Chapter V

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5.1. Introduction

The intense globalization has great impact on the work, employees and organizations often bringing them with peers, suppliers and clients that they never work before. The diverse workforce has become a great challenge in today’s business world. The increased flexibility and associations of people from diverse backgrounds as a result of improved economic and political systems and the recognition of human rights by all nations has pushed most organizations under pressure to practice diversity at the work place. In the global environment, the human resource management certainly leads to reflections of diversity and related challenges. The benefits of diversity include better decision making, greater success in marketing to foreign and domestic ethnic minority communities, a better distribution of economic opportunity and higher creativity and innovation. Companies can do well at diversity with the idea to create, manage and value the diverse workforce with the full support of the top management. In this environment, business leaders need to consider more and more on how to manage a diverse workforce, deal with suppliers who represent a variety of world views and sell to an increasingly diverse customer-base. Therefore, diversity has increased in organizational life in recent years because of globalization, larger workforce diversity, and the intense complexity of jobs. In this background, the present study was conducted to examine companies in Chennai with the sample size of 566 employees to study the perception of the employees towards workforce diversity in select ITES companies.
The workforce diversity is discussed briefly in Chapter I. The research originally flickered off from the research objectives in Chapter I which led to the hypotheses outlined regarding the perception of employees towards workforce diversity. The research was carried out and information was collected which include the perception of employees towards workforce diversity and biographical data. The research methodology followed is explained in Chapter I. The reviews of earlier studies are discussed in Chapter II. Profile of the Information technology industry and select ITES companies are included in Chapter III. Perception of the employees towards workforce diversity is examined in Chapter IV. In this chapter, the main findings of the study are summarized, suggestions are made and the scope for further studies are outlined.

5.2. Findings

1. Among 566 respondents, 53 per cent are female 47 per cent are male. The larger age group of the respondents (36.57 per cent) in the select ITES companies is 41-50 years. 29.33 per cent of the remaining respondents are in the age group of 31-40 years. 29.51% & 4.60 per cent of the respondents are in the age group of upto 30 years and above 50 years respectively.

2. The major group (45.41 per cent) of the respondents have postgraduation and above qualifications. 23.32% and 31.27% of the respondents have studied ITI/Diploma and degree respectively.

3. Major part of the respondents (41.52%) get a monthly salary in the range of Rs.30001–40000, and 23.14% of the respondents get Rs.20001-30000 as monthly salary. 20.14% and 15.19% of the respondents get monthly salary in the range of Rs.20000 and above Rs.40000 respectively.
4. 60.42 per cent and 20.67 per cent of the respondents have upto 5 years and 6-10 years of work experience in that order. 18.90 per cent of the respondents have above 10 years of work experience. Out of 566 respondents, 28.45% are executives and 71.55% are non-executives.

5. About the company, 1.41%, 8.83% and 4.42% of the respondents are working in UST Global Services, HCL and Teamware respectively. 3.53%, 6.18% and 22.08% of the respondents are employees of Vertex, MMC Infotech and Omega Health Care in that order. 44.17% and 9.36% of the respondents are working in Accenture and Scope Technologies respectively. 44.67% of the respondents are working in Indian ITES companies and 53.33% are working in foreign ITES companies. 53.18 per cent of the respondents are married and 46.82 per cent are unmarried. 73.67 per cent of the respondents have nuclear family system and 26.33 per cent of the respondents have joint family system. 18.20 per cent of the respondents have 1 and 3 dependants, 36.57 per cent have 4 and 5 dependants, and 45.23 per cent of the respondents have 6 and above dependants.

6. There is an insignificant relationship among the acceptance levels of the respondents based on gender, age, educational status groups, monthly salary, cadre, and work experience groups towards the factors responsible for workforce diversity in the select ITES companies. However, a noteworthy relationship is found among the acceptance levels of the respondents belonging to different ITES companies and type of companies towards factors responsible for workforce diversity.

7. Female respondents, respondents who are in the age group of 31-40 years, respondents having degree qualification, respondents drawing monthly salary in the range of Rs.20001-30000, executives, respondents with the work experience
of 6-10 years, employees of UST Global Services, and employees of foreign companies have higher acceptance level towards factors responsible for workforce diversity in the select ITES companies.

8. There exists consistency in the acceptance level of male respondents, respondents belonging to 31-40 years, respondents who have degree qualification, respondents drawing salary Rs. 20001-30000, executives, respondents having 6-10 years of work experience, employees of Omega Health Care and employees of foreign companies towards factors responsible for workforce diversity in the select ITES companies.

9. There has been a low correlation (0.167) between the overall acceptance score of the respondents towards factors of workforce diversity and the selected personal variables. The R square indicates that 2.80 variation per cent in the factors of workforce diversity is explained by all personal variables taken collectively. The F value indicates that the multiple correlation coefficients are not significant. Also, gender, age, education, monthly salary, cadre, work experience, family pattern and marital status of the respondents have no significant effect on the factors of workforce diversity in the select ITES companies. On the contrary, type of company has significant effect on the factors of workforce diversity in the select ITES companies.

10. Out of 566 respondents, majority of them indicate that they neither agree nor disagree (30.04%) with the personal factors responsible for workforce diversity, followed closely by agree (27.74%) and disagree (21.02%). 13.43% and 7.77% of the respondents strongly agree and strongly disagree respectively that personal factors are responsible for workforce diversity. The mean acceptance score reveals that the respondents have a greater acceptance level (3.39) towards
beliefs, followed by life style (3.31). In the case of values, they have a lower acceptance score (2.96).

11. Most of the respondents point out that they neither agree nor disagree (28.80%) with the organizational factors responsible for workforce diversity in the select ITES companies, followed by agree (27.56%) and disagree (25.80%). 11.66% and 6.18% of the respondents strongly agree and strongly disagree in that order towards organizational factors responsible for workforce diversity. The mean acceptance score reveals that the respondents have a higher acceptance level (3.31) towards hierarchal ranking, followed by work experience (3.17). The respondents have a lower acceptance score towards job tenure/seniority (3.04).

12. There is no significant relationship between the acceptance level of the respondents of different gender, age groups, educational status groups, monthly salary groups, cadres, and work experience groups towards existence of workforce diversity in the select ITES companies. On the other hand, a notable relationship is found among the acceptance level of the respondents belonging to different ITES companies and type of companies towards existence of workforce diversity.

13. Male respondents, Respondents in the age group of above 50 years, respondents having degree qualification, respondents drawing monthly salary Rs.30001-40000, non-executives, respondents with the work experience upto 5 years, employees of HCL and employees of Indian companies have higher acceptance level towards existence of workforce diversity in the select ITES companies.

14. There is consistency in the acceptance level of male respondents, respondents belonging to upto 30 years, respondents with Diploma/ITI qualification,
respondents drawing monthly salary of Rs.30001-40000, executives, respondents having above 10 years of work experience, employees of Omega Health Care and employees of foreign companies towards existence of workforce diversity in the select ITES companies.

15. The findings of the discriminant function analysis shows that fair treatment is given to all employees, irrespective of their gender, is the maximum discriminating variable ($R^2\% = 20.16$) between employees of the Indian companies and foreign companies, which is followed by at work, I experience lack of confidence due to my education background (14.98%), the organization gives equal treatment when it comes to education background (14.44%) in that order. The least discriminating item is the recruitment plan of the organization is based on the education background of the employees with less 5%.

16. There is a low correlation (0.319) between the overall acceptance score of the respondents towards existence of workforce diversity and the selected personal variables. The R square shows that 10.10 per cent of variation in the existence of workforce diversity is clearly explained by all personal variables taken together. The F value shows that the multiple correlation coefficients are significant at 1 per cent level. Further, gender, age, education, monthly salary, cadre, work experience, family pattern and marital status of the respondents have no significant effect on the existence of workforce diversity in the select ITES companies. On the other hand, type of company has significant effect on the existence of workforce diversity at 1 per cent level of significance in the select ITES companies in Chennai.

17. With respect to the existence of workforce diversity, greater part of the respondents (30.57%) disagree, followed by agree (26.33%) and neither agree
nor disagree (23.32%). 10.60% and 9.19% of the respondents strongly agree and strongly disagree correspondingly towards existence of workforce diversity. It is obvious from the mean acceptance score that the respondents have a higher acceptance level (3.52) towards cultural diversity among employees, followed by low self-esteem at work due to ethnicity (3.45). In terms of the performance criteria for success, they are expected to be higher for men than for women, and equal opportunities for training and career development, the respondents have a lower acceptance level (2.69).

18. There is no significant relationship between the acceptance levels of the respondents belonging to different genders, age groups, educational status groups, monthly salary groups, and work experience groups towards impact of workforce diversity in the select ITES companies. A significant relationship is found among the acceptance levels of the respondents belonging to different cadres, ITES companies and type of companies towards impact of workforce diversity.

19. Male respondents, respondents in the age group of 41-50 years, respondents having degree qualification, respondents getting monthly salary above Rs.40000, non-executives, respondents with work experience upto 5 years, employees of HCL and employees of Indian companies have higher acceptance level towards impact of workforce diversity in the select ITES companies

20. There is consistency in the acceptance level of female respondents, respondents belonging to upto 30 years, respondents who have PG and above qualifications, respondents drawing monthly salary upto Rs.20000, executives, respondents having 6-10 years of work experience, employees of UST Global Services and
employees of Indian companies towards impact of workforce diversity in the select ITES companies.

21. There is a low correlation (0.203) between the impact of workforce diversity and the selected personal variables. R square indicates that 4.10 per cent of variation in the impact of workforce diversity is explained by all personal variables are taken together. The F value reveals that multiple correlation coefficients are significant at 1 per cent level. Further, gender, age, education, monthly salary, work experience, family pattern and marital status have no significant effect on the respondents’ acceptance towards impact of workforce diversity. On the other hand, cadre at 1 per cent level and type of company at 5 per cent level has significant effect on respondents’ acceptance towards impact of workforce diversity.

22. From the 566 respondents, majority of the respondents point out that they disagree (30.39%) with the impact of workforce diversity, which is followed closely by agree (26.50%) and neither agree nor disagree (23.14%). 11.66% and 8.30% of the respondents strongly agree and strongly disagree in that order with the impact of workforce diversity. The mean acceptance score reveals that respondents have a higher acceptance level (3.29) towards the climate of fairness and equality, followed by solutions to problems and allocation of resources (3.19), and improved quality (3.13). Conversely, the respondents have a lower acceptance level towards the role of workforce diversity in valuing others regardless of their gender, dress and mannerisms (2.78), followed by its role in helping organization to become more innovative (2.87).

23. There is no significant relationship found among the acceptance levels of the respondents belonging to different genders, age groups, educational status
groups, monthly salary groups, work experience groups and type of companies towards problems in management of workforce diversity. But, a significant relationship is found among the acceptance levels of the respondents belonging to different cadres and ITES companies towards problems in management of workforce diversity.

24. Male respondents, respondents in the age group of above 50 years, respondents having Diploma/ITI qualification, respondents belonging to monthly salary upto Rs.20000, non-executives, respondents with work experience 6-10 years, employees of Scope Technologies and employees of Indian companies have higher acceptance level towards problems in management of workforce diversity.

25. There is consistency in the acceptance level of female respondents, respondents of above 50 years, respondents who have PG and above qualifications, respondents drawing salary Rs.20001-30000, executives, respondents having 6-10 years of work experience, employees of Scope Technologies and employees of foreign companies towards problems in management of workforce diversity.

26. There is low correlation (0.167) between the problems in management of workforce diversity and the selected personal variables. R square indicates that 2.80 per cent of variation in the problems in management of workforce diversity is explained by all personal variables taken together. The F value indicates that multiple correlation coefficients are not significant. Respondents’ gender, age, education, monthly salary, work experience, family pattern and type of company have no significant effect on their acceptance towards problems in management of workforce diversity in the select ITES companies. On the other hand, cadre at 1 per cent level and marital status at 5 per cent level has significant effect on
respondents’ acceptance towards problems in management of workforce diversity.

27. Out of 566 respondents, majority of the respondents point out that they disagree (31.98%) with the problems in management of workforce diversity, followed closely by agree (26.50%) and neither agree nor disagree (23.50%). 10.95% and 7.07% of the respondents strongly agree and strongly disagree respectively with the problems in management of workforce diversity. The mean acceptance score shows that respondents have a higher acceptance level (3.31) towards discrimination in promotions and career development opportunities, followed by resistance to change (3.23), and lack of flexible work solutions (3.21). On the other hand, the respondents have a lower acceptance level towards lack of enough funding, involvement and commitment by top leaders on gender diversity programs (2.80), followed by lack of adequate information about existing diversity policies and practices (2.85).

28. There exists no significant relationship towards management strategies for workforce diversity in the select ITES companies among the acceptance levels of the respondents belonging to different genders, age groups, educational status groups and monthly salary groups. A significant relationship is found among the acceptance levels of the respondents belonging to different work experience groups, cadres, ITES companies and type of companies towards management strategies for workforce diversity in the select ITES companies in Chennai.

29. There is higher acceptance level towards management strategies for workforce diversity in the select ITES companies among female respondents, respondents in the age group of above 50 years, respondents with Diploma/ITI qualification, respondents who get monthly salary upto Rs.20000, non-executives,
respondents who have work experience above 10 years, employees of UST Global Services and employees of Indian companies in Chennai.

30. There exists consistency in the acceptance level of male respondents, respondents in the age group of above 50 years, respondents who have PG and above qualifications, respondents belonging to monthly salary upto Rs.20000, executives, respondents who have upto 5 years of work experience, employees of UST Global Services and employees of foreign companies towards management strategies for workforce diversity in the select ITES companies in Chennai.

31. There has been a moderate correlation (0.434) between the management strategies for workforce diversity and the selected personal variables. R square indicates that 18.80 per cent of variation in the management strategies for workforce diversity is explained by all personal variables taken collectively. The F value indicates that multiple correlation coefficients are significant at 1 per cent level. Further, gender, age, education, monthly salary, cadre, family pattern and marital status have no significant effect on the respondents’ acceptance towards management strategies for workforce diversity in the select ITES companies. On the other hand, work experience and type of company have significant effect on respondents’ acceptance towards management strategies for workforce diversity at 1 per cent significance level.

32. Majority of the respondents point out that they disagree (32.86%) with the individual strategies for the management of workforce diversity, followed closely by agree (26.15%) and neither agree nor disagree (23.85%). 9.72% and 7.42% of the respondents strongly agree and strongly disagree respectively with the individual strategies for the management of workforce diversity. The mean
acceptance score reveals that respondents have a higher acceptance level (3.13) towards an approach of ‘no-winning over other’s culture’, followed by individual training (3.12), and deals with diversity issues (3.09). However, the respondents have a lower acceptance level towards understanding the cultural background of others (2.76), followed by believing that all cultures are good (2.80).

33. Majority of the respondents point out that they disagree (28.80%) with the group strategies for the management of workforce diversity, followed closely by agree (26.50%) and neither agree nor disagree (24.73%). 12.37% and 7.60% of the respondents strongly agree and strongly disagree respectively with the group strategies for the management of workforce diversity. The mean acceptance score reveals that respondents have a higher acceptance level (3.28) towards building inter-personal relationship, followed by understanding each other beyond cultural boundaries (3.24), and communicating well with people from different ethnic groups (3.23). On the other hand, the respondents have a lower acceptance level towards considering view points of employees even though they differ from our own (2.81), followed by establishing good relationships between different ethnic groups (2.84).

34. Majority of the respondents disagree (27.56%) with the organizational strategies for the management of workforce diversity, followed closely by agree (26.86%) and neither agree nor disagree (25.27%). 13.07% and 7.24% of the respondents strongly agree and strongly disagree respectively with the organizational strategies for the management of workforce diversity. It is evident from the mean acceptance score that the respondents have a higher acceptance level (3.55) towards reinforcing the organizational culture, followed by
communication (3.27), and fair evaluation of superiors (3.24). However, the respondents have a lower acceptance level towards use of appropriate evaluation criteria for the management of diversity (2.86), followed by breaking the glass-ceilings (3.00).

35. Majority of the respondents say that they disagree (38.52%) with the national strategies, followed closely by agree (25.44%) and neither agree nor disagree (19.43%). 9.01% and 7.60% of the respondents strongly agree and strongly disagree respectively towards national strategies for the management of workforce diversity. The mean acceptance score reveals that respondents have a higher acceptance level (3.17) towards legislative approach towards equal employment opportunities, followed by efforts of the diplomatic missions (2.96). On the other hand, the respondents have a lower acceptance level towards efforts of the labour or trade associations/societies (2.56).

36. The Respondents ranging from 33.39 per cent to 49.12 per cent suggest that recognition of international character, formation of support group, effective retention strategies, voluntary affirmative action programs, conduct of mentoring programmes, conduct of employee attitude surveys, employee education program, use of communication networks and equal access to women and minorities will make certain effective management of workforce diversity in the select ITES companies. Commitment of the top management, equal treatment of employees, equal employment opportunity, equal opportunities and leadership commitment are also suggestions of the employees ranging from 51.06% to 58.66% for the effective management of workforce diversity in the select ITES companies in Chennai.
5.3. Suggestions

From the foregoing analysis and findings, it is clear that management of workforce diversity is one of the most important concern for employers. Based on the perception of the respondents and the analysis, the following suggestions are given towards the effective management of workforce diversity in the select ITES companies. The following listed suggestions will be more helpful to the select ITES companies embarking on implementation of workforce diversity management initiatives.

1. Along with hiring, organizational capacity and culture needs to be addressed. The purpose of Equal employment opportunity is to ensure that anyone, regardless of race, colour, disability, gender, religion, national origin, or age, has an equal opportunity for a job based on his or her qualifications. Therefore, the select ITES companies need to develop organizational policies which provide fairness and equity to all employees working in the organization. Thus, employees will be motivated, labour turnover of the organization will be minimized and new employees will be encouraged to work. Therefore, workforce diversity management in select ITES companies should be means of achieving social justice and of setting an example for other organizations.

2. Organisations with reputations in managing diversity typically have managers who champion the cause of diversity. Therefore, leadership commitment is of chief importance. It develops commitment to equity and strengthens the education, implementation, communication, and evaluation efforts of managing diversity.
3. The concept of equal opportunities goes against the acceptance of differences and makes the same even more desirable and hence heightens prejudice. Usually it is the top management that constitutes the decision-making body in this case. Hence, the diversity programs of the select ITES companies aim at sensitizing all employees about the necessity to value differences, build self-esteem, and create a more smoothly functioning and hospitable environment for the firm's diverse workforce.

4. The select ITES companies must develop some retention strategies for their employees so that they are able to stay in the organization for several years. Competent employees who are close to the retirement age should be handled with care and be relied on for their tacit knowledge, experience and skills. In addition, as employees are increasingly relocating and migration is on the rise, the select ITES companies need to work out retention strategies with a passionate focus on individual, team and geo-wise expectation charts. These policies have to be diverse enough to have room for all demographic and social fabrics.

5. Possessing and portraying an international character in terms of ages, race, ethnicity and nationality gives an organization a higher and brighter picture and thus gives it a competitive advantage over others. The religious beliefs of the employees in the select ITES companies should be identified, respected and accommodated to a reasonable extent. Employees whose religious functions are not recognized nationally as holiday may be given the option of adding such days from an individual's annual leave. The select ITES companies ought to identify the differences in the people they employ, manage them in accordance to those differences. This entails the incorporation of diversity management
policies into the organizational policies. In order to capture the potentials from all age groups, they should see to it that they employ people from all age groups. The management of the select ITES companies be required to recognize and value the differences among the workforce and actively seek to create a working environment that facilitates each person to maximize his or her highest potential.

6. For an organization to function in an area, it should first consider the socio-cultural cum health and safety environment. Hence, the select ITES companies are supposed to consider the needs of employees especially in regard to family support benefits. Child care support is very essential. As much as the women are qualified for maternity leave, the man should be granted a paternity leave to help out.

7. Mentoring programmes need to be arranged by the select ITES companies to identify promising employees and play an important role in nurturing their career progress. The select ITES companies should implement mentoring programs to provide employees with access to information and opportunities. The ITES companies should not just implement policies, but they should closely monitor them in terms of progress. This will help them to spot employees who have depressing attitudes towards workforce diversity.

8. The select ITES companies should make an effort to be aware of their external environments, and the actions of their counterparts. As the environment changes, many organizations are under pressure to manage diversity. By establishing communication and networks with local governments, the ITES companies can draw on the strengths of successful diversity management programs and avoid pitfalls as experienced by their counterparts. There should be a proper communication in the select ITES companies which includes speeches by senior executives, inclusion of diversity in corporate vision
statements, publication of diversity brochure and inclusion of diversity as a topic in new employee orientation. Moreover, the select ITES companies ought to communicate clear diversity utilization strategy and expectations. These expectations will help the employees to be acquainted with what is expected of them and in return the ITES companies will also have a clear understanding of employee expectations.

9. Commitment of the top management on diversity is a pre-requisite. Therefore, the top management of the select ITES companies must create a corporate culture that supports diversity. Top management must ensure that workforce diversity works in the best interest of the organization, so all attempts must be made to manage workforce diversity.

10. The select ITES companies must appraise the current state of affairs concerning diversity management. The most common tools for measuring diversity include equal employment hiring and retention metrics, employee attitude surveys, management and employee evaluation, and focus groups. Employee attitude surveys must be conducted so as to point out at least some improvement in employees’ attitudes toward diversity.

11. Diversity education, training and awareness programmes will facilitate employees to adapt to diversity and they will be aware of benefits. Hence employee education program can be organized for managing diversity. Preferably, education programs should be combined with other concrete steps aimed at changing the organizational culture and management systems. These diversity education, training and awareness programmes will facilitate employees to adapt to diversity and they will be aware of benefits. Moreover, it is imperative for select ITES companies to always include their employees whenever they plan in regards with diversity training and implementation.
processes. This may reduce resistance, absenteeism and dissatisfaction among employees. This will eliminate favoritism in the workplace.

12. The select ITES companies can try to boost and manage diversity through voluntary affirmative action programs. Favorable action means employers make an extra effort to hire and promote those in protected groups. The aim is to voluntarily enhance employment opportunities for women and minorities.

13. An organized assessment for demographically diverse workforce to assure equal employment is required. Women and minorities should have a fair share of the job assignments that are the traditional steppingstones to successful careers in the select ITES companies. Women and minorities should have equal access to international assignments. The select ITES companies should take necessary steps that ensure female and minority candidates will be in the company's career development pipeline.

14. The select ITES companies should set up a support group to provide a nurturing climate for employees who would otherwise feel isolated or alienated. Besides, the select ITES companies shall conduct diversity audit on a regular basis to review the effectiveness of an organization's diversity management programmes.

15. The management of the select ITES companies should treat all employees equally. If they fail to treat their workforce equally it will build a negative attitude among employees and this could have a negative effect on job satisfaction. Employees on the other hand should accept the existing state of affairs and try to co-operate and support each other regardless of their differences.
5.4. Conclusion

The need for diversity is gaining attention in almost every organization due to the changing needs of the business in modern trends. Diversity in workplace can be instrumental in success of any organization if managed successfully. Diverse workforce when managed well can yield many advantages, such as developing employee and organizational potential, enhancing customer service and business growth, and improving creativity and problem solving. Therefore, managing a diverse workforce in today’s organizations is of great importance. In this perspective, the present study was conducted with a sample size of 566 employees of the 8 ITES companies in Chennai. The suggestions include recognition of international character, formation of support group, effective retention strategies, voluntary favorable action programs, conduct of mentoring programmes, conduct of employee attitude surveys, employee education program, use of communication networks, equal access to women and minorities commitment of the top management, equal treatment of employees, equal employment opportunity, equal opportunities and leadership commitment for the effective management of workforce diversity in the select ITES companies. If this study incites the people concerned to take some positive measures to facilitate successful management of workforce diversity, the researcher will feel sufficiently rewarded.
5.5. Future Research

During the period of study and in the course of survey of literature, it has been found that there is vast potential for research in different areas of workforce diversity. In this study, the researcher is only concerned with investigating the perception of employees towards workforce diversity in Select ITES companies in a single locality. So, the findings cannot be generalized in a wider context. A nationwide investigation that covers more companies and regions is suggested in order to take a broad view. Future works are encouraged in several areas in both quantitative and qualitative measures which may concentrate on examining the integrative effects of diverse workforce, committed work environment, corporate social responsibility, organizational citizenship behaviour, etc. It is suggested that future research can get a better understanding for the effects of workforce diversity on both employee performance and organizational performance.