Chapter Seven:

CONCLUSION, IMPLICATIONS AND LIMITATIONS, AND FUTURE COURSE OF ACTION
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The common man who is not working in a scenario where there is implementation of caste based quota system, such as private sector employees, self employed people and professionals, have little knowledge about the reality that prevails in the public/govt. sector organisations where selection, training, performance appraisal and even promotions are impacted by the government’s policy of quota system. They can only base their knowledge about it on hunches, to answer questions like, weather the employees working there are happy or sad? And is the policy having any psychological consequence on them? The present research portrayed a true picture of the diversity climate of these organisations and also highlighted two psychological consequences that the employees are experiencing.

We may put forward the following conclusion based upon the major findings of our study.

7.1 Conclusion

The overall results depict that the employees working in the public/government sector organisations hold a negative view towards the present quota system and its implementation. Their view towards the policy is in most part impacted by their perception towards their organisations’ efforts in managing the diversity created by the policy. Such policy is of no use which is only monetarily helping people to grow but is negatively impacting their mental and physical health. As discussed throughout, all the four groups are being negatively impacted with the surrounding diversity and the way it is being handled. The two psychological
consequences of the perception towards diversity climate, for the workforce as found out in the present study are the suffering of Work Alienation and Work Family conflict.

Based on the findings of the present study, Implications can be provided as follows.

7.2 Implications

The public/govt. sector organisations with the help of the ruling government should foster a ‘Culture of Inclusion’ within them. Presently, Assimilation is the mantra, it simply ignores the differences and thus no integrational efforts are made. Women and minorities are more or less expected to assimilate into a pre-defined and dominant corporate culture. This can and is creating enormous tensions for people within these groups. Apart from intrapersonal conflicts and experiences of not being heard, recognized or valued, their specific knowledge and experience is not leveraged, they cannot perform to their highest potential and they experience barriers in advancing within the organization. Such an environment, neither fosters the realization of the potential for diversity nor the retention of talented people with diverse backgrounds.

Diversity management has to be built on solid normative grounds, on founding principles, understood as pillars of a culture of inclusion. Following an inclusionary approach, differences are recognized, valued and engaged. Different voices are understood as being legitimate and as opening up new vistas; they are heard and integrated in decision making and problem solving processes; they have an active role in shaping culture and fostering creativity and innovation; and eventually in adding value to the company's performance.

As given by Nicola M. Pless and Thomas Maak (2004) this diverse culture of Inclusion could be built in four phases:
Phase 1: Raising awareness, creating understanding and encouraging reflection.

Phase 2: Developing a vision of Inclusion

Phase 3: Rethinking key management concepts and principles

Phase 4: Adapting systems and processes

The phases have been well elaborated in the discussion.

Although the present study has significant implications for the Indian Organisations, it is not free from limitations.

7.3 Limitations and Future Course of Action

- The study has covered respondents from a mixed age group. As during qualitative data collection, many respondents especially from the reserved category believed that there would be a difference between generations in their view towards the quota system. According to them the new generations are more educated and prepared to handle the present diversity climate. Research in future may assess this difference based on generation to which one belongs in the perception towards the diversity climate as well as overall quota system.

- In this study only three independent variables have been included. Out of the three two being the consequent variables. More studies may be conducted picking up some other relevant consequent variables such as Absenteeism, Turnover, Quality of Life and so on.

- In the study the no. of participants in the four groups comprising the sample were proportionate to their true numbers in the organisations. Thus no. of participants especially in the group RCF were very less. Future studies can take a larger sample and could be able to universalise the findings in a better way.
As Affirmative action is prevalent in various countries, both east and the west of the world. Future researchers can indulge into a comparative study on affirmative action and its success between the two broad cultures.

The above is not the exhaustive list of suggestions for future researchers. They may study the psychological consequences of caste based quota system from various arenas. In the present research only occupational sector has been studied, but other sectors in which quota system is prevalent such as higher education etc. are still open to be explored.