maximize their contributions towards organization’s strategic goals and objectives. Diversity management ensures that all employees have the opportunity to

maximize their potential and enhance their self-development and their contribution to
the organization. It recognizes that people from different backgrounds can bring fresh
ideas and perceptions, which can make way for efficiency in work to deliver better
products and services. Managing diversity in the workplace should be the concern of
every organization. It should be a part of the culture of the entire organization. In
order to survive, a company should be able to manage and utilize its diverse
workplace effectively. Diversity management practices enhance productivity,
effectiveness, and sustained competitiveness.

2.2.4. Factors to Consider Diverse Workforce

The concept of workplace diversity might differ from company to company
according to the rules and guidelines that have been specified for a particular purpose
and also the meaning a company gives to it and how it is often utilized. When
considering adopting a diverse workforce, some important factors and attributes need
to be taken into account, which includes company type, geographical and cultural
backgrounds.

The type of a company plays a noteworthy role in the decision making
process of the company in determining whether or not to employ a diverse workforce.
Companies vary in size and activities, and come with its own rules as well as rules of
company act. Most public companies tend to employ more workers due to its size as
compared to private companies; the same applies to other types such as limited and
unlimited companies, government companies, etc.

Each organizational culture is unique and different from any other company;
thus any decision made by a company about workplace diversity is based on the
company’s beliefs and norms, and must therefore reflect on that company.13

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Geographical location contributes to the decisions of a company to or not to employ a diverse workforce. Companies that have their manufacturing plants situated in most parts of the world does not seem to have much choice but to employ workers from diverse cultures, since workers are needed in each office they operate. However, some organisations have the ability to decide whether or not to employ a diverse workforce especially when they are situated only in their country of origin.

2.2.5. Importance of Workforce Diversity

There are several benefits of a diverse workplace. The importance of diversity in the workplace is remarkably greater than one would think. Diversity improves the quality of management’s decisions, and provides innovative ideas and superior solutions to organizational problems.\(^{14}\) A diverse workforce has a better-quality solution to brainstorming tasks, displays more co-operative behaviour, relative to homogenous groups, and can raise organizational efficiency, effectiveness and profitability.\(^{15}\) Diversity brings a source of competitive advantage, increase the quality of organizational life and can ultimately be good for business.\(^{16}\) For companies to remain competitive in the global economy, the composition of their workforce must reflect their changing customer and market populations. Companies with a diverse workforce are better able to market their products and services to an increasingly diverse market population. Organisations with diversity programs perform better than those without such programs. More diverse and team-based workforce helps create new ideas and increase revenues. When organizations attract, retain and promote


maximum utilization of people from diverse cultural backgrounds, they gain competitive advantage and sustain the highest qualities of human resources. An increased understanding of the political, social, legal, economic and cultural environment of different places is found in the diverse organizations. A diverse organization is well capable of avoiding the outcomes of groupthink. Cross-cultural teamwork and collaboration are essential, if people are to function productively, they must learn to see their differences as assets rather than their liabilities.

Most of the employees are interdependent at their workplace; respecting the individual differences can increase the marketing opportunities and company image and bring down the possibilities of conflicts. When an organization understands and practices diversity, a bond develops between employer and employee. Diversified work environment ensures positive relation among employees and the organization in terms of how employees feel about their job and employer, job satisfaction, job involvement, organizational identification, sales performance, and organizational effectiveness. A diverse collection of skills and experiences such as languages, cultural understanding may let a company to provide service to customers on a global basis. Diverse perspectives enrich quality idea generation, creativity and strong business performance. It creates a positive work culture by establishing an environment that supports and nurtures the two-way and up-and-down communication and creates a diverse workplace that values both similarities and differences. Diversity can influence the work culture which can bring quick transformation into the organizational work setup.

Some of the economic benefits include increase in the pool of qualified personnel from different backgrounds, which widens the scope of eligible candidates
for hire. Diverse workplace helps to improve communication with its organization’s clients. Additionally, a sense of harmony develops when a company recognizes and accommodates the differences within its diverse workforce. A diverse workplace increases productivity, increases creativity, and improves problem solving and develops work practices that build harmony. When a company cultivates desirable work practices that strives to unite all the employees despite their differences, no one individual will feel left out or uncertain about their position within the company. A diverse workplace lets an organization to effectively execute its plans. Increasing workforce diversity seems to be associated with more favourable attitudes towards diversity and better performance ratings and wages. The effects of diversity on individuals are often entwined with effects on groups. More diverse groups have better-quality solutions on a brainstorming task, relative to homogeneous groups, and exhibited more cooperative behaviour. When organizations dynamically assess their handling of workplace diversity issues through, developing and implementing diversity plans, it creates a world class culture that can outperform the competition.

2.3. EMPIRICAL REVIEW

Bhatnagar Deepthi (1987)\textsuperscript{17} studied the attitude of women managers in banks. Data were gathered from 65 female and 136 male employees working at different hierarchial levels. Results show a widespread indifferent attitude towards women managers. Though women hold a much more favourable attitude than men, female responses are not equally positive. The study identified great differences in attitude of male and female employees towards the females in managerial positions. The study showed the resistance of the men in accepting women as worthwhile peers or bosses.

& the influence of the unfavourable attitude of males on organizational decisions concerning woman's career advancement. The results also reveal that the conflict between maternal and work roles is the reason for the slow entry and rise of women in the corporate sector.

Cox (1993)\textsuperscript{18} studied the importance of managing diversity in workplace. According to his studies, diversity itself does not automatically have positive effects. It must rather be managed effectively to improve organizational effectiveness. He identified the goals of diversity management and discussed the importance of managing diversity in the organizations. He also studied the importance of planning and implementing organizational systems and practices to manage people so that the potential advantages of diversity are maximized. He uses the term “diversity climate” to define the overall influence of individual, group and organizational factors that support diversity in an organization.

Ellen Ernst Kossek and Susan C. Zonia (1993)\textsuperscript{19} examined the relationship among 3 variables Viz., group characteristics, contextual organizational unit characteristics and perceptions of diversity by employees. The study shows that women placed greater value on employer efforts to promote diversity when compared with men and held more favourable attitudes about the qualification of women. The results of this research indicate that gender differences are significantly related to accepting diversity. More the ratio of women in a unit, the more favourable diversity activities were viewed, irrespective of the respondents’ race or ethnicity.


The study points out the need of better understanding of the issues of backlash and perceptions, regarding employer activities to promote a diverse workforce.

Ellis and Sonnenfield (1994) examined relationship between a positive diversity climate, commitment and job satisfaction in the organization. Proper diversity management can raise an employee’s self-esteem and feeling of belongingness to the organization especially, if the employee is from a minority group. Although increasing number of organizations attempt to enhance inclusiveness of underrepresented individuals through proactive efforts to manage their diversity, they may only gain it from adjustment and proper management. For effective diversity management, an organization must have diversity, it must value diversity; and it must change the organization to accommodate diversity and make it an integral part of the organization. Good workforce diversity practices in the area of human resources are believed to enhance employee and organizational performance. Diversity brings the value of different employee perspectives and varied types of contribution especially when organizational members increasingly reflect the diverse custom base of the organization. It provides a way in which organizations can understand, and thus meet, their customer needs.

Woods and Sciarini (1995) found that employers who can successfully manage diversity are better in attracting and retaining skills and talent. The study shows, as the economies are shifting from manufacturing to service, diversity issues are gaining importance, because in a service economy, effective interactions and communications between people are vital for the success of business. Employers who

adopt diversity can have an advantage of cost savings by having a more cost-effective recruitment process. The study concluded that diversity needs a type of organizational culture in which each employee can pursue his or her own career aspirations without being inhibited by gender, race, nationality, religion, or other factors that are irrelevant to performance.

Debra R. Comer and Christine E. Soliman (1996)\(^\text{22}\) listed out the methods used by the organizations to monitor their diversity. They reviewed the prevailing data from published reports and asked the representatives to respond to questions. Their findings included, many organizations acknowledge that measuring outcomes is not practicable or those evaluations involve counting only new hires and promotions. An organizations' hesitance to monitor progress may be attributed to their lack of interest to go beyond superficial implications of what true diversity management would require, the hesitance from leaders to truly embrace multiculturalism as a desired outcome, and fear of accepting and addressing the findings. Defining the progress towards multiculturalism might be better accomplished by provoking employees' perceptions of discrimination and prejudice, fairness of rewards, and opportunities for career advancement.

Williams and O’Reilly (1998)\(^\text{23}\) identified that managing workforce diversity is one of the most difficult challenges of modern organizations. They call diversity as key issue in corporate, political, and legal circles, as maximizing and capitalizing on workplace diversity has become an important issue for management. The study stated that the demographic differences like gender and age are conventionally related to


team level outcomes. It also elucidates the need of more interaction among people from diverse cultures, beliefs, and backgrounds to manage diversity. This study revealed that managers in public and private companies should understand, predict and evaluate the nature of the diverse workforce to make diversity initiatives successful in multicultural organizations.

Dreachslin (1999)\textsuperscript{24} identified diversity strategies and recognized outcome indicators that allow organizations to conduct ongoing evaluation of efforts. He recognized a five-part process and suggested performance indicators for organizations that relate to the processes used to achieve diversity initiatives. The five phases are discovery, assessment, exploration, transformation, and revitalization. In the discovery phase, awareness of racial and ethnic diversity emerges. An organization's diversity climate is systematically reviewed in the assessment phase. In the exploration phase, initiatives are implemented to improve an organization's ability to effectively manage diversity. Fundamental changes in organizational practices that result in valuing a multicultural environment occur in the transformation phase. During the revitalization phase, there is a renewal and expansion of initiatives.

Ivancevich and Gilbert (2000)\textsuperscript{25} studied diversity management literature and suggested the need for increased cooperation between scholars, administrators, researchers, and third party evaluation of initiatives. The authors considered the areas like diversity initiatives, possible effects on outcomes, mediating variables, and consequences. Diversity initiatives comprises of management support, diversity


management, and promotion strategy. Possible variables causing outcomes may be observable such as race, or unobservable such as values. Mediating variables which may impact outcomes related to the recruitment of diverse staff includes labour pool available for selecting qualified candidates for different positions and racism. The effects of diversity initiatives may be seen at both personal level, such as, ambiguity or role conflict and, at an organizational level, such as changed performance or turnover. The usage of third party evaluators may enhance the efforts to obtain data from diverse groups who leave an organization within a short period following employment.

Soni (2000) considered the influence of employee race and gender diversity, associated stereotyping and prejudice, and the nature of interpersonal relations in public sector units in USA. The study debates race and gender diversity and how workers receive and support diversity and diversity management initiatives. The study elucidates a new model of organizational management which is proposed as an intervention and a proactive approach to utilize, integrate, and to reward workers of different backgrounds. This model believes that organizations actively recognize, accept, and value diversity in workplace because it has become a highly relevant issue and also advances the concept that diversity is a desirable goal in itself. The study shows statistically significant differences in employee groups about acceptance of race and gender diversity and diversity management initiatives of the agency. It was identified that women consistently display greater support for diversity when compared with their male counterparts. The study proposes that organizational

members must accept and support diversity to a much lesser extent than the ideal portrayed in the normative literature.

Jayne and Dipboye (2004)\(^\text{27}\) claimed that gender diversity does not always bring positive outcomes such as increase in motivation, improving talents, build commitment, and reduces conflict. The paper suggests that benefits from diversity are contingent on situations such as the organization strategy, culture, environment as well as people and the organization. Other than that, providing more adequate training in the surface level is necessary to build commitment among employees.

Janice L. Dreachslina, et al. (2004)\(^\text{28}\) suggested a three leg stool model to reduce racial and ethnic disparities at workplace. The model comprises: public policy: to make sure a legal and regulatory environment is intended to eliminate differences; clinical practice: to make sure satisfaction and loyalty and better treatment outcomes through their cultural competence; and organizational behaviour: to certify that leadership, staff, and the culture of the health services organization represent and value the communities they serve. The authors determined that the third leg that is organizational behaviour is the most effective tool to manage diversity at workplace because implementing these management practices will give positive outcomes on individual, group and organizational levels.


Subhash C. Kundu (2004)\textsuperscript{29} studied the perceptions and reactions of various categories of employees about valuing diversity in India. The study was an attempt to seek answers to the following: How perceptions of male and female employees of respective categories differ? How gender perceptions differ about employers’ efforts to value diversity? How various categories of employees such as general, minority, disabled and socially disadvantaged differ on the issue? How male and female employees across categories view about each other? How male and female employees across categories view employers efforts to value diversity? This study is based on primary data. A questionnaire was administered on the issue of diversity. 34 variables were included in the questionnaire by using the five point scale. Out of 34 variables, two independent variables i.e. gender and category of employees and eleven dependent variables related to HR diversity were used for this study. The study identified that women in common attach more importance to value diversity than men. The strong view of women is that organizations must work towards hiring and retaining more women and ensuring development opportunities to women. Further the perception of different categories of employees differs significantly on the issue in context. Each group of personnel thinks about themselves as more important than other groups. General category employees do not value diversity as strongly as others do. When Compared to general category men, general category women and both male and female of minority, disabled and socially disadvantaged categories perceived strongly and placed greater value on diversity and employers’ efforts to promote diversity.

Woodard and Saini (2005)\textsuperscript{30} conducted a comparative study of diversity management in USA and Indian organizations. The study has recognized much of the diversity management discourse in India. The gap between the legal assurance and actual implementation is too wide. The position of women’s rights is not clearly described in India and authors quote several forms of unfavourable discrimination from society, employers and superiors towards women. The study found that masculine and patriarchal, male dominated workplace culture assists in the organizations. Presence of stereotypic behaviours against women’s independence leads to further discrimination against them. Hence, traditional patriarchal attitudes towards women still exists. It was identified that with the rise in literacy levels and betterment of the position of women due to economic and social development, the position of women in IT industry and in education sector has been improving. Their conclusion is that there is a greater need of developing diversity research on diversity inclusive environment and demographic variables across the IT industry in India.

NASSCOM and Mercer (2008)\textsuperscript{31} a joint research company, which organizes extensive surveys on IT industry, performed research on gender inclusivity in IT sector. Researches like gender inclusivity and diversity in the Indian IT-BPO industry (2008) and gender inclusivity in India: building empowered organizations (2009) and workforce inclusiveness in Indian IT industry (2009) are few reported studies and give expanded view of diversity in IT and ITES -BPO industries in India. The reports point out that India has more working women than any other country in the world.


From the entire workforce of 400 million, 30-35 percent is female, and among these women, only 20% of them work in urban India. This data can largely be attributed to the growth of the IT-BPO industry, which is one of the major recruiters of women workforce in recent times. The reports also identify that there is no successful gender diversity inclusion in IT companies of India. The reports show that the organizations focus on embracing, leveraging and accepting differences for the best possible business outcomes. According to these reports, despite the number of diversity forums, mandated government policies, and widespread discussion in the media, the hurdles to gender diversity continues to remain largely uncertain. The report proposed that the outlook of the society must change in terms of perception that truly integrates women into the workforce.

Ralepeli (2008)\textsuperscript{32} observed the perception of the employees of Senwes Limited towards managing diversity. Convenience sampling was adopted for the study. 64% of the respondents believe that there is a positive correlation between diversity and productivity. However, areas of concern include firstly the notion that Employee equity, Affirmative action and diversity are the same thing. 85% of employees see disabled persons as a burden to the company. Respondents request the role of management in the equitable treatment of various races into this question. Furthermore, the respondents perceive the dominance of white males as predominant in the company. Disability and sexual orientation are not highly observed, with most of the employees contending that there is no place for homosexuality in the workplace. On the positive side, 63% of the employees are of the view that black people are as capable as white people. Black females on an average are the lowest

\textsuperscript{32} Ralepeli, S.G (2008). Employee Perceptions on Managing Diversity in the Workplace, Dissertation Submitted to North-West University, Potchefstroom Campus.
paid employees in the company. On an average, white males are the highest paid. In
general women are paid less than men. Thus, there were salary differences across race
and gender on average. In general, females attend less training than men, and white
employees have more training opportunities than other racial groups. It is
recommended that talent management, remuneration, recruitment and employee
assistance programs can be reconsidered to create a pro-diversity atmosphere.

Jeet Singh and Preeti Yadav (2008)\(^{33}\) emphasized on the challenges and
strategies for managing workforce diversity in multinational corporations. This paper
takes into consideration the various issues involved in managing workforce diversity,
cross cultural diversity, and how various corporate houses are practicing on the issue
of workforce diversity, while going global. For Indian companies, managing a
diverse workforce is no longer a choice but a vital task. Multinational corporations
understand that attracting, retaining, and effectively managing a diverse workforce is
critical. Managing workforce diversity can aid professionals and managers deal with
today's diverse workforce more effectively in order to attract and retain productive
associates in a competitive global economy. Many methodologies have been used in
MNCs to manage diversity. Some of the most common are training sessions,
subordinates' feedback, performance appraisals, and reward systems. It is clear that
having a diverse culture within an organization does not ensure that a company will
improve its effectiveness in researching, developing or commercializing new products
in the global context. The advantages that diversity management brings are based on
how well they manage the diverse workforce.

Aparna Joshi and Susan E. Jackson (2008)\textsuperscript{34} studied whether the demography of service regions acted as a moderator of the relationship between team diversity and various consequences. They gathered data from the organization's archives and used the employee personnel records to obtain information on respondents' demographic attributes such as age, ethnicity, gender, tenure, and educational background. The data regarding team performance data were gathered from operational records. Perceptions of intra-and inter-team dynamics were obtained from an employee survey, which was conducted annually by an external vendor. The study projected that cooperation between teams would be positively associated with diversity. Diverse teams have the chance to capitalize on diverse social networks outside the team and enhance performance. They claimed that representation of women and minorities in the organization as a whole triggers social-psychological processes that are significant for team functioning. The study recommends that this proposition is justified with regard to some of the dimensions of diversity.

Brown (2008)\textsuperscript{35} stated that increased diversity may provide many challenges for HR management, as the age of the workforce; for instance, employers will have to struggle with higher healthcare costs and pension contributions. Employees will need to admit that benefits are in sync with the vision of the organization; as a result, their commitment will increase substantially.


\textsuperscript{35} Brown, S. L (2008). “Diversity in the Workplace: A Study of Gender, Race, Age, and Salary Level”, \textit{UMI Number: 3297416, ProQuest Information and Learning Company}. 
Gelner and Veen Stephen (2009)\textsuperscript{36} stated that age differences may be placed in proximity with its potential benefits. Complimentarily effects develop when collaboration in a group aids individuals to be more productive than when working as individuals. Therefore, the benefits of age heterogeneity are based on additional productivity effects that rise due to interaction among individuals of different ages with differing skills, differing perspectives and also different personality traits.

Saumya Goyal (2009)\textsuperscript{37} represented four models to understand the dimension of diversity. The author has classified the first model into two dimensions, first is primary which includes age, gender, mental/physical abilities, race, ethnic heritage, sexual orientation and the secondary dimension includes geographic location, work experience, income, religion, first language, organizational role and level, communication style, family status, work style, education and military experience. Next model is four layers of diversity, in this the researcher includes two more layers with the diversity wheel which is personality at the core and external dimension includes work field, division, seniority, work location, union affiliation, management status, organizational dimensions. Third model is diversity iceberg, in which the author includes one more dimension in diversity wheel which is tertiary dimensions like beliefs, assumptions, perceptions, attitude, values, and group norms. And the last model is kaleidoscope perspective of the individual; in which the author has described various attributes like age, region, gender, qualification, caste and family status.


Daniel (2009)\textsuperscript{38} elucidates that various educational levels and types might assume different mobility rates. Mobility may differ across occupations, triggering the mobility of individuals with working experience to be different from those with non-working experience but possess a degree certificate. An individual will be more productive based on the level of their education. The more education the individual worker received, the more productive he will be.

Yousuf Kamal and Most Moriom Ferdousi (2009)\textsuperscript{39} explained the dimensions of diversity management. The paper shows light on the diversity management issue of a multinational organization. The paper examined the diversity management journey of HP from the beginning till now giving particular focus on diversity dimensions and strategies. The paper spots on the theoretical aspect of paradigms of diversity management and its application to HP. Although HP has tried to adapt with emerging paradigm of diversity management and to create cultural synergy in the work place, still it has room for improvement. To attain sustainable competitive advantage from diversity, it needs to continuously monitor and change its strategy towards diversity issue and try to update its founding principles. Furthermore, as HP is doing a technical professional business, they consider soft skills in general and inter-personal skills in particular as secondary to technical skills for employees. Therefore, they need further cross cultural training and workshop to develop their diversity skill. Similarly diversity mentors and HR managers need to handle this sensitive issue with due diligence. The authors suggested methods to implement a multicultural approach that create a corporate culture to support and nurture all types of employees, which include


developing key leadership traits, recognizing individual differences, giving feedback sensitively and encouraging cross cultural awareness.

Choi and Rainey (2010)\textsuperscript{40} addressed the effects of diversity and diversity management on employee perceptions of organizational performance in U.S. federal agencies by developing measures of three variables: diversity, diversity management, and perceived organizational performance. Levels of diversity of 67 federal agencies were measured and analyzed to study how diversity management affects the relationship between levels of diversity and perceptions of organizational performance. Depiction from the Central Personnel Data file and the 2004 Federal Human Capital Survey, the results show that higher levels of gender diversity tend to increase organizational performance as long as they work together as a team. Gender and age diversity and their interactions with contextual variables produce mixed results, signifying that gender and age diversity reflect more complicated relationships. Overall, the findings reveal that the effects of diversity may differ according to the types of diversity.

Gaze (2010)\textsuperscript{41} identified the extent to which employee receptivity of diversity and diversity management strategies varied by gender, and ethnicity in a sample of government and military employees from an overseas U.S. Navy Medical Treatment Facility. The study shows that there was no significant difference between female and male employees towards receptivity to culture diversity. It shows that there is no


significant difference in acceptance of culture diversity among employees of the organization irrespective of gender.

Divya, Suganthi and Samuel (2010)\textsuperscript{42} studied that women are found to work alongside of men in IT industry, with equal strength far into the night and they are equal challenger at all spheres right from the recruitment. Down the line, they quit the job; absenteeism and divorce are the two issues the organizations and the individuals need to consciously work against. If proper practices are not introduced in the organization, it will be difficult to balance work and life. Work-life problem is a form of inner role conflict in which the role pressures from the work and other life domains, such as family is incompatible in some respect, where participants in one role is made more difficult by the virtue of participation in the other. The conclusion was that work-life conflicts arise at the time of bringing up children, other kinship responsibilities or stressful events.

NASSCOM-PWC (2010)\textsuperscript{43} defined the diversity in Indian organizations with the help of an extensive survey. The survey was organised with 408 respondents, 197 female and 11 male employees. The results show that most of the respondents, across the gender, agreed that diversity and inclusion have a business rationale for their organization. The differences, in the minority, were from respondents at the entry levels from the age group of 25 to 29 years. A small proportion of respondents, predominantly below 30 years of age, felt there was no such advantage. Despite minor disagreements, most of the respondents agreed that there is a necessity of fair


recruitment process without discrimination with respect to gender diversity and need of facilities and infrastructure support to women.

Soni Agrawal, Kishor Goswami and Bani Chatterjee (2011)\textsuperscript{44} analysed the challenges faced by the ITES companies in India. Primarily, issues related to different challenges faced by these companies are discussed with the senior executives to derive the major challenges. Case study method was adopted for the primary data collection. Senior executives such as directors/managing directors, CEOs, president, and senior executives holding good experience and have a role in decision making as well as in strategy orientation were interviewed with the help of a semi-structured interview schedule. The inference was that there are many challenges such as unavailability of skilled employees, attrition, retention of suitable employees, global economic slowdown, etc. facing by the service provider ITES companies in India. They are trying hard to handle these challenges through various innovative measures. Clients are always kept on the priority. Vendors are providing training and various HR initiatives are taken to keep their employees fit for work as well as to keep them satisfied to retain them longer. Companies are taking care of their employees in the viewpoint of their health related issues. Though India is having a lot of educated people, there is still a shortage of suitable employees for ITES companies. Holding the skilled as well as experienced employees is also a big challenge for these companies. Continuous improvement in service delivery and attempts to satisfy the needs of the clients may be advantageous in the future as this will give a scope to the vendors to survive in the long run even in competitive environment.

Kulik, et al. (2011)\textsuperscript{45} studied the relationship between gender diversity and performance. The results reveal fractional support for the positive linear and inverted U-shaped curvilinear predictions as well as for the projected moderating effect of industry type. The curvilinear relationship shows that different proportions of organizational gender diversity have different effects on organizational performance, which may be attributed to different dynamics as suggested by the resource-based view and self-categorization and social identity theories. The results help reconcile the inconsistent findings of past research that focused on the linear gender diversity performance relationship. The findings show that industry context can strengthen or weaken the effects of organizational gender diversity on performance.

Timmermans, Ostergaard and Kristinsson (2011)\textsuperscript{46} found out that innovation is an interactive process that often includes communication and interaction among employees in a firm and draws on their different qualities from all levels of the organization. Diversity in ascribed characteristics, such as ethnic background, nationality, gender, and age can have negative consequences for the firm. Members of the minority group can experience less job satisfaction, lack of commitment, problems with identity, perceived discrimination, etc.

Omankhanlen Alex Ehimare and Joshua O. Ogaga Oghene (2011)\textsuperscript{47} analysed the impact of workforce diversity on organizational effectiveness in a Nigerian bank.


Data for this study were gleaned both from primary and secondary sources. The sample size includes 10 work-teams drawn from 48 teams within the Lagos area. The primary data were collected with the help of questionnaire. The field study showed that gender is negatively related to both employee productivity and performance bonus, but is significantly related to employee productivity. Age is positively related to employee productivity, and it is significantly positive in its correlation to performance bonus. Ethnicity is insignificantly negative in its relationship to both employee productivity and performance bonus. Also, tenure is insignificantly positive in its correlation to employee productivity, and is not related to bonus. In addition, the study revealed that gender, age and tenure diversities are positively correlated, and they are significantly related. The study also revealed that though the combined effect of diversity on organizational effectiveness is positive, its impact is insignificant. In terms of the moderating effects of workgroup context, the research results indicate that context effect is insignificant.

Eugene Chew Weiliang, et al (2011)\textsuperscript{48} analysed the effect of workforce diversity towards employee performance in an organization which focuses into airline industry. The research questions of this study are: What is the relationship between gender and employee performance? What is the relationship between age and employee performance? What is the relationship between ethnicity and employee performance? What is the relationship between education background and employee performance? What is the relationship between workforce diversity and employee performance? What are the factors affecting the employee performances in the airline industry? And what are the factors affecting the employee performances in Air Asia?

\textsuperscript{48} Eugene Chew Weiliang, et al. (2011). The Effects of Workforce Diversity towards the Employee Performance in an Organization, Dissertation Submitted to Universiti Tunku Abdul Rahman, Cheras Kajang, Malaysia.
and Malaysia Airlines? The primary data were collected from 300 employees with the help of questionnaire. The research results conclude that high employee performance relates positively with variables such as gender, ethnicity and education background. The study reveals that the selected airlines should start realizing the need to tackle such demographic categories in order to stay ahead of its competitors. Thus, a diverse workforce can lead to an increased market share, whereas lack of diversity in the workforce can lead to a decrease in market share. Demographic diversity also unleashes creativity, innovation, and improved group problem solving, which in turn enhances the competitiveness and the level of performance in an organization.

Badreya Al-Jenaibi (2011) has made an effort to compare the views of UAE workplace experience from two different groups namely, non-native workers and native officials. The study adopted a multi-method approach combining survey data from 450 foreign workers and interviews with native officials of organizations in the United Arab Emirates. The research found a generally favourable view toward workplace diversity from the perspective of the respondents. Yet, when asked more detailed questions about company policy, a noteworthy segment of respondents expressed reservations about their employer’s ability to implement successful intercultural communication and diversity practices. A majority of respondents agreed that sharing work and working with teams from different cultures can help to overcome cultural differences through shared experiences when working within a team. A sense of fairness and the rule of law are characteristic of functioning environments, and most respondents agreed that they understood the rules in their organization and were treated fairly. Respondents feel that cultural differences appear

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inside and outside the work, and that there is a correlation between the work and public environment. They also feel that, if they understand their customers’ cultures, they can deal with them more easily within their communities. A high percentage of survey respondents feel that their companies were not doing enough to promote the value of diversity within their environments.

Harold Andrew Patrick and Vincent Raj Kumar (2012)\textsuperscript{50} made an effort to map the attitudes to workplace diversity in the IT context; to identify the most important strategies adopted to enhance workplace diversity; to identify most frequently encountered barriers for accepting workplace diversity; to develop strategies to increase inclusiveness; and to find out ways to increase awareness about workplace diversity. The samples selected for the study consisted of employees in IT organizations. Convenience sampling technique was adopted to select the sample respondents. The primary data were collected from 300 employees from the top 15 IT companies in India with the help of questionnaire. The findings of the study provide considerable insight on present diversity management practices in the IT industry. Most of the employees are positive that they can cope with diversity, while some of them have understood, adjusted, and are enthusiastic to work and leverage positive workplace diversity. The main strategies adopted by organizations to increase inclusiveness is by training employees to be sensitive to cross-cultural differences, encouraging employees to take overseas assignments, and offering foreign language training. Discrimination was the most frequently encountered barrier for accepting workplace diversity, followed by prejudice and ethnocentrism. The study reveals that

organizations should take measures to manage diversity to harness and leverage the potential of employees for competitive advantage.

Davis Mkoji Damary Sikalieh (2012)\textsuperscript{51} studied the impact of personality dimensions on corporate organizational performance. A descriptive research design taking a survey approach was used. The target population of this study consisted of employees of the Kenya Medical Research Institute (KEMRI) from all the four locations, namely; Nairobi, Kisumu, Busia and Kilifi. By adopting judgmental sampling, 85 employees of KEMRI including 55 research officers and 30 administrators were selected. Primary data were collected through mailed questionnaire. The findings revealed that the conscientiousness personality trait is the most predictive of job performance, followed by openness to experience, agreeableness, extraversion and emotional stability. The majority of KEMRI’s workforce mainly includes a conscientiousness personality trait, which has been found most predictive of job performance at the organization. Hence, personality is useful for predicting other work-related criteria, like job satisfaction and job performance. The study suggests that KEMRI should consider personality tests as part of the recruitment and selection process.

Priscilla Dike (2013)\textsuperscript{52} revealed how companies manage workforce diversity and its consequences to the company’s existence as well as examined how companies deal with challenges that come with employees from diverse cultural backgrounds. The research is restricted to the required tools for managing workplace diversity,


\textsuperscript{52} Priscilla Dike (2013). The Impact of Workplace Diversity on Organizations, Thesis Submitted to Arcada University of Applied Sciences, Finland.
advantages and disadvantages of managing a diverse workforce. Five companies in Finland and Ghana have been studied. Qualitative research method has been used to gather and analyze the data on the companies. The author conducted an interview on three of the companies, and gathered information on the internet on two of the companies. The result indicates that workplace diversity plays an effective role in some companies. However, insufficient mentoring and guidance could cause low productivity in a company. The findings show that workplace diversity has contributed to more productivity but some factors such as differential treatment could hinder its successful implementation and hence company success. Big companies are more passionate about diversifying their workforce and see its implementation as a norm and continuously strive to improve diversity management, whereas small companies see it as a choice and evitable when they feel it a burden or cannot effectively manage it. The study suggests that there must be regular improvement in ways to effectively manage a diverse workforce as the world keeps advancing.

Andrea Garnero and François Rycx (2013)\textsuperscript{53} analysed the impact of workforce diversity in terms of education, age and gender on productivity, wages and productivity-wage gaps. Findings reveal that educational diversity is beneficial for firm productivity and wages. In contrast, age and gender diversity are found to hamper firm-level added value and average earnings. Yet, the consequences of gender diversity are found to depend on the technological and knowledge intensity of firms. Overall, findings do not point to sizeable productivity-wage gaps associated with educational and gender diversity. Age diversity, on the opposite, is generally found to decrease firm’s profitability. The study recommends that mutual learning and

collaboration among workers with different educational backgrounds may be sufficient to enhance efficiency. Overall, results regarding the impact of gender and educational diversity on the productivity wage gap suggest that gains and losses associated with diversity are shared competitively between workers and firms so that profits remain unaffected.

Solomon Kinyanjui (2013)\textsuperscript{54} recognized innovative strategies for managing workforce diversity in Kenyan leading corporations. The objectives of the study are: to establish the influence of communication in managing workforce diversity; to find out the influence of performance management in the management of workforce diversity; to establish the effects of leadership initiatives in the workforce diversity management; and to determine impact of shared responsibilities in workforce diversity management. This article utilised a desk review of qualitative information from a variety of documents. The author proposes that organizations should encourage and sustain each employee’s performance by motivating and allowing them to use their workforce diversities. Minorities and majorities should all be given chance to contribute to performance. The kind of leadership adopted in an organization should be effective and efficient to be able to deliver the right harmony and performance among all employees. Organizations should advocate for shared responsibility in order to create stable relationships and unity among the diverse workforces.

Astrid Podsiadlowskia, et al. (2013) examined why and how organizations approach and manage cultural diversity in the Austrian workplace and identified organizations’ diversity perspectives. Semi-structured, problem-centered interviews were conducted. The interviews were mostly conducted in the work environment. After 29 in-depth interviews a significant amount of information was achieved. Organizational experts were used as a source of organizational-level information, because their statements would not only reflect their professional knowledge and experience but also the shared collective characteristics of the organization. Results show that five diversity perspectives namely, reinforcing homogeneity, color-blind, fairness, access, and integration and learning gain a deeper understanding of diversity management in organizations.

Rana Nadir Idrees, Abdus Sattar Abbasi and Muhammad Waqas (2013) studied literature on different workforce diversity dimensions of Pakistan. The aim of this conceptual analysis is to discuss methodology, findings and identify limitations in research work under review and point towards unresolved issues, if any that can pave the way for further research in the field of workforce diversity management. For this reason, relevant rules, laws, ordinances, notifications, reports and scholarly research papers have been studied to better understand and assess the need for a diversified workforce. The conclusions have been drawn using deduction method. In private organizations, female employees are discriminated more than the male employees compared to public sector organizations. Heterogeneity in workgroup is a key deriver in making more innovative and effective decision. Owners and managers with sound


educational background and commitment work for diversity. The key driver to hold the workforce is to comprehend their diversity and socio-cultural orientation. Unfortunately, training mechanism and counselling is either lacking or ineffective for helping out employees to understand and respect the differences particularly the cross cultural and cross gender comprehensions for building sound relationship. Although there have been some good signs of improvement in workforce diversity indicators in Pakistan, however, there is still a lot to be done to be competitive in the comity of nations.

Anantha Raj A. Arokiasamy (2013)\textsuperscript{57} analysed the underlining concept of workforce diversity and how it relates to organizational performance. An analysis of literature shows little known fact about the relationship of workforce diversity, their needs, motivation and reservations concerning organizational performance. A diverse workforce is a reflection of a changing world and marketplace. In the laboratory research diverse work teams fetch high value to organizations and respecting individual differences will benefit the workplace by creating a competitive edge and increasing work productivity. Diversity management benefits associates by creating a fair and safe environment where everyone has access to the same opportunities and challenges. The author recommends that management tools in a diverse workforce should be used to educate everyone about diversity and its issues, including laws and regulations. Most workplaces are made up of diverse cultures; hence organizations need to learn how to adapt to be successful.

Kavita Meena and Sita Vanka (2013) have concentrated on the practices and strategies being adopted by companies which are honored by recognized bodies for their unwavering commitment to diversity and inclusion. The practices of these organizations have been drawn from newspaper articles, surveys, diversity reports of companies, websites of the companies, and interviews of company heads available in print and in electronic sources. The various practices, and strategies that are embraced by Indian organizations to leverage diversity, have major concentration on women and people with disability. Indian companies are hasty to realize and value diversity and are continuously focused on creating a truly inclusive workplace to accommodate labour from diverse background. The Indian organizations are found to be making mark on the issue of respecting diversity and are going much beyond lip-service or tokenism by reviewing their HR practices to derive the maximum from their workforce.

Schehar Bano, et al. (2013) determined the factors of work-setting and its effects on organizational performance. Two independent variables i.e. workforce diversity and committed workforce relations have been examined on employees’ organizational performance. Data were collected from 86 employees of Islamabad Pakistan with the help of questionnaire. Result shows that there is 71% variation between committed workforce and organizational performance. Similarly, committed workforce effects have a distinction on organizational performance. It is apparent from the analysis that diverse workforce once managed well in the work environment

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are committed towards organizational performance. It is therefore imperative for the organizations to accord due priority to the major work-setting like diversity and employee commitment, facilitating the employees to yield befitting organizational loyalty.

Mercy Gacheri Munjuri and Rachael Muthoni Maina (2013)\textsuperscript{60} examined the effects of workforce diversity management on employee performance in the banking sector in Kenya. The target population included all the 4000 employees of the bank. Nairobi region was purposively selected because of nearness to the researchers, accessibility, and time limit. The respondents were selected using stratified random sampling from 3 branches in Nairobi region. The study identified that the bank had strategies such as balanced recruitment, support to minority groups, diversity training and equal employment opportunities. Other than an employees’ level of education and performance ability, there was no other workforce diversity variable that determined an employees’ compensation. Workforce diversity was found to affect employee performance at varying degrees considering both managers and non-managerial employees of the bank. The managers registered a greater influence while the impact was less among the non-managerial employees. The results revealed a significant level of association between employee performance and the mean productivity levels of the bank workforce when categorized by gender, age and level of education.

Rajesh Vaidya, Vinod Wanjari and Nitin Shirigirwar (2013)\textsuperscript{61} made an attempt to study the aspects of cultural diversity in the context of the Indian organizations; and

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to provide recommendations as to how cultural diversity can be taken up as strength by Indian organizations and create indigenous work culture with strong Indian values. The researcher has adopted analytical, descriptive and comparative methodology for this research. The results of the study show that most of the employees are positive that they can cope with diversity, while a few of the employees have understood, adjusted, and are enthusiastic to work and leverage positive workplace diversity. The major policies adopted by organizations to increase inclusiveness is by training employees to be sensitive to cross-cultural differences, encouraging employees to accept overseas assignments, and offering foreign language training. One of the most frequently encountered barrier for accepting workplace diversity was discrimination followed by prejudice and ethnocentrism. The study clearly shows that organizations should take measures to manage diversity to harness and leverage the potential of employees for competitive advantage.

Richa Gupta (2013)\textsuperscript{62} identified the increasing influence of the workforce diversity and its relationship with organizational performance. The study reveals that different aspects of diversity have different relationship with performance. Overall workforce diversity enhances better decision-making, higher creativity, innovation, greater success in market, better distribution of economic opportunity and competitive advantage. Moreover, the study shows that senior management accountability, need assessment, better strategy, efficient communication, team building and evaluation act as mediators between workforce diversity and performance. The study found that different dimensions have a different relation with performance. Age diversity has a negative impact on organizational performance. Ethnic diversity has a positive impact on sales, productivity, market share and innovativeness. Gender diversity has either positive or negative impact on organizational performance. The study reveals that

team building and group training enhances mutual cooperation, reduces role conflicts and increases sharing among the diverse workforce. Moreover efficient communication enhances information sharing among employees which can increase organizational effectiveness. Further evaluation programmes are important in the organizational system to serve as a base line for current climate for diversity.

Sonali Malewar and Prerna Nair (2013) identified the impact of workforce diversity on workplace environment. The objective of the study is to notify and assess the impact of diversity amongst male and female employees. The study further strives to find out the challenges faced by the employees in encountering diversity. The research is based on primary data collected from 50 respondents by the way of questionnaire and personal interaction with 10 respondents in the state of Chhattisgarh. The results show that female respondents were not satisfied with the ratio of the male and female employees employed at their workplace. Both male and female respondents seem to agree with the fact that diverse employees better identify the needs of today’s customers. Both genders do agree that if employment opportunities are provided to them, it can enhance the organizational image and such organizations have a better public image. The employees agreed that if diverse employees are employed in equal proportions then it enhances innovativeness and also brings in fresh ideas which in turn improve organizational effectiveness. It not only provides benefits to the employees but also improves the abilities of the organizations in totality. The study determines that workplace should be free from the malpractices like discrimination, differentiation on the basis of sex of the employee, harassment, etc.

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Saumya Goyal and Sangya Shrivastava (2013)\textsuperscript{64} studied the relationship of perceived organizational diversity climate with overall employee satisfaction, and employee’s intention to leave in the Indian IT sector. Out of the 950 emails sent to professionals working in the IT sector, a total of 519 completed responses were received. From these, 500 responses were randomly chosen for the study. The results revealed that as perception of organizational diversity climate increases the overall employee satisfaction level also increases. Intention to leave was found to be negatively associated with organizational diversity climate. The study recommends that employees perceiving a favourable diversity climate would feel respected, valued, and would also be able to contribute to their full potential. This in turn could impact customer satisfaction, and eventually the company's bottom line. So, the Indian information technology sector needs to understand the impact of diversity seriously and take measures to improve the organizational diversity climate so that all employees feel they are treated equally and fairly.

Shreelatha R Rao and Bagali (2014)\textsuperscript{65} made an effort to examine the acceptance of cultural diversity among employees; to examine the acceptance of gender diversity among employees; and to study the gap between cultural diversity acceptance and gender diversity acceptance among employees. The research adopts both exploratory and descriptive design. HR managers of various IT companies were approached to get opinion on diversity management practices and obstacles. The primary data were collected from 300 employees of 15 ITES and BPO companies at

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Bangalore. Secondary data were collected from company websites, journals, websites of the IT companies, and published interviews with top leaders of the industry. The results show that the acceptance of cultural diversity is high among employees. The employees agree that cultural diversity is important to the organization and they value the cultural differences in organizations. Employees’ perception to acceptance of gender diversity is also positive. There is significant difference between acceptance of cultural diversity and acceptance of gender diversity. The significant gap between the acceptance level of these two dimensions indicate the need for proper and effective diversity management practices. It is a major concern for the organization, and gender sensitivity trainings should be designed such that employees perceive gender diversity as a salient issue for the organizations.

Miebi Ugwuzor (2014)\textsuperscript{66} analysed the nature of the relationship between workforce diversity management and corporate performance of manufacturing firms in Nigeria. Primary data were collected from 42 registered firms in South-Nigeria by using questionnaire and through personal interviews. It was witnessed that even in firms where a minority ethnic group seems to be in the majority, there may be other differences which vary along subgroups and tend to create tension. As far as tension often increases infighting, the firms’ productivity will likely be affected adversely. The findings show that the apparent low performance rate of the study firms may be traceable to poor management of surface and deep level diversity. To optimize corporate performance therefore, it was recommended that managers should ensure that employees are not at all disturbed by issues bothering on diversity. It is also recommended that each interest group should be accommodated in firms’ policies to

ensure that employees are not disturbed by surface and deep level diversity issues. The study concludes that managers should take the lead and demonstrate high commitment to workplace diversity management intervention strategies and compulsory diversity training should be done for all employees.

Aruna Deshpande (2014) conducted a research to study the diverse workforce employability in service and manufacturing organizations; to understand the difference in the workforce diversity in service and manufacturing organizations; and to find the impact of working on selected demographic factors. The research is carried out by taking interview of 30 employees working in service and manufacturing sectors, on random sample collection. A questionnaire was filled by the respondents, giving their response to the related areas on diversity impact practiced in their organizations. The impact of working on selected demographic factors is based on the responses given. It is seen that the average observations for equal opportunities, skill recognition, treatment of employees, age and gender employability is less in both sectors. The difference in the workforce diversity in service and manufacturing organizations is mainly due to age, experience and qualifications of employees. The employees feel responsible and committed working in these sectors because they gain experience. Managing diversity successfully will support organizations to nurture creativity and innovation and thereby to develop hidden capacity for growth and improved competitiveness. The study recommends that organizations need to implement more diversity programs in workplace especially in the service sector more as they are directly responsible for the results due to direct interaction with the customers.

Niyaz (2014)\textsuperscript{68} made an effort to trace the importance of diversity management at varied levels of job hierarchy; to identify the importance of diversity management and its corresponding reflection over work environment; to identify impact of workforce diversity over Indian companies; to know the importance of effective human resource management in multi-national business; to find the various cultural issues creating conflict in the organization; and to know whether bringing diversity management can help improve the performance of individual as well as team building. The primary data was collected from 50 employees working in Infosys Limited with the help of questionnaire. The studies found that majority of employees were from different states and abroad. Employees feel cultural diversity issues emerge in team operations. Diversity issues/multi-culture issues in large scale organizations gives rise to conflict between employees. The study recommends that Infosys Limited can formulate effective strategies to manage cultural diversity at work place, in addition to the strategies adapted by individuals and groups. Organizational strategies include: recruitment and selection strategies, organizational policies and practices, build cultural harmony, breaking the glass-ceilings, cultural training, formal socialization programs, structuring work teams, use of counselors, communication and special benefits and facilities for women and old people

Shreelatha R. Rao and Bagali (2014)\textsuperscript{69} examined the relationship between acceptance of gender diversity among employees, diversity practices and programs adopted by the organizations and obstacles to gender diversity. Both exploratory and


descriptive design is adopted in this research. HR managers of various IT companies were approached to get opinion about diversity management practices and obstacles present in industry. Primary data were collected from 300 employees of 15 IT companies at Bangalore with the help of questionnaire. The study identified that there is significant relationship between acceptance of gender diversity and gender diversity programs and practices, and there is significant relationship between acceptance of gender diversity and obstacles to gender diversity. The acceptance of gender diversity is positively and significantly correlated to gender diversity management programs and practices. This shows that higher diversity programs will result with higher acceptance, after controlling obstacles. The association between obstacles and acceptance of diversity is significant and obstacles have very high negative influence on acceptance of diversity among employees. The study suggests that employers should focus on minimizing the obstacles present in organizations to enhance the affectivity of gender diversity acceptance in organizations.

Saundarya Rajesh and Karthik Ekambaram (2014) examined over 50 corporate representatives to understand the career choices and work ethics specific to a given generation in order to provide directions to manage the latent differences better. It was identified that while veterans are a scarcity in workplaces of today, the Free-Gens were characterized by greater responsibility and the Gen X had a good share of its women making progress. Connecting these differences and managing the varied interests of each of the distinct generations might lead to better collaboration, increased knowledge sharing, greater innovation, improved productivity and an increased competitive advantage. If this art of appreciating generational diversity is

understood by every worker, a store house of implicit knowledge possessed by the older generations can be captured that can assist the younger generations’ quest for greater leadership capabilities.

Wiza Munyeka (2014)\textsuperscript{71} made an effort to identify the employees’ discernment of workforce diversity; to examine the extent to which the current state of diversity in the workplace is related to employees’ job satisfaction; and to provide recommendations to avoid problems triggered by diversity. The primary data were collected from 50 staff members of the Public Service Department with the help of questionnaire. The results showed that employee commitment was not significantly affected by the factor of gender. There is a negative correlation between ethnicity and job satisfaction, and between gender and job satisfaction. There exists a positive correlation between sexual orientation and job satisfaction. Employees have a negative attitude to working with homosexuals and this negatively affects their satisfaction and could lead to a high rate of absenteeism. Moreover, there exists insignificant correlation between diversity training programmes and job satisfaction. There is a lack of diversity training of employees which leads to a tension among employees because they are not aware of diversity. The study concluded that managers should not just implement policies; they should monitor them in terms of progress. This monitoring will help them to identify employees who have negative attitudes towards diversity. Further, managers should treat all employees equally.

Sasikala and Thangavel (2015)\textsuperscript{72} conducted a research to provide insights and in-depth understanding of the various dimensions of workforce diversity and their influence on employee performance in IT companies. The research also tries to identify whether the variables such as education background, gender, age and ethnicity would affect employee performance in IT companies. By using simple random sampling, the primary data were gathered from 130 employees from 50 IT companies located in different geographical areas of Tamilnadu drawn at random for the study. A structured questionnaire was used in this research. The results show that there is a significant relationship of the variables such as gender, educational background and ethnicity towards employee performance. The study recommends that IT companies should start realizing the need to be tackled effectively such demographic categories in order to stay ahead of its competitors.

Prapti Naik (2015)\textsuperscript{73} studied the diversity at workplace and suggested strategies to enhance workplace diversity and inclusiveness. The literature review on workforce diversity and management has been based on organization culture; human resource management practices; its environments and related issues. The study shows insight on the kind of diverse workforce the organizations have and the need to manage the present diversity. The study also concentrates on the benefits of managing the diversity and its challenges in managing the workforce. The study clearly shows that organizations should take initiative to manage the diversity and to have competitive advantage. It is impossible for any organization to survive without managing the workforce diversity in today’s ever-changing fast track environment.


Shraddha Patil and Jaya Chitranshi (2016)\textsuperscript{74} listed the implications for modern HR while dealing with demographic workforce. An exploratory research was done based on the available research on diverse workforce demographics. By using non-probability sampling, primary data were collected from 76 respondents through questionnaire. This study determined that managing demographic diversity of workforce with a holistic approach is need of hour. HR practitioners need to focus on building strategies and policies considering gender, all age groups, race and geographic diversity. Besides, these strategies need to be healthy, innovative, and cognizant, with long term considerations.

\textbf{2.4. Conclusion}

Different aspects of workforce diversity have been made use of in the above studies. All these studies have not covered the entire facets of workforce diversity i.e. factors which are responsible for workforce diversity, existence of workforce diversity, impact of workforce diversity, problems encountered due to work diversity, and strategies for the management of workforce diversity in the select information technology enabled services sector in a specific study in Chennai city. It is in this background, the present study has been undertaken to fill in this vital gap in the existing research. The study includes 566 employees from 8 information technology enabled services companies in Chennai city.