Diversity At Workplace: Performance Of Human Resource Management Practices In IT Sector In NCR, India

Richa Goel, Gurinder Singh, Seema , Vikas Garg, Anita Venaik

ABSTRACT: 1. BACKGROUND: Workplace diversity in multicultural organization has become a very crucial issue as it affects the competency, efficiency and overall growth of an organization. Global corporate value diversifying their workforce. The new age laws also make them do so mandatorily. Factors like work environment, recruitment policies, selection, training & development and reward management increases workplace effectiveness.

2. PURPOSE: This Research Paper focuses on the effectiveness of HRM practices for diverse workforce in IT Industry in NCR, India. The objectives of this study comprises of cultural factors, demographic factors, diversity management programs and managerial role of Diversity. This research has evaluated literature from theoretical and empirical studies and at last outline the theoretical structure of model.

3. RESEARCH METHODOLOGY: The research study targeted a population of approximately 1 lakh employees from various departments in the IT sector in NCR region, with a sample of 500 respondents from all cadres of employment. The researcher used convenience random sampling to come about with the study. The researcher has made use of self administered close ended questionnaire. The data has been processed using SPSS tool and reliability tool. Descriptive statistics like mean and standard deviation were used. Inferential statistics such as multiple regression, factor analysis and perceptual mapping were also used in this study.

4. FINDINGS: The findings of the study depicted that greater part of the workforce in the organization are young and organization is keeping a mix of experience and fresh talent. The inferential findings of the study touched on how demographic, cultural, diversity management programs and diversity managerial roles relate with implementation of HRM Practices.

5. PRACTICAL IMPLICATIONS: The researcher finally recommends the global organizations to instruct, prepare and give mentoring to the forthcoming generations to overcome such challenges for future top executives and maintain thriving businesses in the phase of globalization and challenging evolving technology and culture.

Keywords: Diversity, HRM Practices, Multiculturalism, Demographic, IT Sector

1. INTRODUCTION
Kochan et al., 2003; Thomas & Ely, 1996; studies by the Conference Board ,2006 ;SHRM ,2008; Jackson, Joshi & Erhardt, 2003 ; Harrison & Klein 2007 reported that most top executives at leading global organizations recognize the importance of workforce diversity and consider diversity as crucial organizational assets that lead to organizational effectiveness and sustained competitiveness and also agreed with statement that “leveraging differences and similarities in the workforce for the strategic advantage of the organization is very important” for their organizations. Indeed, HRM practices are the important strategic choices that managers make to affect the performance outcomes of workforce diversity (SHRM, 2008). Organizations that effectively manage and cultivate their diverse employees through HRM practices can gain advantage(Jackson, 1999; Richard, 2000). DiTomaso, Post, & Park-Yancy, 2007; Harrison & Klein, 2007 opines Workforce diversity refers to the composition of work units (e.g., work group, organization, Occupation) in terms of the demographic or cultural characteristics that are salient and symbolically meaningful in the relationship among group members.

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Cox (2001), Esty, et al. ( 1995), Gareth and Jones et al. (2008), Hansen, (2002) defines diversity as the disparity of community and different cultural identities amongst people in a definite job structure or market setting. Greengard,(2004) show that most of the global companies are aware that there are noteworthy advantages of workplace diversity. By bringing all workers having different cultural backgrounds united on a common platform the work environment will become more stronger and effective. Diversity should be seen as a fundamental part of the HR Strategy which can lead to higher productivity and retention of employees as it directly leads to employee satisfaction. AT & T’s concept of diversity and workforce inclusion has done a lot with respect to diversity management. It hires aptitude from all backgrounds and has occupied the world best position relating to bringing inclusiveness in workforce diversity. An important body of research on top management teams has shown that diversity leads to better outcome in decision making (Dalton, 2006, Fassinier, 2008, Mannix & Neale, 2005). Thomas, (1995) acknowledges that diversity does not only refer to differences but also encompasses similarities. The organizations trying to compete in the 21st century should make the best use of diversified workforce by restructuring and redefining their leadership skills, management techniques, their recruitment and selection policies, training and development programmes and specifically their compensation strategies. Soutar, 2004,Yang , 2005, Jones, 1989 believes Workforce diversity has gained increasing significance for today’s organizations. Thomas & Gabarro (1999), Patrick H. A. and Kumar, V. R. (2012), Study by Australian Center for Research in Employment and Work and Family and Small Business Research Unit (2008) researched that the initiatives taken for diversified
workforce in most of the organizations is mainly because of the major challenges they are facing with respect to retention of employees, quality work, higher productivity, and promoting underrepresented groups. Gellner and Veen (2009), Social identity theory (Tajfel 1978), Lyness, (2002), Cox and Blake 1991, Zgourides, Johnson & Watson (2002); Milliken & Martins, 1996; Nemet& Christensen, 1996) suggests that people are motivated to achieve and maintain positive concepts of one’s self. Diversity is not diverse since managerial barriers to diversity are often universal and part of the organization. Hanapll-Eggar, 2011 According to their study men have always enjoyed superiority and privileged status in the employment sector. In particular in India, sexual orientation is widely ignored and it is considered a taboo to talk about homosexualy. Nyambega, Daniels, and Sparows (2001) points out Indian culture discriminate against women and are always relegated to inferior positions compared to men something that this study will seek to find out. From the scanty literature available ethnicity is a more prevalent diversity dimension followed by gender. Frederickson (2000),Elmuti, (1993), Manning, (1996), Denton, (1992); Rosen and Lovelace, (1991) confirms this by noting that “differentiation between gender identities has often given rise to social inequalities which has left women opportunities less than men. To meet the challenges of diversity the organization badly require a strategic human resource planning machinery which includes variety of strategies for enhancing, valuing and celebrating diversity that can promote the growth and effectiveness along with productivity of the organization.According to Macibi, (2007) there is no organization that is homogenous, all are heterogeneous and are thus diverse with such challenges as democracy craze, problems of generating teamwork and winning workforce, representativeness issues, communication barriers, group cohesion especially in mixing old and fresh experiences, knowledge, skills etc among many other challenges. According to Thomas et al, (2002), diversity management aims at providing tangible benefits to the company, and is seen as business strategy aimed at tapping into the full potential of all employees in the company in order to give company competitive advantageBroadridge India believes that gender inclusivity in the work place enhances its creativity, productivity, and ability to manage change. Genpact has also come a long way in realizing the importance of a diverse workforce from a gender standpoint. IBM hired its first person with disability in 1914. Wipro has employed over 300 people with disability and this year it enrolled disabled students into the Wipro Academy for Software Excellence. PepsiCo has made available employment opportunities to individuals with Learning Disability, Orthopedic disability, Visual Impairment.. Infosys gay–lesbian employees and YOU (IGLU) creates a safe and respectful work environment from the LGBT community (Infosys-Diversity, 2012). Genpact has a suite of initiatives – a global affinity group for women—Genpact Women’s International Network (GenWIN). TCS has a Foreign Language Initiatives (FLI) group which focuses on cultural integration and language training. Sodexo India also implements mandatory diversity training, work-life effectiveness programs. Twitter, Pinterest and other Silicon Valley tech giants are setting goals to improve its abysmal diversity quotient. Bagshaw (2004), Argocs and Burr( 1996), Mathis & Jackson(2003), Janssens & Steyaert(2003 ), Michaela, Deanne, Paul and Janique(2003), Mor Barak (2005), Cox 1993; Kandola & Fullerton 1994; Kossek & Lobel 1996; Mor Barak 2005)define workplace diversity management largely as a organized and intended assurance by the organization with respect to their recruitment and promoting a heterogeneous workforce. Diversity encompasses all the probable ways in which people can diverge, and according to this school of thought people do not compulsory diverge because of race, gender, age and other demographic categories” but also because of their abilities, organizational function, tenure and personality. Gary Dessler (2010), T. A. Aragarwala (2010), Cappelli and Crocker-Hefter (1999), Hamel and Prahalad (1993), Baird and Meshoulam, (1988), Kossek and Lobel,1996), Cox, 1993, Kristof,1996 explains that if HR practices are effective applied in an organization they can improve performance, productivity and effectiveness of an organization therefore today’s HR Managers are trying to surmount the barriers for diversity through adoption of productive and effective diversity management programs and practices which will not only contribute for the growth of an organization but will lead to effectiveness, quality of work and better rewards generated through utilizing innovative ideas of diverse workforce.

2. RESEARCH PROBLEM:

The available literature from the past studies carried out indicated imbalance in gender economic opportunities and social inequalities especially in pay and also present under representation of women, disabled and sexual orientations in top executives positions as well as lack of flextime for young female professionals and recommends a more inclusive workforce between generations. However, this study attempted to fill the gap of knowledge by promoting a more proactive effort that creates a workplace that would encourage employers to create diversity awareness and seek to build mentorship programs that would allow a more inclusive succession planning for women and minority groups.

3. RESEARCH OBJECTIVE:

3.1 General Objective

The general objective of this study was to identify the effectiveness of HR Management Practices on Diversified Workforce in respect to employees of IT Sector in NCR region in India.

3.2 Specific objectives

The study address the following research objectives and questions:

1. To find out how demographic factors affects implementation of HRM practices.
2. To find out how cultural factors affects implementation of HRM practices.
3. To determine the relationship between diversity management programs and implementation of HRM practices.
4. To examine the effects of diversity managerial role on implementation of HRM Practices.
4. RESEARCH HYPOTHESIS:
H01: There is no significant relationship between HR Practices and Diversified Workforce.
H02: There is no significant relationship between demographic factors and implementation of HRM practices.
H03: There is no significant relationship between cultural factors and implementation of HRM practices.
H04: There is no significant relationship between diversity management programs and implementation of HRM practices.
H05: There is no significant relationship between diversity managerial role and implementation of HRM practices.

5. RESEARCH METHODOLOGY:
The research study targeted a population of approximately 1 lakh employees from various departments in the IT sector in NCR region, with a sample of 500 respondents from all cadres of employment. The researcher used convenience random sampling to come about with the study. The researcher has made use of descriptive research design and a self administered close ended questionnaire. The data has been processed through SPSS software and reliability test measured by Cronbach’s Coefficient Alpha Model. Descriptive statistics like mean, median and standard deviation were made use of. Inferential statistics such as multiple regression, factor Analysis Test, Multi Dimensional scaling, Perceptual Mapping, cross tabs, and one way anova was used to generate better results. The Regression equation:

6. SIGNIFICANCE OF THE STUDY
The study on Diversity management would be very beneficial and helpful to both employers and employees as respecting individual differences will definitely enhance productivity, creativity and will help in creating new marketing opportunities. It will also helps to improve recruitment and retention and will create a brand image of business. It is also expected that the study will encourage and promote inclusiveness in different organizations given that pessimistic and unconstructive behaviors’ if not managed properly will lead to divergence and conflict resolution often resulting in loss of time and money.

7. FINDINGS, ANALYSIS AND INTERPRETATION
7.1 Reliability Test
Cronbach’s Alpha Reliability Analysis Test
Cronbach's alpha is a measure of internal consistency, that is, how closely related a set of items are as a group. It is considered to be a measure of scale reliability. Table shows that all the scales were reliable, having an Alpha above the prescribed threshold of 0.6.

<table>
<thead>
<tr>
<th>Scale</th>
<th>Cronbach Alpha</th>
<th>ITEMS</th>
</tr>
</thead>
<tbody>
<tr>
<td>Demographic Factors</td>
<td>0.711</td>
<td>13</td>
</tr>
<tr>
<td>Cultural Factors</td>
<td>0.731</td>
<td>11</td>
</tr>
<tr>
<td>Diversity Management Programs</td>
<td>0.644</td>
<td>11</td>
</tr>
<tr>
<td>Diversity Manageral Roles</td>
<td>0.831</td>
<td>12</td>
</tr>
<tr>
<td>HR Practices</td>
<td>0.618</td>
<td>09</td>
</tr>
<tr>
<td>Overall</td>
<td>0.831</td>
<td>05</td>
</tr>
</tbody>
</table>

(b) Bartlett’s sphericity test and the KMO index (Kaiser-Mayer-Olkin)

<table>
<thead>
<tr>
<th>Kaiser-Meyer-Olkin Measure of Sampling Adequacy.</th>
<th>Kaiser-Meyer-Olkin Measure of Sampling Adequacy.</th>
<th>Bartlett’s Test of Sphericity</th>
<th>Bartlett’s Test of Sphericity</th>
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<tr>
<td>Approx. Chi-Square</td>
<td>.697</td>
<td>17803.213</td>
<td>2080</td>
</tr>
<tr>
<td>Sig.</td>
<td></td>
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7.2 Descriptive Findings
This study analyzed respondents’ demographic profiles and various objectives of the study using various descriptive statistics such as frequencies, percentages, mean, standard deviation and central tendencies measurement such as mean and median at length.

8. CONCLUSION
From the above statistics and after using anova and comparative analysis for HR practices and diversified workforce between 2013 and 2014 it can be said that if we compare the means of years 2013 with 2015 we can say there was a 88.4% return rate. According to Mugenda and Mugenda (2003) this type of response (88.4%) is “excellent” for data analysis.
that for both the years the mean is going towards the level of agreement for HR practices in respect of all variables. There has been a slight difference of 5-10% in responses which lays down the ground that in two years travelling from 2013 to 2015 the IT industry is really making efforts and HR department is trying to incorporate inclusiveness.

The study highlighted certain diversity factors like ethnicity as serious obstacles to effective implementation of HRM Practices but the findings generally depicted a positive response towards workplace diversity in the organization and the results are not biased since different results are likely to be generated from different environmental settings. The inferential findings of the study touched on how demographic factors, cultural factors, diversity management programs and diversity managerial roles that relate with implementation of HRM Practices. The P-value (0.01) reflected a significant relationship of these variables with Implementation of HRM Practices in the organization.

9. FUTURE RECOMMENDATIONS:
The researcher recommends further studies on effectiveness of diversity policies and programs in organizations and diversity initiatives related to customer satisfaction and encourage more studies on diversity critical approaches, discursive approaches, practitioner/consultant approach and diversity theories to build up more scholarly work in this field.

REFERENCES:


