

NPTEL
NPTEL ONLINE CERTIFICATION COURSE

Course
On

Human Resource Development

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Lecture 56: Diversity, HRD Ethics, and
Future of HRD

Okay so welcome to our 12th week session and this is last session, I mean this course on human resource development.

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Module 12

Diversity, HRD Ethics, and Future of
HRD

Session1
HRD and Diversity

And you remember we talked about lot of issues related to HRD coaching, mentoring, counseling, then we talked about career planning and development activities, we also talked about how to measure the way of intellectual capital right, and manage them. And then we talked about learning organizations and how they contributes to growth and development of the organization at the macro level.

Now we are going to discuss some other issues which equally relevant when it comes to human resource development as a profession because development of employees in organization okay, which is as diverse as possible in terms of its composition is one major issue that is being faced by the managers today. And the issue that we are going to discuss in this session is related to what you call adopting an ethical behavior. So how ethical behavior could be adopted by the employees and what role HRD people have in the process, and then we will also see that what kind of competencies and other things would be required by the HR people in the future because the changes that is happening in the external environment, right.

So, with this introduction we are going to take up this last week session on diversity, ethics and the future of human resource development, and we will start our first session about diversity, that how diversity matters and what kind of role HR can play in the process to manage it and develop it in a different way, in a better way, right, and what could be the enablers that could be created by the organization to make the work place really diverse.

So the first session is actually diverted document to call HRD and diversity and that is what we are going to discuss now. So when we are going to discuss about HRD and diversity we have to see what diversity means, so basically here we are talking about diversity of the work force, okay.

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Defining diversity

- Workforce diversity= Policies & practices that seek to include people within a workforce who are considered to be in some way, different from those of the prevailing constituency.”
– Dr. J. Haran, 2006
- What forms of diversity might be present in a workplace or need to be addressed?
- Why we need to address it?



So you need to adopt systems and practices or policies and practices which is going to see that people who are coming from different kind of say diverse backgrounds, we will discuss what it is, okay, to work together, okay, and then how you can realize the extent of this diversity for the betterment of the organization, But before we go about realizing the strength of diversity in an organization it is very important to understand that what are the different kind of diversity that is present in the work force, that is to be addressed.

And then how you are going to address this diversity needs? You know that government has also tried to enable certain conditions to make sure that this diversity issues taken care in the organizations. Now it is the responsibility of the top management as well as the sharp professionals to develop systems and practices, okay, where people with diverse background can work together smoothly, so there is no conflict of interest and is doing the anxiety, people respect and treat each other with dignity, okay, and then we will be able to realize the strength of diversity.

So this is very, very important to understand what diversity is so that it could be taken in a positive way, and then you are able to realize the strength. So with this description of diversity basically we are trying to see what it is and how it is going to help.

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Forms of Diversity



Now if you look at this picture what does this suggest? This is the composition of a work force for an organization. This will show you that people from different countries or different cultures or with different backgrounds, okay, old and young, men and women, people participating from different cultures are working together, right, so when you are going to talk about diversity and the different forms of diversity that is how diversity can be understood, right.

So when you try to understand diversity it means we have to look at that definite composition of the work force in terms of gender, race, culture, ethnicity and all kind of things, okay, so we will take up and try to see what are the various forms of diversity that could be looked into, not in the race. Now in this picture you can find out people from different places, there are whites, blacks, Spanish, Asians right, we will find people from all places, right. Then you could find the difference in the composition of the work force related to the gender, so you can find male and female population work in the work force.

Nationality, these people may be belong to different nations, right, then language, they might be speaking different languages but they also need to adopt to a common language to work together, right. Then age, if you look at the age, some of them are very young, some of them just entered the work force, some of them are very senior experienced professionals working together, that is also creating a kind of diversity.

Then ability or disability, some of them are good okay, competent both physically and mentally, some of them may not be, they might be having certain disabilities, you will know that in there they will also have this disability act where we are going to treat people with, who are physically

disabled with respect okay, because disability also provide the kind of diversity, okay, you have able people but at the same time there could be some people who are not able physically also, so that is another form of diversity.

Then religion, they may fall in different kind of religious practices. Some might be Christ, some might be the Hindu, some might be Muslims right, Christians, Buddhists. So all the, people may be following different kind of practices, religious practices but working together. So when you look at diversity there could be different form of diversity, it means people can be differentiated, or if you take a negative connotation, discriminate it based on these things, okay.

For example there could be discrimination between the blacks and whites, there could be discrimination between Muslims and say Hindus, or discrimination between some Americans and non Americans, okay, discrimination between those who speak English or do not speak English, discrimination between across age because the seniors, because the senior people might discriminate between the seniors, there are lot of discrimination that happens even today between able and disabled persons, right.

So this will, so this creates a negative strength but if you are able to realize the strength and then you make us of this probably that creates a positive strength in the organization. And the kind of life style people live because the life style of different kind of people belonging to different culture would be different, okay, that is appearance and all kind of things, and how they work and this kind of things. So there could be a different form of diversity that need to be understood in a better way, right.

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Forms of Diversity

- Race
- Gender
- Nationality
- Language
- Age
- Ability or Disability
- Religion
- Lifestyle
- Work function/tenure



Now what is the reason for diversity at the work place, okay? Now since we, I am concerned with India so here to see in Indian context only. So you know that we have witnessed significant demographic changes in the last twenty years, right after the, this liberalization process started in 1991, so almost 25 years now, okay, so seen lot of changes, okay. You will find that people who have basically even the business of agriculture or when they engage in agriculture have now moved to the middle class, okay.

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Reasons for Diversity at the Workplace

- India has witnessed significant demographic changes in the past twenty years;
- Many people from traditionally agricultural communities have now joined the ranks of the middle class.
- Large numbers of women are now being employed in traditionally male dominated areas



Similarly you will also find that large number of women are being employed in traditionally male dominated areas, so you will find that most of the places you will find women working. They have become pilots, they have become engineers, okay, they drive trains also, you might have heard that you having female loco pilots okay, running goods trains, okay. So these are some of the areas where you will find that it was male dominated but even women are working there.

Now what kind, if you look at these kinds of issues does it have any implications for the human resource managers and HRD professionals? Definitely because the kind of expectations, interest, attitude and values who of the people who are going to come from a different diverse background is going to be different, and you need to treat everyone considering these diversities, that is very, very important, right.

And many companies in India are proactively encouraging diversity within the rank, right so they try to grab more people from having different background, okay. Remember that we talked about different kind of diversity practices that is being adopted by the organizations, right. So then the frisson in diversity at the work force and today you will find that most of the work forces in big cities are cosmopolitan, you will find people from different culture, races, personalities, even nationalities, okay, gender, religion are working together okay, and this is being encouraged to create a place which is more heterogeneous, okay, because they think that it could be treated as their strength also.

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Reasons for Diversity at the Workplace

- India has witnessed significant demographic changes in the past twenty years;
- Many people from traditionally agricultural communities have now joined the ranks of the middle class.
- Large numbers of women are now being employed in traditionally male dominated areas
- Many companies in India are proactively encouraging diversity within its ranks.



Now, if you look at the first point that is gender diversity. Gender diversity means what, more women in the work force anywhere because gradually, now you think that the level of education for the women has increased, maybe 50 years the level of education was very low specially in women domain because there were not many opportunities, available but now opportunities are available for learning, so they are more educated, they are being trained to take up jobs and that is why in some sectors you will find they are up to the tune of 50%, okay.

So some, you know that women were doing the mostly non standard jobs like working in the houses okay, working at part time, so different of activities which in unorganized sector basically, and there are lot of stereotypes which are attached earlier with the women, like glass ceiling, they could not used to occupation, they are not competent enough to work at a higher level, so these kind of discriminatory practices were being adopted against the women.

And now gradually these are disappearing, right. Similarly you will find that there is a maximum detect, which access that the ratio of men to women in the major IT company is from 2:1 to 24:1. This is the old data and another data shows that in 2007 there was increase of around 25%, okay. So it means that still we will find that the expected level is not raised by the women and I don't have the latest data 2015, 16 probably if you look at it the features might have improved further.

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Gender Diversity: Nonstandard work

- ▶ More women in workforce today than ever
 - Better educated than ever
- ▶ Most "nonstandard" workers (those who do not hold regular, full-time jobs) are women
 - 55% of workers paid by temporary agencies are women
 - 70% of part-time workers are women
- ▶ Stereotypes still remain
 - Glass ceiling, etc.
- A study by the magazine **Dataquest** in 2002 showed that the ratio of men to women in the major IT companies ranged from 2:1 to 24:1.
- Another study by the same magazine in 2007 showed that the representation of women in the IT workforce was around 24% in 2005. In 2007 this figure had marginally improved to 26.4%.



Now coming to another important, that is, the factor that is age diversity. Now if you look at age diversity people working for, people, you know that working in the range from say 20 to 60, okay, now you will find that there are more older workers are available in the population, there is a re-entry of middle aged women to work because they get married, they rear their children and after some time they again come back to join organizations or started working.

And these kind of practices are being adopted or encouraged by many IT companies also today, right, they allow them. Sometimes you will find that even retired people have come back and joined organizations to supplement their pension because that is not enough. Similarly you will find that internships are coming which is bringing more younger employees into the organization.

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Age Diversity

- As population ages, more older workers are available
- Re-entry of middle-aged women to work
- Retirees returning to supplement pension
- Internships bring in more younger employees



So there are, apart from that we also look at workforce diversity in terms of its capabilities and disabilities both, so whether you are treating it as strength or not that is more important, right. Now where, these are some of the disabilities issue that we need to look into especially if you are not able, disabled. So disabled means like for physically disabled okay, are you going to create enabling systems and structures at your work place so that you are not going to be discriminated because of this, whether you are going to provide reasonable accommodation to people who are physically disabled , okay.

Are you not going to discriminate at the work place those who are physically disabled, okay, and say for example not only physical disabilities but even suppose in case of AIDS also you have, might have seen advertisement where people are, I mean people having AIDS are being discriminated, okay. So these kind of discriminatory practices need to be avoided right, if you are really concerned with diversity to make sure that all such people who are disabled are taken care, and then we are going to enable systems and processes and you are creating infrastructures in such a way so that they are able to smoothly work, right, that is more important.

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Workforce Diversity: Capabilities and Disabilities

Disability Issues

- Providing reasonable accommodations for individuals with disabilities
- Promoting a nondiscriminatory workplace environment
- Educating the organization about disabilities and AIDS



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Culture

- Set of shared beliefs, values, norms, and artifacts
- Culture exists in organizations
 - Organizational culture
 - Before- emphasis on fitting in with organization's culture
 - More likely to be loyal and committed
 - Now- emphasis on benefits of cultural diversity in workplace
- Workplace more diverse
 - Higher numbers of ethnic and racial minorities and women in workforce
 - Discrimination remains an important issue

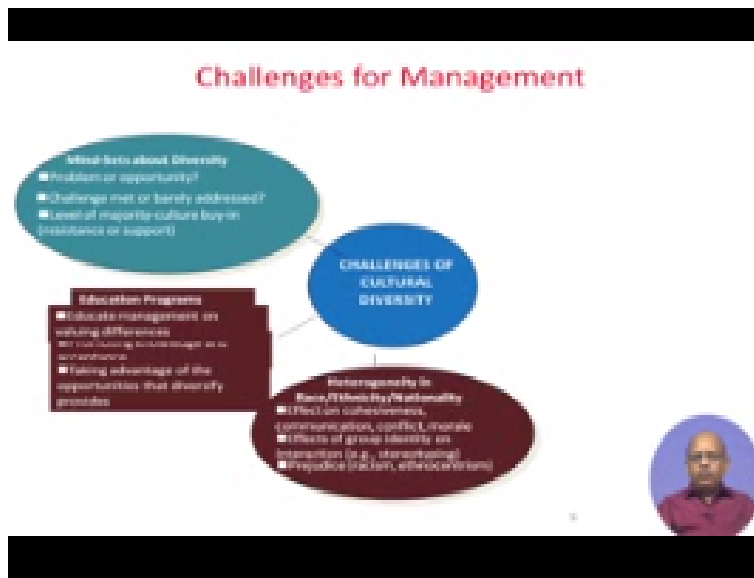


Then culture, culture is also very, very important factor especially when we are talking about disabilities. So you know that culture is defined as beliefs, values, norms and artifacts. So how culture is going to influence because you know that you have a culture in the organization and you need to ensure that you fit into the culture, if you do not fit into the culture then you might be discriminated, okay, and if you fit into the culture you are treated as loyal and committed and if you not then you are treated as an outsider, that is one aspect.

And then important thing is that cultural diversity, since people are coming from different cultural background at the work place are you going to respect and treat each one, each culture similarly or not right? So that is one issue that is to be looked into, and if are going to have more ethnic and racial minorities people and women in the workforce so they belong to different things, so you need to treat them equally because discrimination is still another important issue in most of the organizations with the knack being treated equally, right.

You know that in certain cases women are helpless compared to men, so this kind of discrimination also happens, okay.

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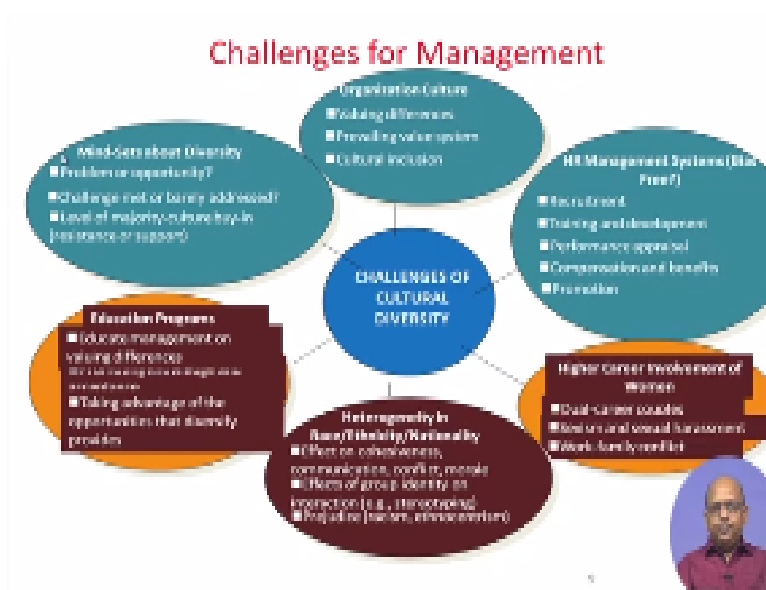


Then this is going to create challenge for management and as well as HRD professionals, right. So what management can do or the HRD professional can do, that they can go for some kind of education and development program to make them aware about the differences in the value systems, culture, and how it could be treated in strength especially when we are talking about cultural diversity, right.

Though educational programs bring about a change in the mindset of the people, okay, whether you are treating as a problem opportunity, for example the people from two cultures are working together, so instead of not talking to each other or not interacting you can try to understand their culture and he will try to understand your culture, probably that would create a better opportunity for learning for each other, right, so you need to change the mindsets, okay, that is very, very important, okay.

Then another important factor is related to the heterogeneity in race, ethnicity and nationalities, okay. So you try to build a very conceptive team which may compose of people from different backgrounds or diverse backgrounds, okay, but with the racial, say protégées or certain stereotypes that you have developed probably you will not able to develop a cohesive group or team. Then you need to create a culture in the organization where you respect differences in the organization and work so that everybody's culture is being included as a part of the system. And finally we have HR system.

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So you need to create HR systems in your training and development, performance management, promotion and other training and development activities, career development, that you are not going to discriminate people based on these diversity factors, right. So the idea here is that the role of HR managers is to ensure that these things are taken care at the organization level so that you are able to realize the strength of diversity.

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Cultural Diversity (Hofstede)

▶ Managers and employees vary on 5 dimensions of national culture:

1. *Individualism vs. collectivism*
2. *Power distance*: extent to which a society accepts the fact that power in institutions and organizations is distributed unequally
3. *Uncertainty Avoidance*: The extent to which a society feels threatened by uncertain and ambiguous situations and tries to avoid them
4. *Quantity vs. Quality of Life* (also masc/fem)
5. *Long term orientation*



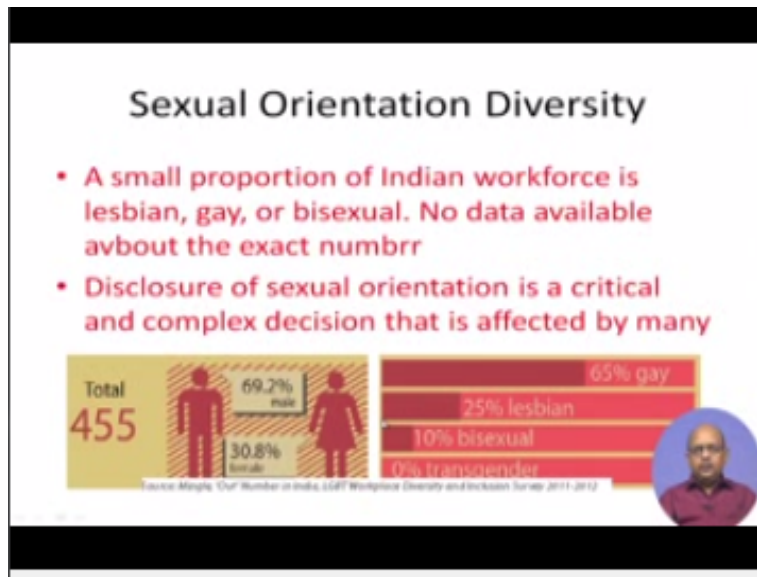
Moving further about talking about cultural diversity there have been lot of studies, okay, and then Hofstede actually talked about five different kind of dimensions related to cultural diversities, like individualism and collectivism, it is a part of the culture. You know that developed countries have more individualistic culture compared to developing countries, you will find, even India will have a more collectivistic culture, right.

Where you try to be in groups, talk to each other, try to develop relationship, formal, informal, both, which does not happen in individualistic culture. Then power distance, in India we try to maintain power distance because we are living in a hierarchy culture society right, and the same applies to the organizations also, okay.

Then uncertainty avoidance, okay, how you feel threatened by uncertain and bigger situations, so Indians feels more uncertainty among the, you are, if you look at and try to measure this particular dimensions on Indians you will find that yes, okay, they are high on this particular dimensions, low on power distance, they are collectivistic in culture, right.

They are more concerned about the quality of life not the quantity of life though we are moving from what you call quality to quantity, right, and then most of the Indian have more long term orientation, so they go for stress saving and all kind of things compared to developed countries where they have more culture spending. Remember the consumerism is an attitude and which is also taking call in Indian context now, so there is lot of changes that is happening in these diversity dimensions of today if you look at the Indian cultural context.

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Now if, another important issue is the sexual orientation diversity, okay, this data is not about Indians who survives work place diversity intuition, so if a small portion of Indian work force belongs to this category, lesbian, gay, or bisexual. I tried to find out data but I could not find the exact data what is the percentage of number of people, some people say that it is to the tune of 5 to 6 % but that is not authentic to say.

And in many cases you will find that the sexual orientation that is being disclosed, because this is going to create a complex situation and then organization is going to be affected by this, okay. Now this is one survey which was done to see and this shows that the percentage of people from different categories, people that is there okay, which is there, it is related to India but this data is very old.

That is related to 2012, out of the total at least this is the status of different categories of people especially to India. This was published in Mingle, this is a journal, Mingle Out, number of in India, out number in India, LGT work force and these kind of things.

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Sexual orientation in India

Traditional Indian History and Culture	<ul style="list-style-type: none"> • Ancient India's acceptance and accommodation of many forms of eroticism within its culture, including homosexuality, is well documented in early Sanskrit writings, art and architecture. • References to homosexuality and transgender identity in Vedic texts such as the Kama Sutra and Mahabharata are among the oldest in the world, and scriptures like the Bhagavata Purana date their compilation to approximately 3000 B.C.
Colonial Influence	<ul style="list-style-type: none"> • Section 377 is imposed by British Viceroy of India, Lord John Macaulay, in 1860. • Criminal Tribes and Caste Act in the same period curbs and marginalises transgender individuals and dancing males from the social and cultural scene.
Post Colonial India	<ul style="list-style-type: none"> • Suppression of homosexuality and total invisibility of any LGBT community in public life.
1980-1990	<ul style="list-style-type: none"> • Slow and steady movement among the middle class in reclaiming their heritage and identities. • Informal groups, parties and networks start gathering in different cities. • The first South Asian LGBT organisation 'Trikone' is started in California in 1986.

Moving further if you look at the sexual orientation in India you know that traditionally also it has been there, okay. We have accepted different forms and accommodated various forms of eroticism that you can find in culture, like it is documented in writings or some architectures right, and you could find references of homosexuality and transgender identity in Vedic text also.

Then in Kamasutra. in Mahabharat, even Bhagwat Puran also you will find these kind of orientations. Then after the colonial influence you know that British Viceroy of India Lord Macaulay, he developed the system, a different kind of systems okay, but still certain criminal times and cause act in the same period and were marginalized, there are transgender individuals, dancing male songs from the social and cultural scenes right, so the male used to be the dancers.

In post rural India you know that there were sufficient of homosexuality and there is a total invisibility of, in this community, in public life. Later on you will find that there has been movement in the middle class in reclaiming the rate of identity, the informal gross parties, networks, okay, which started gathering in different cities, and the first south Asian LGBT organization "Trikone" was started in California in 1986.

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Sexual orientation in India

1990-2000	<ul style="list-style-type: none">• India's first gay magazine 'Bombay Dost' is launched (1990).• The media glare propelled by the launch, brings homosexuality into the public mainstream discourse.• Within a decade (1990-2000), three Bollywood mainstream films have a Transgender as a protagonist - some bad, some good and some evil.• Deepa Mehta's film 'Fire' depicting a relationship between two women is released.• India's first gay organization, The Humsafar Trust, set up by leading gay activist, Ashok Row Kavi is registered in 1994, providing a drop-in centre and counseling for the gay population.• 1996: Jun Stree Sangam organizes the First National Gathering of Women who love Women in Mumbai. Thirty women attend, primarily from Delhi, Bangalore, Pune and Mumbai.• First ever pride walk in India - Rainbow Pride Walk takes place in 1999 in Kolkata.
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Moving further if you look at the latest development that is happening, these are some of the historical events, the chronicles that you can find out, like first ever gay magazine was established in Bombay okay, launched in 1990. Then there was the media galore propelled by the launch, brings homosexuality into the public life, into the mainstream discourse.

After decade, within decade there were three Bollywood mainstream films, have a Transgender as a protagonist, some bad, some good and some evil. Then there is a film fire by Deepa Mehta depicting a relationship between the women. Then the first gay organization, the Humsafar Trust set up by the Ashok Row Kavi, okay, 1994, then there was a Jun Stree Sangam, I mean the first national gathering of women who love women, in Bombay.

Then there was the first ever pride walk in India rainbow pride in Kolkata and that is how things have been moving up.

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Continued.

2000-2012	<ul style="list-style-type: none"> • Pride Marches take place in Mumbai, New Delhi, Kolkata, Bangalore, Chennai, Bhubaneswar. • Bollywood embraces the LGBT agenda with films like 'Dostana', 'My brother Nikhil' • First mainstream India TV soap opera with gay characters appears: 'Maryada: Lekin kab tak' • Various LGBT initiatives are introduced: <ul style="list-style-type: none"> ○ Azaad Bazaar-first LGBT store ○ Queer link-first queer distribution and publishing ○ Solaris Pictures-LGBT film production & distribution ○ Alternative Law Forum-legal services for marginalized groups including LGBT
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And if you look at the latest developments okay, there were a lot of pride marches that is happening on a regular basis in Delhi, Kolkata, Bangalore, Bhubaneswar, all cities. Bollywood embraces the LGBT agenda at the films like Dostana, My brother Nikhil. First mainstream Indian TV soap opera like Maryada, Lekin Ab Kab tak.

And there have been lot of initiatives since then, like Azaad Bazaar, Queer Link, Solaris Pictures, all kind of things are coming up, okay. So now more or less you will find that this kind of diverse social orientation have been accepted and even they are being employed in the organizations, like West Bengal government has applied the police officer, transgender police officers.

Recently I came to know that KIT University as applied a transgender as an employee in the organization. So these kinds of initiatives have been taken by the organization related to social orientation.

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How companies deal with sexual orientation

- **IBM India**, which had introduced a reverse mentoring project, the Employee Alliance for Gay, Lesbian, Bisexual, and Transgender Empowerment (EAGLE), a year ago, vowed to remain committed to inclusion irrespective of sexual orientation.
- The **Infosys** Gays Lesbians and you (IGLU), an employee resource group for the LGBT community in the company, to create a safe and respectful work environment for employees from the LGBT community. It conducts awareness programs and exclusive events to create awareness and foster inclusion.
- According to a LGBT Resource Guide created by Google, IBM, Goldman Sachs and Community Business last year, the LGBT community makes up about 5-10 percent of India Inc's workforce.
- Around 80 percent of them report hearing homophobic comments, jokes or anti-gay rhetoric at their workplace

Now if you look at some of the organization, Indian organizations and how they are dealing with these kind of sexual orientation like IBM India, they have introduced the reverse mentoring project, in employee alliance for Gay, Lesbian, Bisexual and Transgender. This is known as EAGLE, okay, and that actually remain committed to the inclusion of respect to the sexual orientation.



That Infosys also has this kind of group which is more as IGLU. Infosys Gay Lesbians and You. An employee resource group for the LGBT community in the company to create a safe and respectful work environment for the employees, and it also conducts awareness program and exclusive events to create and aware and foster inclusion.

Similarly you will find that there is a guide that have been created by many companies like Google, IBM, Goldman Sachs, okay, and the data source at, it could be in the range of 5 to 10% of the total work force, okay, and 80% of them reported hearing homophobic comments, jokes and anti-gay rhetoric at their workplace, it means they are being discriminated at the work place.

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Attitudes Toward Diversity

- **Ethnocentrism** = belief that one's own group or subculture is inherently superior to other groups or cultures
- **Enthnorelativism** = belief that groups and subcultures are inherently equal
- **Pluralism** = an organization accommodates several subcultures



Now if you look at attitude towards diversity there are two major things that has come up like ethnocentrism, okay, that one's own group or subculture is inherently superior to other groups or cultures like Britishers in the early period, that their race is superior, or their race is superior to any race in the world, so this kind of attitude that had ethno, relativism is that group of subculture inherently equal, it means that they are at the same level.

So these are the two different approaches towards diversity that have been used and pluralism means that you are going to accommodate all kind of cultures in your organization, so it is always better. You don't think that you are equal to others or you are senior, superior to others but you are going to accommodate everyone in the organization, okay.

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Sex-Based Discrimination & Harassment

- **Discrimination**
 - Women still underrepresented in top roles
 - 2006: 23,000 formal sex-based discrimination charges
- **Harassment**
 - Women filed 84.6% of all harassment charges in 2006
 - Do you think men are experiencing sexual harassment but not reporting?
 - Any examples from the news or work experience?
 - **Sexual Harassment Act in India**



And you know that there have been sex based discriminations and harassment, okay, women are still underrepresented in top roles. The data from 2006 says the 23,000 formal sex based discrimination charges have been filed. Similarly if you look at the harassment cases women filed 86% of all harassment charges in 2006. Do you think men are experiencing sexual harassment but not reporting, there could be a possibility but since it is not being reported we cannot say anything about it, okay.

Then the government of India has come out with a sexual harassment act to deal with these kind of cases and it is for both men and women but hardly any men make any kind of complaints, most of the complaints are, 99.9% complaints coming from the female, okay. So that is how they are being discriminated, okay. Thank you very much.