

Exploring the Factors That Facilitate Workforce Diversity Management in Ites Organizations

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ABSTRACT:- *Managing the Diversity is a technique, planned to create and sustain a work environment of positive in nature and the differences and similarities that exists in an individual remain cherished, which will help every individual to attain their maximum potential so that they can contribute for the organizations planed objectives and goals. (Patrick & Kumar, 2012). Several research works have already been conducted on diverse workforce, which are western oriented. In view of the Indian context there is very less research, and moreover the western concept cannot be implemented in the Indian management because of the cultural and demographic variations of India. There is a wide research gap from Indian prospective and the factors that facilitates the workforce diversity in ITES organizations in context to Bangalore.*

Keywords: - Diversity management, Workforce diversity, facilitating factors of workforce diversity, ITES

I. INTRODUCTION

1.1 DIVERSITY

Diversity can be termed as the presence of dissimilarities amidst the affiliates of a common unit (Jackson, May, & Whitney, 1995). Diversity in organizations is becoming one of the major factors as the present organizations are becoming diversified in terms of the age, educational background, gender, ethnicity of the person, origin of the country, and various uniqueness of the members who are working in an organization (Shaw & Power, 1998). Because of globalization, business entity requires a workforce from diverse cultural backgrounds to work in a team in a cross national team. Even in domestic operations in Bangalore, the ITES organizations are enforced to form cross-divisional, cross-functional, inter organizational, and interdepartmental alliances so as to maximize the use of the scarce resources and thus increase the competitive advantage. The researcher explains that when there is a diversity in the group it may yield benefits as well as costs to the organization.

1.2 DIVERSITY MANAGEMENT

Managing the Diversity is a technique planned to create and sustain a work environment of positive in nature and the differences and similarities that exists in an individual remain cherished, which will help every individual to attain their maximum potential so that they can contribute for the organizations planed objectives and goals. (Patrick & Kumar, 2012).

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(Virmani, 2002) Most management practices in India have been borrowed from the West due to historical reasons. However, they clash with the Indian value systems which may create problems within organizations. Some workable solutions are found, sometimes on a regular basis and at other times on a sustained basis. However, these are not in harmony with management theory originating in the West. Recently, Indian concepts of management have been in the limelight. But it lacks in clarity of concepts and how it can be translated into organizational structures. Some theorists talk of personalized leadership styles, more as a manipulative device; others talk about the Japanese style of group decision-making. However, it is difficult to adopt them in organizations because of the dominance of western management concepts.

1.3 INFORMATION TECHNOLOGY AND INFORMATION TECHNOLOGY ENABLED SERVICES (IT & ITES)

Information Technology and Information Technology Enabled Services includes various IT services, R & D, Business Process Outsourcing and hardware services. It had directed the growth of the Indian economy in employment opportunity, export of goods, generation of revenue and subsequently it has improved the living standard of the people. Information Technology or Information Technology Enables Services have generated an employment opportunities directly as well as indirectly nearly about 2.8 million and around 8.9 million. . It is likely to grow to more than 14 million (directly and indirectly) by 2015 and approximately 30 million by 2030.¹

II. OBJECTIVE OF THE STUDY

To identify the factors that facilitate workforce diversity management in ITES organizations.

III. PERIOD OF THE STUDY

The primary data were collected from the ITES employees who were working in Bangalore during the month of January 2014 to February 2014.

IV. SAMPLE AND SAMPLING TECHNIQUE

Convenience sampling technique was used for the study; the sample for the study was taken from the ITES organizations located in Bangalore. Survey method with a structured questionnaire was used for the study to collect data. The sample for this study involves employees from Information Technology Enabled Services Organizations who were 18 years and above, convenience sampling technique was adopted for the study. Potential respondents were approached from different locations of Bangalore

district who are working in ITES organizations. It consists of 151 ITES working professionals who were measured for this study. For this study hardcopy questionnaire were distributed to around 450 respondents, 141 correctly has been obtained. Around 250 online Questionnaires were distributed and from whom only 10 responses were received.

V. TOOLS ADAPTED FOR THE STUDY

The questionnaire used for collecting data - Factors that facilitate workforce diversity management in ITES organizations. (Developed by Dr. Harold A. Patrick and Vincent Raj Kumar 2010 - Exploring the Attitudes of Employees & Strategies adopted towards Managing Diversity in the Information Technology context).

VI. RESPONDENTS PROFILE

Table I. Indicating the demographic profile of Respondents

Variable	Levels	%	Variable	Levels	%
Gender	Female	28.5	Education qualification	Diploma	11.3
	Male	71.5		Graduate	55.6
Age	18- 20	2.6		Postgraduate	29.8
	21-25	49.0		M-Phil	2.0
	26-30	32.5		PHD	.7
	31-35	13.2		Other	.7
	36-40	2.0	Type of company	MNC	79.5
	41 -45	.7		Indian MNC	8.6
Total experience	Less than 1 year	13.9		Indian organizations	8.6
	1-2 years	32.5		Other organizations	3.3
	3-5 years	21.2	Employee strength	100 - 1000	15.2
	6-10 years	26.5		1000 - 2000	19.9
	11-15 years	4.6		2000 - 4000	10.6
	15 years and above	1.3		4000 and above	54.3
Ethnicity	South Indian	63.6			
	North Indian	19.2			
	North East Indian	13.2			
	East Indian	4.0			

The profile of respondents is presented in the table I. The majority of the respondents were belonging to the age group of 21 to 25 with 49%, followed by 32.5% age group of 26-30 and age group of 31 to 35 with 13.5%. The majority of the respondents is working with MNC (79%), followed by respondents from Indian MNC's and Indian organizations are (8.6%). Most of the respondents were working with large organizations with more than 4000 employees (54.3%). In terms of education most of the respondents were graduate with 55.6%, followed by post graduates (29.8%) and diploma holders (11.3%). In terms of experience, most of the respondents had experience of 1 to 2 years (32.5%), followed by 6 to 10 years 26.5% and 3 to 5 years (21.2%). Most of the respondents were male with 71.5% response. Maximum number of employee respondents were south Indians (63.6%) followed by north Indians (19.2%). Around 13.2% of the respondents were North East Indians and rest 4% were East Indians.

VII. TECHNIQUES OF ANALYSIS

The study used reliability test to check the reliability of the scale. This study indicated cornbach's alpha of 96 % (. 962) indicating satisfactory internal consistency of the scale for the study. Cronbach alpha will measure how well a set of items or variables measure single uni-dimensioned content constructs. A pilot study was conducted with 30 samples and the tools found to be valid and reliable. Data collected from diversified workforce employees of ITES organizations was analyzed with the help of SPSS .16. The questions were analyzed with descriptive statistics (mean and standard deviation). Based on the descriptive statistic score, the study found various factors that facilitate the Workforce Diversity Management.

Table III: Descriptive Statistics: Factors that facilitate the Workforce Diversity Management

Factors that facilitate the Workforce Diversity Management	Mean	Std. Deviation
Recognize that diversity exists and learn to value and respect fundamental differences.	3.53	1.044
Admit to our own biases and prejudices	3.42	1.029
Dismiss myths about diverse others when in a group of friends	3.47	1.038
Educate ourselves about differences	3.77	1.048
Communicate effectively by listening attentively and ask questions	3.96	1.012
Avoid terms which draw attention to certain groups	3.53	1.094
Avoid valuing one's message based on their dress, eye contact etc.	3.41	1.179
Forming a positive relationship with an employee	4.01	.986
Seeking feedback from diverse	3.70	1.165
Treating Diverse others as invited guests by showing interest	3.70	1.119
Encourage your peers to be open in discussing feeling	3.81	1.035
Work with an employee from different diverse background	3.93	1.024
Have a strategic plan for diversity initiatives	3.68	1.128
Integration of diversity initiatives into the corporate goals	3.60	1.059
Implementation of several diversity initiatives	3.62	1.045
Recognition that diversity is a business requirement	3.48	1.243
Acknowledgment of the benefits of diversity management	3.54	1.076
People personally committed to diversity	3.40	.924
Have a culture that values diversity	3.49	1.089
Top management support, endorsement and commitment	3.52	1.177
Recognizing that diversity is more than a HR issue	3.36	1.110
Open-minded people towards diversity	3.65	.988
Have top-down diversity initiatives' approach	3.55	1.044
Employees willing to participate	3.48	1.131
Have a specific diversity department	3.11	1.236
Tie diversity initiatives to management accountability	3.26	1.069
Acknowledge that diversity management as the best and the brightest	3.40	1.040
Bring in external diversity consultants	3.19	1.180
Have a culture that supports teamwork	3.73	1.077
Have strong communication initiatives	3.89	.963
Politeness of people	3.72	1.126
Implement long-term initiatives	3.67	1.159

Factors that facilitate the Workforce Diversity Management	Mean	Std. Deviation
Recognize that diversity exists and learn to value and respect fundamental differences.	3.53	1.044
Increased minority representation via recruitment	3.22	1.188
Increased minority representation via promotion	3.31	1.234
Representation of Minority Employees at all Levels of the Company	3.26	1.220
Valid N (list wise)		

VIII. MAJOR FINDINGS OF THE STUDY

As per the study the best factor which facilitates diversity management in work force diversified companies are forming positive relationships among the work force (4.01%). Effective Communication, effective listening and asking questions (3.96) can create good diversified work force diversity management. Work with an employee from different diverse background to achieve mutual goals (3.93) will help the organization improve the workforce

management. Other responses were (3.89%) strong communication initiatives as the factor for good diversity management factor and factor encourage your peers to be open in discussing feeling also could be one factor for diversity management (3.81). Another important factor which will lead to a good diversified management is educating ourselves about the differences can make an impact on diversity management (3.77) and politeness (3.72).

Factors that facilitate the Workforce Diversity Management	Mean	Std. Deviation
Highest		
Forming a positive relationship with an employee	4.01	.986
Communicate effectively by listening attentively and ask questions	3.96	1.012
Work with an employee from different diverse background	3.93	1.024
Lowest		
Have a specific diversity department	3.11	1.236
Bring in external diversity consultants	3.19	1.180
Tie diversity initiatives to management accountability	3.26	1.069
Representation of Minority Employees at all Levels of the Company	3.26	1.220

IX. IMPLICATIONS OF THE STUDY

The study found that most of the ITES organizations are workforce diversified. The organizations should ensure that the organizational culture and working pattern of the organizations is positive towards workforce diversity to achieve the main objective of the organization. ITES companies which have diversified workforce should carry out cross cultural training for its employees to make them aware of the cultural differences that exists in our society in terms of Indian context. The management of the organizations should ensure the quality of the cross cultural training. Open communication is the best tool for managing diversity, employee and employer should communicate openly in order to remove pre-assumed perception. Conflict management and proper feedback system is important for an effective diversity management. Whenever there is any issues it need to be resolved within the time frame and it

should not be delayed further, there should be an immediate solution.

X. LIMITATION AND SCOPE OF THE STUDY

This study was an exploratory study with a limited sample size of 151 ITES employees within Bangalore. Therefore the findings cannot be generalized beyond the boundary of this study. Another limitation could be the biased responses based on personal prejudices by the respondents. The limitation of the study suggests several scopes for further research. There is vast scope for further study of the factors affecting workplace diversity in Manufacturing organizations, as well as other industries, such as automobile, cottage and service industries. Furthermore, diversity management practices can be compared between various industries, and their impact on employee productivity and job satisfaction can be studied.

XI. CONCLUSION

Organizations with diverse employees can create positive results by catering the needs of the organizations through a multiple dimensional prospective and by value creation and focusing more on customer centric solutions. A diverse employee improves the process by the contribution of their inherent skills and acquired experience. Such diverse group and organization can better understand the business environment both internal and external; and can rip the benefits of first mover advantage in the globalized market where customers are from diverse background and organization also need to understand that they are catering to diverse client as well as customer, so diverse workforce is beneficial for the growth of the organization by maintaining the curative factor of diversity such as positive relationship, effective communication and listening, encouraging employees to accept overseas assignments willingly, training and development, cultural exchange program, awareness and diversity inclusion policy in the organizations. If workforce diversity is not managed effectively it will bring chaos and disaster in an organization.

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Short Biography of the Authors

Surjit Singha, Lecturer, Dept. of Commerce, Kristu Jayanti College Autonomous, Bangalore. He had worked in national retail chain, international hospitality chain, Consulting/BPO/KPO, Banking & Insurance overall experience of 4 years and presently engaged in teaching, T & D for more than 1 year.

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