Workplace Diversity: Role of Demographics

Vincent Raj Kumar
Phd Scholar
Christ University, Bangalore

Harold Andrew Patrick
Professor and Head - OB & HRM Area
Institute of Management
Christ University-Bangalore

Abstract

Ever since the marketplace for commodities and services has become increasingly worldwide, it is important for businesses to understand and embrace diversity in their brands as well as at workplace. Diversity Management ensures that the similarities of employees are not only recognized but also accepted. Diversity is best understood and managed within an open organizational culture. The current study examines the strategies to increase inclusiveness, awareness for workplace diversity. The study is based on a survey of 300 information technology employees working in the top 10 software service provider organizations. Structured, reliable, valid tools were adopted for data collection. It was found that there were significant differences with respect to demographics and strategies to increase inclusiveness and awareness towards diversity. Organizations should design and implement customized diversity programs that more precisely targets the needs of individual employees, specific departments, or the organization as a whole to increase inclusiveness. The detailed results and implications are discussed in the article.

Keywords: Workplace Diversity, Demographics, Attitude, Inclusiveness

Diversity

Diversity is generally defined as the existence of differences among members of a social unit. Diversity can be visible, such as race, age, or gender, or can be an underlying trait, such as educational background, job attitudes, or personal values. The construct of diversity is markedly undefined and proposed three characteristics to differentiate between types of diversity. The first type is separation which describes differences in position or opinion among unit members. For example, Diversity in work values is an example of separation because it reflects differences in an opinion or position that people hold that are lateral to each other. The second characteristic is variety which defines differences in kind or category. Functional background, such as accountant, engineer, or project manager, is an example of variety because this type of diversity is also categorical. Finally the third characteristic is disparity which describes differences in social assets or resources. Pay or statuses are two examples of disparity because these types of variables are socially valued assets with an inherent vertical structure. (Guidroz, 2008).

Current trends suggest that workforce diversity will continue to rise in the future. Although researchers have highlighted numerous benefits of workplace diversity, such as better problem-solving, creative decision-making, and enhanced organizational image, diversity management is fraught with many challenges. Rising demographic diversity brings greater workplace discrimination, diminishing work attitudes, and organizational inabilities to retain minority employees. Collectively, these highlight the need for efficient management of diversity at work. (Singh, 2013)

The concept of diversity encompasses acceptance and respect. It means understanding that each individual is unique, and recognizing our individual differences. These can be along the dimensions of race, ethnicity, gender, sexual orientation, socio-economic status, age, physical abilities, religious beliefs, political beliefs, or other ideologies. It is the exploration of these differences in a safe, positive, and nurturing environment. It is about understanding each other and moving beyond simple tolerance to embracing and celebrating the rich dimensions of diversity contained within each individual. (Gladstone, 1999)

It is extremely important to support and protect diversity because by valuing individuals and groups free from prejudice, and by fostering a climate where equity and mutual respect are intrinsic. **(Ike Nnia, 2013)**

People are not alike. Everyone is different. Diversity therefore consists of visible and non-visible factors, which include personal characteristics such as background, culture, personality and work-style in addition to the characteristics that are protected under discrimination legislation in terms of race, disability, gender, religion and belief, sexual orientation and age. Harnessing these differences will create a productive environment in which everybody feels valued, their talents are fully utilized and organizational goals are met. **(Dr. Marie Puybaraud, 2008)**

Diversity is variety, heterogeneity, multifarious, difference. "Diversity" means more than just acknowledging and tolerating differences. **(Swati Dhingra, 2012)**

Diversity at Workplace

Workplace diversity refers to the differences that people bring to their jobs on the basis of gender, age, race, ethnicity or professional background. Those differences have a direct and/or indirect influence on the work performed.

Probably no subject has received more attention in the business world during the 1990s than workplace diversity. Countless books, magazine articles, seminar materials, and training programs have focused on how to manage a diverse workforce effectively. (Kenneth P. De Meuse, 2001)

Diversity Management

Diversity Management is a process intended to create and maintain a positive work environment where the similarities and differences of individuals are valued. Successfully managing diversity can lead to more committed, better satisfied, better performing employees.

Managing diversity is about ensuring that all employees have the opportunity to maximize their potential and enhance their self-development and their contribution to the organization. Diversity should be managed because diversity can be an asset in itself. (Bui, 2013)

The term diversity management originated in North America but has slowly taken hold in other regions and countries of the world. Diversity management refers to the voluntary organizational actions that are designed to create greater inclusion of employees from various backgrounds into the formal and informal organizational structures through deliberate policies and programs. With the globalizing economy and the increase in multinational corporations, diversity management no longer refers solely to the heterogeneity of the workforce within one nation but often refers also to the workforce composition across nations. The first type, intranational diversity management, refers to managing a diverse workforce of citizens or immigrants within a single national organizational context.

The second type, cross-national diversity management, refers to managing a workforce composed of citizens and immigrants in different countries (e.g., a Korean company with branches in Japan, China, and Malaysia establishing diversity policies and trainings that will be applicable in its headquarters and also in its subsidiaries in these countries). Each of these types of diversity management presents

different challenges and dilemmas, and each requires a different set of policies and programs. In addition to practicing within the laws and social norms of its home country, cross-national diversity management requires employers to take into consideration the legislative and cultural context in other countries, depending on where their workforce resides.

The challenge of diversity is not simply to have it but to create conditions in which its potential to be a performance barrier is minimized and its potential to enhance performance is maximized" Diversity management refers not only to those groups that have been discriminated against or that are different from the dominant or privileged groups, but to "the mixture of differences, similarities and tensions that can exist among the elements of a pluralistic mixture" (http://www.sagepub.in/)

Need and Rationale of the Study

Organizations in India are today global, especially in the information technology sector. This has led to an increase in the heterogeneousness among employees and has increased the challenge of organizations to help employees to overcome the challenges towards diversity and to manage employee's perception towards workplace diversity. Incorporating diverse people and their perception towards diversity has become a major concern for every organization. The repercussions for not managing diversity would lead to lack of skills, competencies and interests in employees, which will ultimately, increase employee turnover, reduce individuals and organizations performance to a great extent. Organizations which manage diversity are recipients of more commitment, better satisfied and better performing employees.

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 to an 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 the way work is done more efficient and make products and services better. Managing diversity successfully will help organizations to nurture creativity and innovation and thereby to tap hidden capacity for growth and improved competitiveness.

Past research work has focused on national culture and its impact on organizational culture. This study was undertaken to find out the perceptions of employee towards diversity at workplace and how one can overcome various challenges towards workplace diversity, so that organizations can formulate diversity programs which would incorporate the diverseness of each individual which would enable them to be more committed and productive in their roles in the organization. Past research indicates that diversity will increase significantly in the coming years and successful organizations recognize the need for immediate action and are ready and willing to spend resources on managing diversity in the workplace now. It is in this context that the present study was conducted to explore the diversity dimension in the Indian context.

Sample and Sampling Technique

The units selected for the study consisted of employees in IT organizations who were working in Information Technology Services sector. Simple random sampling technique was adopted to select the sample respondents. The sample was drawn from the top 15 IT companies in India. Top 15 companies were approached, out of which only 7 companies responded, 42 respondents were randomly selected from each company who represented the survey to achieve some degree of representativeness, a moderately large sample size of 350 was selected, and respondents with diverse backgrounds were included. The questionnaires were administered to employees with 2 years' experience in that organization to ensure that they are fairly aware about diversity practices in their organizations. The questionnaire was sent to the 350 respondents, of which only 310

questionnaires were returned, comprising a response rate of 88.57%. Furthermore, 10 responses were eliminated due to excessive missing data, and the final sample size for the study was 300 (an effective response rate of (85.71%).

Tools Adopted for the Study
A questionnaire was developed by the researchers based on the objectives of the study. The reliability of the scales was tested using Cronbach's alpha and is reported in description of tools. Construct validity was ensured by selecting statements from the works of Al-Lamki (2002) and Johnson (2003). Content validity of the statements was established by thorough review by a panel of 10 HR professionals from IT organizations, 5 diversity training experts, and 7 organizational behavior professors.

Techniques of Analysis
The data collected from the respondents was analyzed through appropriate statistical techniques. The ranking questions were analyzed using the Friedman test, the nonparametric test appropriate for testing difference in rankings. The rating questions were analyzed using descriptive statistics (*M*s and *SD*s). Differences between groups were analyzed using independent-samples *t* tests (between genders) and one-way ANOVA (between age groups), which was corroborated with Mann–Whitney *U* tests (between genders) and Kruskal–Wallis tests (between age groups).

Respondent profile
Majority of the respondents were male (84%). In terms of age group, the majority of respondents were in the 26- to 30-year age group (65.70%), followed by the 21- to 25-year age group (23.30%). Most of the respondents were postgraduate degree holders (47.3%), followed by graduates (45.3%) and diploma holders (7.3%). In terms of experience, most of the respondents had experience of 2 to 5 years (49%), followed by 5 to 10 years of experience (29%). The majority of the respondents worked in multinational companies (MNCs; 82%), followed by respondents working in Indian MNCs (14.3%) and respondents working in Indian companies (3.7%). The majority of the respondents worked in large companies, with more than 4,000 employees (63%).

Major Findings and Discussion
Research Question: 1 To find out differences across Age and their perception about Strategies to Increase Inclusiveness.

Strategy to Increase Inclusiveness and age	Sum of squares	df	Mean Square	F	Sig.
By accepting overseas assignment whenever given an opportunity	38.176	2	19.088	14.362	.000**
By adapting to customs of the new country & get to know the Local residents, while on an overseas assignment	16.106	2	8.053	7.147	.001**
By learning other languages	1.654	2	0.827	0.739	.478
By learning about cultural difference and the way business is conducted in the country where your overseas assignment is	8.308	2	4.154	3.131	.045*

By offering language training to your employees.	20.646	2	10.32 3	7. 23 6	.0 01 **
By encouraging employees to accept overseas assignment	42.421	2	21.21 1	19 .4 69	.0 00 **
By providing transition counseling to employees and their families both before and after an overseas assignment	26.048	2	13.02 4	11 .0 64	.0 00 **
By training employees to learn about & be sensitive to cross cultural difference	43.383	2	21.69 2	23 .9 53	.0 00 **
By examining employee practices to ensure that your company is not Intentionally or unintentionally discriminating against anyone to his or her religion or ethnicity	32.584	2	16.29 2	7. 50 6	.0 01 **

**. Significant at the 0.01 level.
*. Significant at the 0.05 level.

There were significant differences with respect to employees of different age group and strategies to increase inclusiveness. Employees between the age group of 31-35 years preferred adapting to customs of the new country and get to know the Local residents while on an overseas assignment, learning about cultural difference and the way business is conducted in the country where their overseas assignment is, offering language training to employees followed by providing transition counseling to employees and their families both before and after an overseas assignment, examining employee practices to ensure that their company is not intentionally or unintentionally discriminating against anyone to his or her religion or ethnicity in order to Increase Inclusiveness at workplace.

Employees between the age group of 21-25 yrs preferred accepting overseas assignment when ever given an opportunity and by encouraging employees to accept overseas assignments to Increase Inclusiveness at workplace.

Employees between age group of 26-30 years Preferred training employees to learn about and be sensitive to cross cultural difference in order to Increase Inclusiveness at workplace.

Research Question: 2 To find out differences across size of the Organizations and their perception about Strategy to Increase Inclusiveness.

Strategy to Increase Inclusiveness and Size of the Organization	Sum of squar es	d f	Mean Squa re	F	Si g.
By accepting overseas assignment whenever given an opportunity	7.566	3	2.522	1. 75 5	.1 56
By adapting to customs of the new country & get to know the Local residents, while on an overseas assignment	50.722	3	16.90 7	16 .6 81	.0 00 **
By learning other languages	9.788	3	3.263	2. 97 9	.0 32 *

By learning about cultural difference and the way business is conducted in the country where your overseas assignment is	32.637	3	10.879	8.71	.000 **
By offering language training to your employees	18.985	3	6.328	4.404	.005 **
By encouraging employees to accept overseas assignments	31.917	3	10.639	9.427	.000 **
By providing transition counseling to employees and their families both before and after an overseas assignment	27.738	3	9.246	7.866	.000 **
By training employees to learn about & be sensitive to cross cultural difference	50.096	3	16.699	18.848	.000 **
By examining employee practices to ensure that your company is not Intentionally or unintentionally discriminating against anyone to his or her religion or ethnicity	48.697	3	16.232	7.644	.000 **

**. Significant at the 0.01 level.
*. Significant at the 0.05 level.

There were significant differences with respect to size of the organization and strategies to increase Inclusiveness. Employees working in companies with strength of 1000-2000 favored offering language training to employees, encouraging employees to accept overseas assignments, providing transition counseling to employees and their families both before and after an overseas assignment. training employees to learn about & be sensitive to cross cultural difference, examining employee practices to ensure that their company is not intentionally or unintentionally discriminating against anyone to his or her religion or ethnicity, adapting to customs of the new country & get to know the local residents, while on an overseas assignment to increase inclusiveness.

Employees working in companies with a strength of 4000 and above favored learning other languages to increase inclusiveness. Employees working in companies with strength of 2000-4000 favored learning about cultural difference and the way business is conducted in the country where their overseas assignment to increase inclusiveness.

Research Question: 3 To find out differences across Strategies to increase inclusiveness and Attitudes towards Diversity

Strategy to Increase Inclusiveness and Attitudes	Sum of squares	df	Mean Square	f	Sig.
By accepting overseas assignment whenever given an opportunity	1.351	1	1.351	0.933	.335
By adapting to customs of the new country & get to know the Local residents, while on an overseas assignment	1.082	1	1.082	0.922	.338
By learning other language	31.828	1	31.828	31.394	.000 *

By learning about cultural difference and the way business is conducted in the country where your overseas assignment is	9.138	1	9.138	6.925	.009**
By offering language training to your employees	2.198	1	2.198	1.481	.225
By encouraging employees to accept overseas assignments	0.001	1	0.001	0.0001	.972
By providing transition counseling to employees and their families both before and after an overseas assignment	4.595	1	4.595	3.69	.056
By training employees to learn about & be sensitive to cross cultural differences	0.494	1	0.494	0.472	.493
By examining employee practices to ensure that your company is not Intentionally or unintentionally discriminating against anyone to his or her religion or ethnicity	79.207	1	79.207	39.469	.000**

**. Significant at the 0.01 level.
*. Significant at the 0.05 level.

There was a significant difference with reference to attitudes towards diversity and strategies to increase inclusiveness. Diversity optimists were keen to learn other languages, keen to learn about cultural difference and the way business is conducted in the country where overseas assignment is to increase inclusiveness and to examine employee practices to ensure that the company is not intentionally or unintentionally discriminating against anyone to his or her religion or ethnicity in order to Increase Inclusiveness at workplace.

Research Question: 4 To find out differences between Strategies to increase awareness about workplace diversity and Gender.

Strategy to Increase Awareness about workplace Diversity and Gender	Sum of squares	df	Mean Square	f	Sig.
Recognize that diversity exits and learn to value and respect fundamental differences	19.667	1	19.667	15.259	.000**
Admit to our own biases and prejudices and commit to reduce them	3.548	1	3.548	2.902	.089
Dismiss myths about diverse others when in a group of friends or associates	8.215	1	8.215	6.811	.010**
Educate ourselves about differences by reading, listening and broadening our experience base about diverse people	0.005	1	0.005	0.006	.941
Communicate effectively by listening attentively and ask questions about what we didn't understand	4.507	1	4.507	4.823	.029*
Avoid terms which spotlight certain groups & imply the individual is an exception	3.988	1	3.988	2.905	.089
Avoid valuing one's message based on their dress, mannerisms, accent or eye contact	4.723	1	4.723	4.202	.041*
Forming positive relationship with diverse others	0	1	0	0	.996
Seeking feedback from diverse others about how well you are communicating respect for them &	3.36	1	3.36	2.864	.092

valuing their Diversity				
Treating Diverse others as invited guests by showing interest in them rather than treating them as strangers	1.093	1	1.093	0.631	.428
Encourage your peers to be open in discussing their personal opinions, feeling & reaction with you	3.045	1	3.045	3.31	.070
Work with Diverse others to achieve mutual goals	5.316	1	5.316	5.1	.025*

**. Significant at the 0.01 level.
*. Significant at the 0.05 level.

There was a significant difference with respect to gender and strategies to increase awareness about workplace diversity. Women respondents felt that recognizing that diversity exits and learning to value and respect fundamental differences among employees, Felt that they should not value one's message based on their dress, mannerisms, accent or eye contact, and were willing to work with diverse others to achieve mutual goals to increase awareness about workplace diversity.

Men dismissed myths about diverse others when in a group of friends or associates and felt that communicating effectively by listening attentively and ask questions about what they didn't understand to increase awareness about workplace diversity.

Research Question: 5 To find out differences across Age and Strategies to Increase Awareness about workplace Diversity.

Strategy to Increase Awareness about workplace Diversity and Age	Sum of squares	df	Mean Square	f	Sig.
Recognize that diversity exits and learn to value and respect fundamental differences.	5.648	2	2.824	2.107	.123
Admit to our own biases and prejudices and commit to reduce them.	43.479	2	21.74	19.909	.000**
Dismiss myths about diverse others when in a group of friends or associates.	31.388	2	15.694	13.861	.000**
Educate ourselves about differences by reading, listening and broadening our experience base about diverse people.	1.84	2	0.92	1.069	.345
Communicate effectively by listening attentively and ask questions about what we didn't understand.	19.048	2	9.524	10.718	.000**
Avoid terms which spotlight certain groups & imply the individual is an exception.	5.262	2	2.631	1.916	.149
Avoid valuing one's message based on their dress, mannerisms, accent or eye contact.	51.14	2	25.57	26.321	.000**
Forming positive relationship with diverse others.	10.966	2	5.483	4.049	.018*
Seeking feedback from diverse others about how well you are communicating respect for them &	7.158	2	3.579	3.074	.048*

valuing their Diversity.					
Treating Diverse others as invited guests by showing interest in them rather than treating them as strangers.	1.269	2	0.635	0.365	.694
Encourage your peers to be open in discussing their personal opinions, feeling & reaction with you.	34.326	2	17.163	20.989	.000**
Work with Diverse others to achieve mutual goals.	2.456	2	1.228	1.163	.314

**. Significant at the 0.01 level.
*. Significant at the 0.05 level.

There were significant differences with respect to employee's age and strategies to increasing inclusiveness about workplace diversity. Employees between the age group of 26-30 years preferred admitting to their own biases and prejudices and committing to reduce them, communicating effectively by listening attentively and asking questions about what they didn't understand and forming positive relationship with diverse others.

Employees between the age group of 31-35 years preferred to dismiss myths about diverse others when in a group of friends or associates, seeking feedback from diverse others about how well they are communicating with respect for them and valuing their diversity.

Employees between the age group of 21-25 years preferred to avoid valuing one's message based on their dress, mannerisms, accent or eye contact and encouraging their peers to be open in discussing their personal opinions, feeling & reaction with them.

Research Question:6 To find out differences across Qualification and Strategies to Increase Awareness about workplace Diversity.

Strategy to Increase Awareness about workplace Diversity and Qualification	Sum of squares	df	Mean Square	f	Sig.
Recognize that diversity exits and learn to value and respect fundamental differences	122.327	2	61.163	64.549	.000**
Admit to our own biases and prejudices and commit to reduce them	131.773	2	65.886	82.908	.000**
Dismiss myths about diverse others when in a group of friends or associates	58	2	29	27.814	.000**
Educate ourselves about differences by reading, listening and broadening our experience base about diverse people	11.726	2	5.863	7.088	.001**
Avoid terms which spotlight certain groups & imply the individual is an exception	104.663	2	52.331	87.166	.000**
Avoid terms which spotlight certain groups & imply the individual is an exception	24.081	2	12.041	9.195	.000**
Avoid valuing one's message based on their dress, mannerisms, accent or eye contact	6.356	2	3.178	2.832	.060
Forming positive relationship with diverse others	101.01	2	50.505	48.058	.000**
Seeking feedback from diverse others about how well you	26.887	2	13.444	12.2	.000

			46	**
are communicating respect for them & valuing their Diversity				
Treating Diverse others as invited guests by showing interest in them rather than treating them as strangers	62.478	2	31.239	20.3 89	.000 **
Encourage your peers to be open in discussing their personal opinions, feeling & reaction with you	5.303	2	2.652	2.89 7	.057
Work with Diverse others to achieve mutual goals	21.851	2	10.925	11.0 33	.000 **

**. Significant at the 0.01 level.
*.   Significant at the 0.05 level.

There were significant differences with respect to qualification and strategies to increase awareness about workplace diversity. Graduates preferred recognizing that diversity exits and learning to value and respect fundamental differences, admitting to their own biases and prejudices and committing to reduce them , dismissing myths about diverse others when in a group of friends or associates, educating themselves about differences by reading; listening and broadening their experience based about diverse people , communicating effectively by listening attentively and asking questions about what they didn't understand, avoiding terms which spotlight certain groups & imply the individual is an exception , forming positive relationship with diverse others , seeking feedback from diverse others about how well they are communicating respect for them and valuing their diversity , treating diverse others as invited guests by showing interest in them rather than treating them as strangers and working with diverse others to achieve mutual goals

Research Question : 7 To find out differences across employees of different type of Company and Strategies to Increase Awareness about workplace Diversity.

Strategy to Increase Awareness about workplace Diversity and Type of Company	Sum of squares	d f	Mean Square	f	Sig.
Recognize that diversity exits and learn to value and respect fundamental differences	90.623	2	45.311	42.9 78	.000 **
Admit to our own biases and prejudices and commit to reduce them	5.436	2	2.718	2.22 8	.110
Dismiss myths about diverse others when in a group of friends or associates	63.678	2	31.839	31.1 07	.000 **
Educate ourselves about differences by reading, listening and broadening our experience base about diverse people	24.887	2	12.444	15.8 95	.000 **
Communicate effectively by listening attentively and ask questions about what we didn't understand	12.955	2	6.478	7.12 5	.001 **
Avoid terms which spotlight certain groups & imply the individual is an exception	15.977	2	7.989	5.97 6	.003 **
Avoid valuing one's message based on their dress, mannerisms, accent or eye contact	42.758	2	21.379	21.3 85	.000 **
Forming positive relationship with diverse others	158.575	2	79.288	92.5 08	.000 **
Seeking feedback from diverse others about how well you are communicating respect for them & valuing their Diversity	54.934	2	27.467	27.3 74	.000 **
Treating Diverse others as invited guests by showing interest in them rather than treating them as strangers	18.247	2	9.124	5.42 7	.000 **
Encourage your peers to be open in discussing their	12.796	2	6.398	7.18	.001

			7	**
personal opinions, feeling & reaction with you				
Work with Diverse others to achieve mutual goals	130.387	2	65.193	104.346	.000 **

**. Significant at the 0.01 level.
*. Significant at the 0.05 level.

There were significant differences with respect to type of company and strategies to increase awareness about workplace diversity. Employees working in MNC's preferred to recognize that diversity exits and learn to value and respect fundamental differences, seeking feedback from diverse others about how well employees are communicating respect for them & valuing their diversity, treating diverse others as invited guests by showing interest in them rather than treating them as strangers, dismiss myths about diverse others when in a group of friends or associates, forming positive relationship with diverse others and work with diverse others to achieve mutual goals.

Employees working in Indian Companies preferred to educate themselves about differences by reading, listening and broadening their experience based about diverse people, avoiding terms which spotlight certain groups and imply the individual is an exception, avoiding valuing one's message based on their dress, mannerisms, accent or eye contact.

Employees working in Indian MNC have preferred to communicate effectively by listening attentively and asking questions about what they didn't understand and to encourage their peers to be open in discussing their personal opinions, feeling and reaction with them to increase awareness about workplace diversity.

Research Question: 8 To find out differences across Size of the organization and Strategies to Increase Awareness about workplace Diversity.

Strategy to Increase Awareness about workplace Diversity and size of the organization	Sum of squares	df	Mean Square	f	Sig.
Recognize that diversity exits and learn to value and respect fundamental differences.	69.422	3	23.141	20.488	.000 **
Admit to our own biases and prejudices and commit to reduce them.	83.668	3	27.889	29.054	.000 **
Dismiss myths about diverse others when in a group of friends or associates.	65.758	3	21.919	21.49	.000 **
Educate ourselves about differences by reading, listening and broadening our experience base about diverse people.	9.624	3	3.208	3.832	.010 **
Communicate effectively by listening attentively and ask questions about what we didn't understand.	14.062	3	4.687	5.16	.002 **
Avoid terms which spotlight certain groups & imply the individual is an exception.	27.106	3	9.035	6.931	.000 **
Avoid valuing one's message based on their dress, mannerisms, accent or eye contact.	21.029	3	7.01	6.512	.000 **
Forming positive relationship with diverse others.	54.597	3	18.199	15.025	.000 **
Seeking feedback from diverse others about how well you are communicating respect for them & valuing their Diversity.	3.42	3	1.14	0.965	.409
Treating Diverse others as invited guests by showing interest in them rather than treating them as strangers.	22.252	3	7.417	4.433	.005 **
Encourage your peers to be open in discussing their personal	16.411	3	5.47	6.20	.000

				9	**
opinions, feeling & reaction with you.					
Work with Diverse others to achieve mutual goals.	40.417		13.472	14.4 73	.000 **

**. Significant at the 0.01 level.
*. Significant at the 0.05 level.

There were significant differences with respect to size of the organization and strategies to increase awareness about workplace diversity. Employees working in companies with strength of 4000 and above preferred to recognize that diversity exits and learned to value and respect fundamental differences, communicating effectively by listening attentively and by asking questions about what they didn't understand.

Employees working in companies were the strength was between 1000-2000 employees preferred to admit to their own biases and prejudices and committing to reduce them, dismissing myths about diverse others when in a group of friends or associates, avoiding terms which spotlight certain groups & imply the individual is an exception, to avoid valuing one's message based on their dress, mannerisms, accent or eye contact and work with diverse others to achieve mutual goals.

Employees working in companies were the strength was between 2000-4000 employees preferred to educate themselves about differences by reading, listening and broadening their experience based about diverse people, treating diverse others as invited guests by showing interest in them rather than treating them as strangers, encouraging their peers to be open in discussing their personal opinions, feeling & reaction with them .

Employees working in company's were the strength was less than 1000 preferred forming positive relationship with diverse others.

Research Question: 9 To find out differences across Strategies to Increase Awareness about workplace Diversity and Attitudes.

Strategy to Increase Awareness about workplace Diversity and Attitudes	Sum of squares	df	Mean Square	f	Sig.
Recognize that diversity exits and learn to value and respect fundamental differences.	0.057	1	0.057	0.042	.840
Admit to our own biases and prejudices and commit to reduce them.	3.267	1	3.267	2.67	.10
Dismiss myths about diverse others when in a group of friends or associates.	1.723	1	1.723	1.403	.240
Educate ourselves about differences by reading, listening and broadening our experience base about diverse people.	4.109	1	4.109	4.835	.030 *
Communicate effectively by listening attentively and ask questions about what we didn't understand.	58.508	1	58.508	77.677	.000 **
Avoid terms which spotlight certain groups & imply the individual is an exception	3.495	1	3.495	2.544	.110
Avoid valuing one's message based on their dress, mannerisms, accent or eye contact.	0.327	1	0.327	0.287	.590
Forming positive relationship with diverse others.	0.001	1	0.001	0	.980
Seeking feedback from diverse others about how well you are communicating respect for them & valuing	11.769	1	11.769	10.279	.000 **

their Diversity.					
Treating Diverse others as invited guests by showing interest in them rather than treating them as strangers.	62.814	1	62.814	41.1 66	.000 **
Encourage your peers to be open in discussing their personal opinions, feeling & reaction with you.	41.27	1	41.27	52.1 31	.000 **
Work with Diverse others to achieve mutual goals.	6.532		6.532	6.29 1	.010 **

**. Significant at the 0.01 level.
*.   Significant at the 0.05 level.

There were significant differences with respect to attitude towards diversity and strategy to increase awareness about workplace diversity. Diversity Optimists preferred to educating themselves about differences by reading, listening and broadening their experience based about diverse people, seeking feedback from diverse others about how well they are communicating respect for them and valuing their diversity. treating diverse others as invited guests by showing interest in them rather than treating them as strangers and by encouraging their peers to be open in discussing their personal opinions, feeling & reaction with them.

Diversity realists preferred to communicate effectively by listening attentively and asking questions about what they didn't understand and by working with diverse others to achieve mutual goals.

Implications
As it was found that there were significant differences with respect to different age groups and for strategies to increase inclusiveness. Organizations must implement different strategies according to age groups according to their preferences to increase inclusiveness. Age group of 21-25 years accepted overseas assignment whenever given an opportunity. Age group of 31-35 adapted customs of the new country & got to know the Local residents, while on an overseas assignment.

Significant differences were found with respect to size of an organization for strategies to increase inclusiveness. Organizations should implement strategies according to their size of company to increase inclusiveness. Employees working in companies with strength of 1000-2000 employees preferred that by adapting to customs of the new country & get to know the local residents, while on an overseas assignment, by encouraging employees to accept overseas assignments ,by providing transition counseling to employees and their families both before and after an overseas assignment, by training employees to learn about & be sensitive to cross cultural differences and by examining employee practices to ensure that our company is not intentionally or unintentionally discriminating against anyone to his or her religion or ethnicity would increase inclusiveness. Employees working in companies with strength of 4000 and above preferred that by learning other languages would increase inclusiveness. Employees working in companies with strength of 2000-4000 preferred that by learning about cultural difference and the way business is conducted in the country where your overseas assignment is would increase inclusiveness.

Significant differences were found with respect to attitudes towards diversity. Organizations should design and implement customized diversity programs that more precisely targets the needs of individual employees, specific departments, or the organization as a whole to increase inclusiveness. Diversity optimists were keen to learn other languages to increase inclusiveness. Diversity optimists were keen to learn about cultural difference and the way business is conducted in the country where overseas assignment is to increase inclusiveness. Diversity optimists were ready to examine employee

practices to ensure that the company is not intentionally or unintentionally discriminating against anyone to his or her religion or ethnicity.

Significant differences were found with respect to educational qualification and strategies to increase awareness about workplace diversity. Organizations must implement different strategies according to educational qualification to increase awareness about workplace diversity. Graduates preferred the following strategies to increase awareness about workplace diversity. By recognizing that diversity exits and by learning to value and respect fundamental differences ,by admitting to our own biases and prejudices and commit to reduce them ,by educating ourselves about differences by reading; listening and broadening our experience bases about diverse people ,by communicating effectively by listening attentively and ask questions about what we didn't understand , by forming positive relationship with diverse others, by seeking feedback from diverse others about how well you   are communicating respect for them & valuing their diversity and by working with Diverse others to achieve mutual goals.

Significant differences were found with respect to type of company and strategies to increase awareness about workplace diversity. Organizations should implement different strategies according to type of company to increase awareness about workplace diversity. Employees working in Indian Companies preferred that by educating ourselves about differences by reading, listening and broadening our experience base about diverse people, by avoiding terms which spotlight certain groups & imply the individual is an exception and to avoid valuing one's message based on their dress, mannerisms, accent or eye contact would increase awareness about workplace diversity. Employees working in MNC's preferred that by forming positive relationship with diverse others, by seeking feedback from diverse others about how well you   are communicating respect for them & valuing their diversity and by working with diverse others to achieve mutual goals would increase awareness about workplace diversity.

Significant differences were found with respect to size of organization and strategies to increase awareness about workplace diversity. Organizations should implement different strategies according to size of an organization to increase awareness about workplace diversity. Employees working in companies with strength of 1000-2000 employees preferred that by admitting to our own biases and prejudices and commit to reduce them, by dismissing myths about diverse others when in a group of friends or associates, to avoid terms which spotlight certain groups & imply the individual is an exception and to avoid valuing one's message based on their dress, mannerisms, accent or eye contact would increase awareness about workplace diversity. Employees working in companies with strength of 2000-4000 preferred that by educating ourselves about differences by reading, listening and broadening our experience base about diverse people and by encouraging peers to be open in discussing their personal opinions, feeling & reaction with you would increase awareness about workplace diversity. Employees working in companies with a strength of 4000 and above preferred that by communicating effectively, by listening attentively and by asking questions about what we didn't understand would increase awareness about workplace diversity. Employees working in companies with strength of less than 1000 preferred that by forming positive relationship with diverse others would increase awareness about workplace diversity.

Significant differences were found with respect to attitudes towards diversity. Organizations ought to implement strategies according to attitudes towards diversity to increase awareness about workplace diversity. Diversity optimists preferred by educating ourselves about differences by reading, listening and broadening our experience base about diverse people, by seeking feedback from diverse others about how well you are communicating respect for them & valuing their diversity and by encouraging peers to be open in discussing their personal opinions, feeling & reaction with you would increase awareness about workplace diversity.

Diversity optimists preferred by communicating effectively by listening attentively and ask questions about what we didn't understand and by working with diverse others to achieve mutual goals would increase awareness about workplace diversity.

Limitations of the Study

There are some limitations inherent in the study. The respondents of the study were from IT companies from Bangalore, Thus, the sample may not be a truly representative sample, and the results of the study cannot be generalized across the entire IT industry in India. The limitations of the study suggest several prospects for further research. There is vast scope for further study of the factors affecting work- place diversity in IT organizations, as well as other industries, such as manufacturing and service industries. Furthermore, diversity management practices can be compared between industries, and their impact on employee productivity and job satisfaction can be studied. There is also a vast scope for studies of perceptions of workplace diversity in different ethnic groups, religion-based groups, and marginalized groups.

Conclusions

Organizations with diverse employees are better suited to serve diverse external customers in an increasingly global market. Such organizations have a better understanding of the requirements of the legal, political, social, economic, and cultural environments. The results 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 (diversity realists), while a few of the employees have understood, adjusted, and are enthusiastic to work and leverage positive workplace diversity (diversity optimists).

References

- business.mapsofindia. (n.d.). Retrieved June 12, 2014, from business.mapsofindia.com/india-industry/it.html: http://business.mapsofindia.com/india-industry/it.html
- Dr. Marie Puybaraud, D. A. (2008). Global workplace innovation. Retrieved March 17, 2014, from http://www.johnsoncontrols.in/: http://www.johnsoncontrols.in/content/dam/WWW/jci/be/global_workplace_solutions/global_workplace_innovation/downloads/White_Paper_GMN_Diversity_and_the_Workplace4.pdf
- Gladstone. (1999, August 26). gladstone.uoregon.edu. Retrieved March 14, 2014, from gladstone.uoregon.edu: http://gladstone.uoregon.edu/~asuomca/diversityinit/definition.html
- Guidroz, A. M. (2008, March). HOW MUCH DIVERSITY IS DIVERSITY? Retrieved March 17, 2014, from ProQuest: http://library.christuniversity.in/
- http://www.sagepub.in/. (n.d.). Retrieved April 2, 2014, from http://www.sagepub.in/upm-data/35190: http://www.sagepub.in/upm-data/35190_Chapter10.pdf
- Ike Nnia, E. U. (2013). Diversity in the Concept of Management: Different Style and Difference Ethics. American Journal of Humanities and Social Sciences , 144-150.
- Kenneth P. De Meuse, T. J. (2001). Developing an Instrument for Measuring Attitudes Toward and Perceptions of Workplace Diversity: An Initial Report. HUMAN RESOURCE DEVELOPMENT QUARTERLY , 20.
- Swati Dhingra, J. M. (2012, October 2). Monopolistic Competition and Optimum Product Diversity Under Firm Heterogeneity. Monopolistic Competition and Optimum Product Diversity Under Firm Heterogeneity , p. 52.