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TECHNOVISION
Educational Technology
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IIT DELHI
PRESENTS
A Video Course
On
Management Science
BY
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Lecture # 21
Diversity at Work Place and
Management Issues

In our earlier discussions we have seen that in the process of management studies we have to understand various aspects and an important aspect of managing is people and diversity among people and this has become a very important aspect and movement rather an today's discussion we taking up decision.

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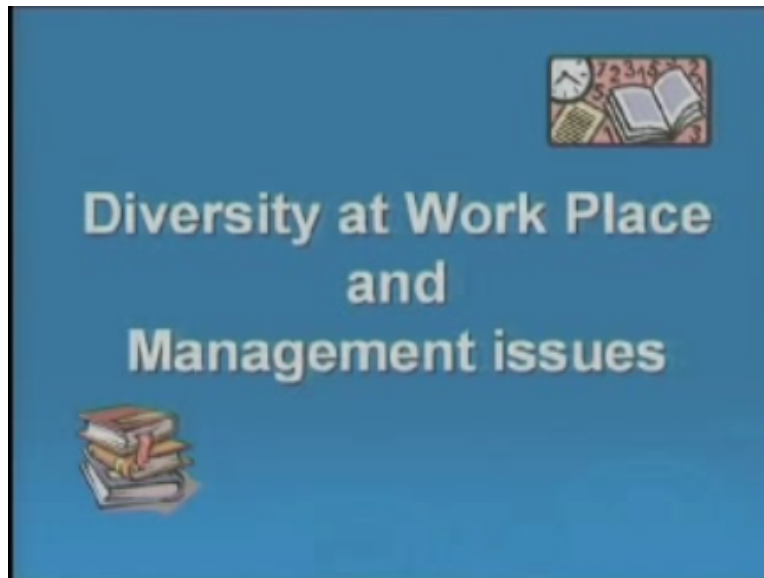
So diversity at work place this is what is the think for today and will try to see that how that makes an impact in the whole process of management issues diversity.

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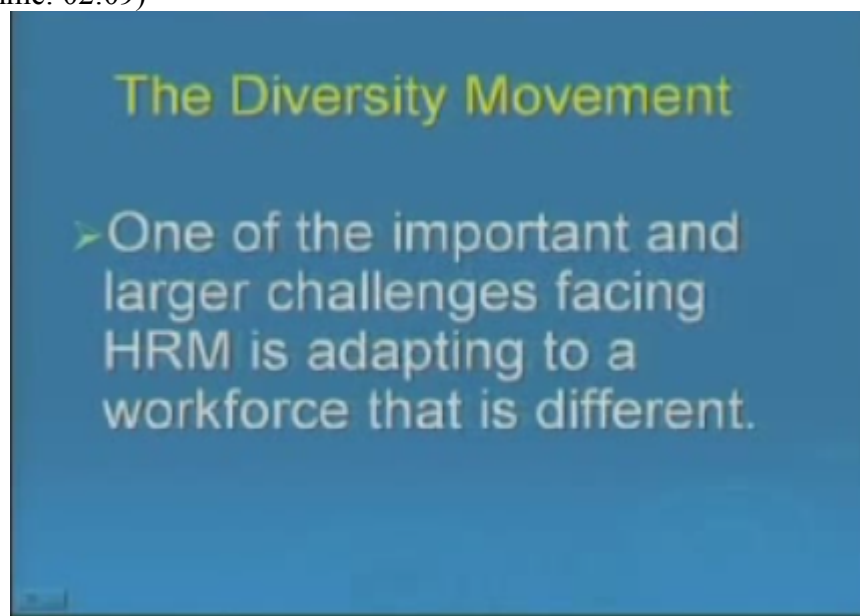
Has movement as a set one of the important and larger challenges facing human resource management today is adapting to work force that is important.

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The Diversity Movement

➤ Earlier diversity was a small percentage of the work force and was for the most parts ignored by the organisations.

And this diversity movement is this talk about the small percentage or the work force which are there in that organization for a most of the parts of the organizations so we are looking at that particular small work force in that organizations.
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The Diversity Movement

➤ This assumption is based on the fact that distance and national borders are rapidly disappearing as a barrier in business interactions and the concept of a global village is surely & firmly taking shape.

So far organizations and human resource management have been adopting then melting pot approach to differences and this melting pot approach assumes that employees who are different sometimes automatically adopt and assimilate to , to the demands of the work place but that does not happened and that is why the issue of diversity becomes important for us this assumption this bases on the fact that movement distance and national borders are rapidly disappearing and a barrier in business interactions and the concept of a global village is surely and firmly taking shape so we are thinking that we every one can adopt to the organizational situation very fast that is are assumption.
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The Diversity Movement

> It is however now been recognised that employees don't set aside their cultural values, preferences, life styles and regional background when they come to work (Robbins '96).

but we are looking at what happens nearly it is however recognized that employees do not set aside their cultural values, preferences, life styles and regional background when they come we to work Robbins said that and that is true when we have so many companies coming to India for work we do not leave are Indian culture and our expectation even though we try to adopt to new expectation.

And new technology are the things even then our culture in that so that becomes an important issue for those who are starting a business in India for example learning the language one simple example if you are going to a an interior place and if you do not learn the local language which then that difficulty so the melting pot assumption.

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The Diversity Movement

> The melting pot assumption is being replaced by an approach that recognises and values differences.

Is being replaced by approach that recognizes and values differences so this is about the individual differences radial differences we are just coming to that so the differences of all types that were we discussing today.
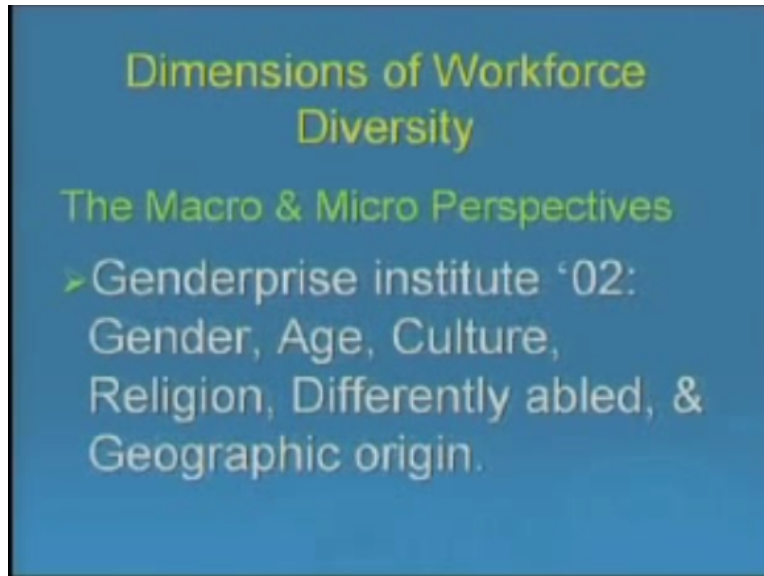
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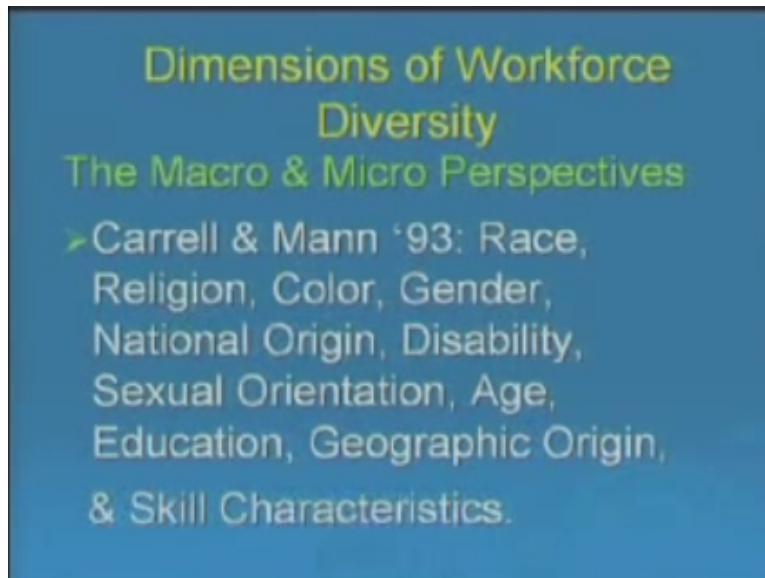
The dimensions of work force diversity that if we look at these have both macro and micro perspectives are in few minutes from now and I am going to give you some idea about what various authors has said about it and what researches have said about it so that you start appreciating the fact that many people are concern with diversity lot of researches has been done and that is really important.

For us as the as the perspectives and this student so a management studies so let us begin with some of this studies Carrel and Mann they have emphasized that race, religion, color, gender, national origin, disability, sexual orientation, age, education, geographic origin that on and skill characteristic are some of the aspects of diversity, people are diverse in terms of these aspects.
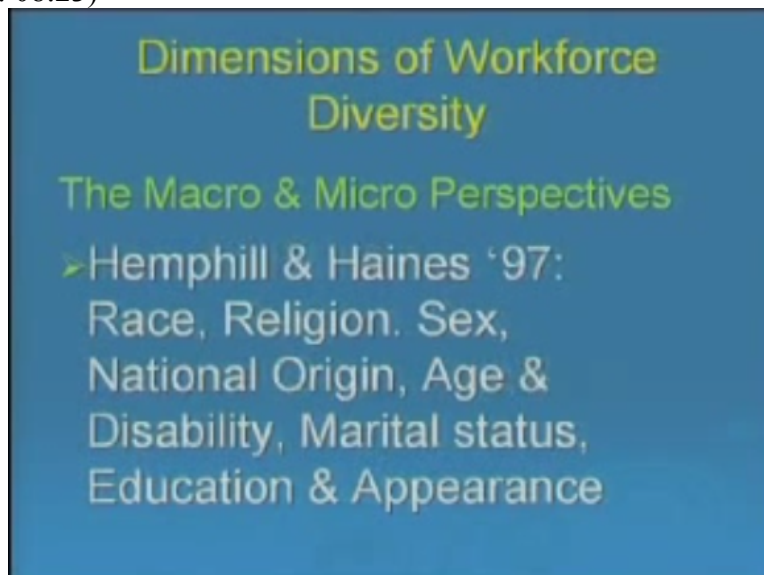
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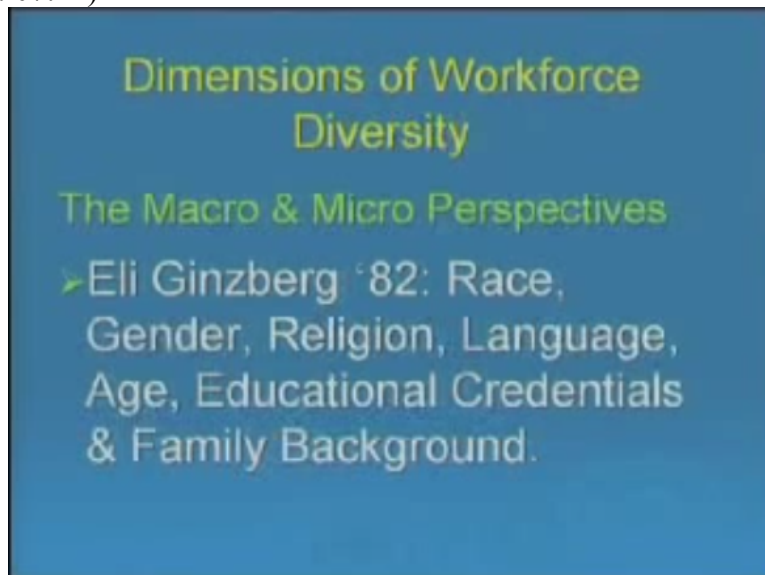
Then Ginsberg and race there are found, they have said that gender, religion, language, age, educational credentials, family background are some of the sources some diversity.

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Dimensions of Workforce Diversity

The Macro & Micro Perspectives

➤ Genderprise institute '02: Gender, Age, Culture, Religion, Differently abled, & Geographic origin.

Similarly when we find that the issue is coming up, and some of those are some other factors you will find are common in some of these researches, which are done all over the goal, so here we find that this has two types done, they have finally said that gender, age, culture, religion are different abilities in fact and geographic origin, these are some of the important factors as the factors of diversity.

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Dimensions of Workforce Diversity

The Macro & Micro Perspectives

➤ Hemphill & Haines '97: Race, Religion. Sex, National Origin, Age & Disability, Marital status, Education & Appearance

Hemphill and Haines they have said that race, religion, sex, national origin, age and disability, disability marital status, education and appearance, or they different sources of diversity, then we come to end of the study, in this study the race, gender, disability people and advancement, these are people in advancement, these are some of the studies factors.

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The specialist job that people do, and the organizational hierarchy in which people are, the training receives the culture prevalent and the operating field, domain and market are explaining diversity according to one of the studies of an IMI.
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Then Jackson and Alvarez they have said that gender, culture and age are important, Jain and Vera they have said that women visible minorities, aboriginals people and people with disabilities are diversity.
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Johnston has said age, gender, religion these are the factors of diversity, were as Rosebush has said that personalities, attitudes, sex and race are factors of diversity, so what we find that these factors, in fact there are couple of other factor which I will hesitate here.
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This is by Kirby Richard that is race, gender and the ethnic background, and then Lufthansa has said age, gender, ethnic, religion, religious background, and education disability.
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And then we move on to Mary Gentile who says that race, gender, age, culture, religion, situational identities of members of a particular group, organization and multiple identities of an individual are important.
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Stephen Robbins he has said that culture, gender, race and ethnicity these are important.
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Dimensions of diversity, then we also have the factors like social categories of race, gender, age, ethnicity, and the functional categories of knowledge, skill, abilities, values, belief, attitudes, and personality, cognitive factors and the behavioral style, so this is emphasized by Farfel in his study.

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And so we are finding that the list, there is an addition, there are additions in the list of the factors dimension of the diversity, Teacher and Spearitt he has said, they have said that gender, ethnic, and the racial diversity.

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So there is also becomes an important factor, where Thomas Roosevelt have said race, gender, sex and age as the dimension diversity.
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Venkata Ratnam and Chandra in India they have said that gender, age, education, religion, caste, and language are the dimension diversity.
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Virmani again study from India has said regional background, language, caste and gender or dimension of diversity.
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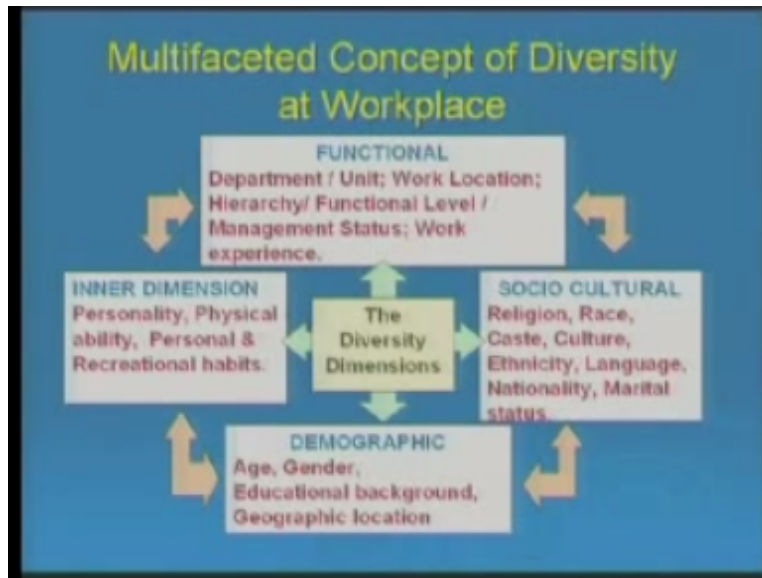John has talked about rays the color sex religion and national origin has dimension of diversity.
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And from here we have just try to repeat this in the form of this we can say model to talk about the issue diversity. We have discussed that how various researcher and thinker and authors have given has the use in the dimension and diversity. We have seen that it becomes from the personal and aspect liked personality there community systems their attitude on th4e one hand the social systems.

And the rays and the other characteristics that reigned and so many other issues are win take in up in the whole issue of diversity. So here in this model we have to try to present that there are functional that diversity there are social culture diversities there are demographics diversity is and there are inner dimension of diversity.

And you can see what we would have discussed so far in this model we will try to set off a company's all those to present up an integrated compressive set of a model. We can say that is the in essence, the essence of all those studies that we are try to present in this one and you can see once again in I repeat those aspect may be very quickly has shown that you know the recap has what has been said.

Otherwise you might miss in some of the issues that the functional aspects that we are talking about that the unit and the error the functional level. The management states has shown coming to the social cultural we are talking about the religion rays cost culture hygienic background and which nationality etc. Then demographic we are coming to age, gender, educational background geography location etc.

And coming to the inner dimensions personality that is the individual at the level of individual, personality, physical ability, personal and perhaps the recreational which will come also in that group. So what we are trying to understand is that when we are trying to manage a system one has to be aware of this fact. That diversity place and important role in the whole process of work performance.

This is the main thing work performance, productivity effectiveness these are some of the main things that we are talking about. Why management asking this question, listen this of course the issue of survival and growth we are discuss earlier. So coming from the point of few of the

performer people management which his important team in today's management study. Because this says that the other resources might deplete.

And they might become the might deplete to overtime but human resources do not deplete in fact in human resources become assets overtime. Because of the human development and human mind that expires that you have so there is different between how do we really deal with different kinds of resources in organization. And when we are discussing diversity we are trying to discuss the human resource has the sets has the organization.

Because they may be have whatever other resources it is best type of people who are going to give the best results. And that is why diversity has to be delete with very, very carefully, and some here I move on to talk to about that what authors of said about theorizing based on this results, studies, and they had been lot of derive.

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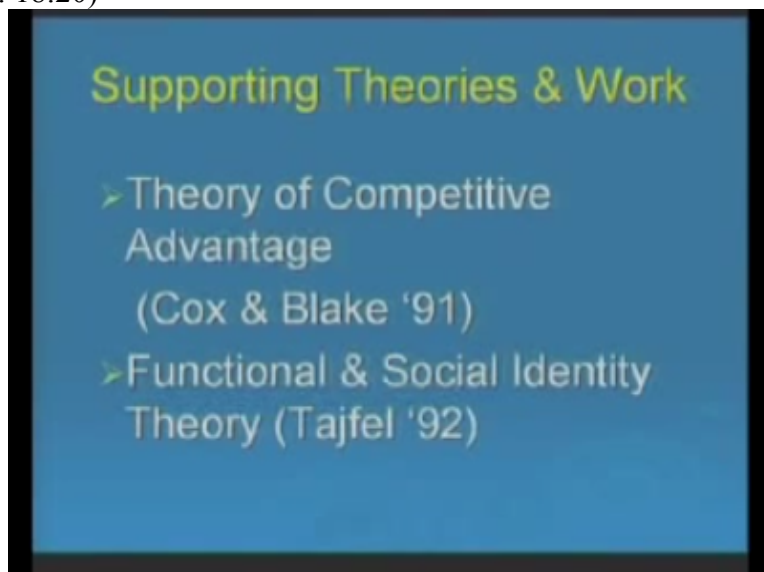
And there are supporting theories and works which have suggesting that we need to look at this in most seriously then you before. And there is theory of competitive advantage by Cox and Blake the theory of functional social identify by and in there is studies we are seen earlier.

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This theory of social dilemmas Schneider, Sherry and north craft and others there is a theory of attraction selection attrition theory by Schneider and then the definitional model.
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By gentile system perspective and cultural diversity by hofstede.
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And then the theory of strategic human resource this is by Nankervis then the empirical study of others also supports this theory then there has been in a survey.
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In USA by Motswana in 1993, and survey is sponsored by IBM and this was 1992. These also support.
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Some of the works related to diversity in management also the survey is like Robinson and Decant in 1997. And in Indian industry by Sharma and Sharma 1998
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And we will also talk about diversity has the HR perspective in fact in the earlier one the survey we will talk about I will discuss let little bit more about survey. In a short while from now because that was the survey we had contacted here in one of the IT sectors. Now the diversity has the HR imperative, when we are looking at diversity more studies I will give you an idea because only then perhaps in you will able to understand and appreciate. That how the whole diversity movement has become so important in the whole management thinking.
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So here we can see that dimensional study expends the breadth of perspectives and ideas available to the organization. In making decisions, so for decision making we have to understanding the kind of diversity perspectives that we have then boleros are study boleros has suggested.
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The diversity is one of the ten more significant changes at to impact the 21st century work fast we are moving the next millennium. And if we do not really look into the issue of diversity, we may behind the terms of you know our business and the development perspective perhaps.
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Diversity : The HR Imperative

- Cox '91: This resource, if properly used, has the potential to improve the quality of decisions made in that organization and enhance the quality of manpower in the orgn.

So on Cox has said that this resource if properly used has the potential to improve the quality of decisions made in that organization. And enhanced the quality of manpower in that organization, earlier also we are seen that dealing with the diversity issue is actually management issue because it improves decision making in the organization.
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Diversity : The HR Imperative

- Jain & Verma '96: The two important trends of the 1990s are workforce diversity and growing competitive challenge as a result of globalization.

And Jain and Vera they are said the two important trends of the 1990 is our workforce diversity and growing competitive challenge as a result of globalization.
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Kirby and Richard 2000 they have said that manage job involvement and organizational commitment of diverse workforce. Only then perhaps we get in results.
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And Kennedy and Everest they have said to remain competitive, it is necessary to talk about embrace diversity. So we have to look at diversity little more seriously look like that.
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And Robinson and Decant they study we have discussed earlier they said they telling business reason to manage diversity. Is because of the cost saving managing the competition for the talent and driving business growth we are studied discussed in the earlier part of discussing today.
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So coming to stringer to study the focus on diversity to increase effectiveness and competitiveness then we are talking about diversity we have to increase the effectiveness and the competitiveness, in order to achieve these have to really view diversity has an important factor. Rules feels study again you know again we have discussed.
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And then what they have said that handling creativity and growth of diverse employees is extremely important for us to have the best business.
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And Venkata Ratnam and Chandra study has a just face the challenge of diversity in managing people and also reap the opportunity in coping with these challenges.
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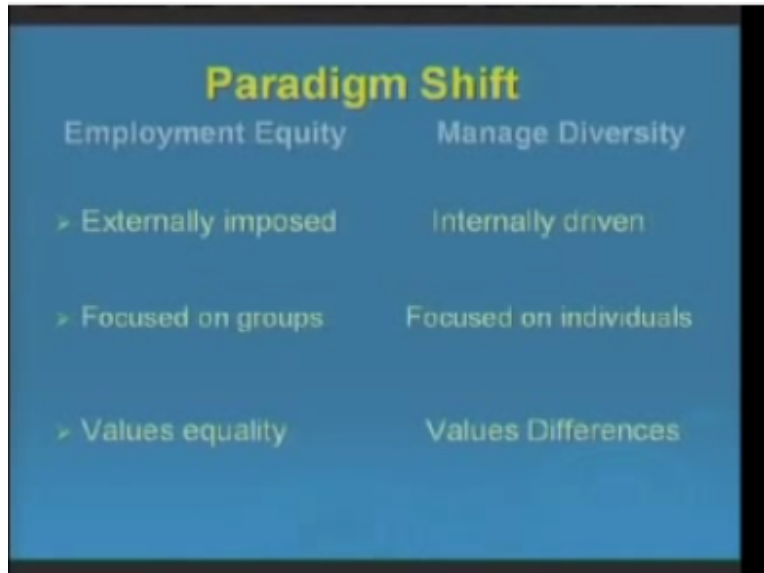
So we can see in that there is a parading shift in the whole movement of diversity we have move from the whole earlier I would say very earlier parricide to the newer parricide. We are now talking about the employee equity to employee how to manage employee diversity. We have also been discussing externally imposed functions imposed functions, imported factors, and now we are also trying to talk about internally factors as I discuss short while from now ego that the, the internally within the organizations.

And within an individual within an individual which was rather , rather neglected feel I can say in the management related even though psychologies have made lot of contribution the in some of this factors but , but not lot of advantage was taken earlier from these researches now most of this studies with psychologists have done they apply psychologist we have also integrated those into the management we can say literature action and formulation so these case we have become really enriched on the international sorry internal driven factor internally driven factors now the focus on earlier group.

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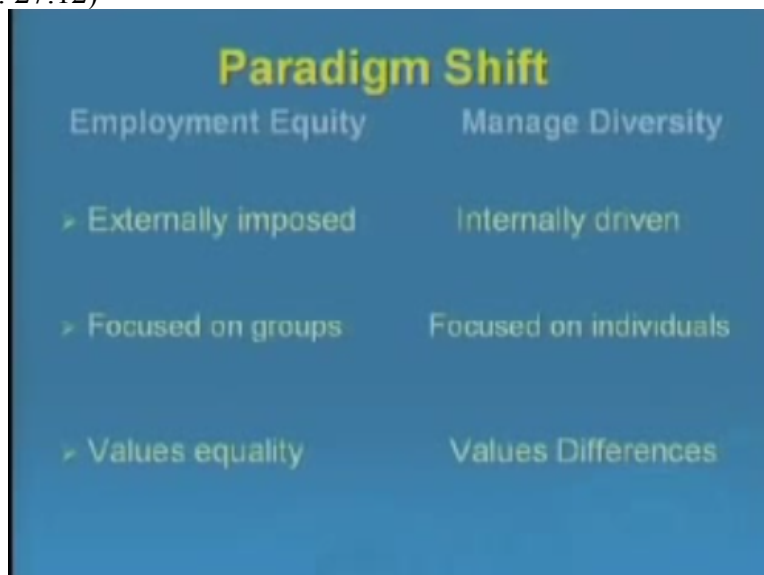
Is also now the focus on individuals as well s on the groups both and the values, value in time of the quality we are also value the differences see earlier many at times managers belief that everyone must we know set of the same type and they should be behaving this similar way but the diversity movement is suggesting that we should also value the differences because each individual is different you are different.

You are different everyone is different and if we have seen that what are the dimensions of diversity at the place of work so these are they the important aspects that manager has to understand so here she has to be very sensitive to this aspects otherwise managing and organization were as we have understood that the human being is perhaps the, the main making the main contribution.

In the ever all know performance of the organization process one of the major components is there if we are neglecting that then perhaps were not achieving the success as expected so the paradigm shift is there towards you know the divers work culture and the diversity of people and diversity of human mind we can say and the diversity of also social system so diversity becomes an important factor.

And the dimensions that we have listed well their many maybe we can do that exercise yourself listing the dimensions of diversity are related to the management issues and if we develop in a some case studies we can up we know the case studies of one particular diversity group and talk about it and that is what you know I am thinking of discussing in great details but before that what I going to do is that we have conducted one study in one of the IT sectors so I would like to 1st discuss that study and then I will talk to you about what diversity issue I am going to take up for another set of a in-depth lecture.
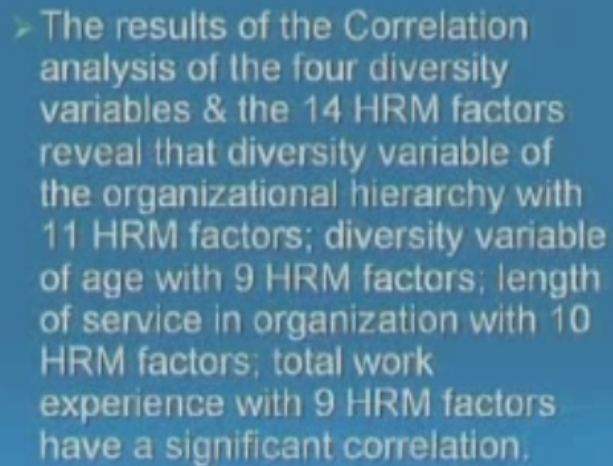
I am not talk about in a all the issues in such as short course okay but I will take up you know at least you know at least one issue and the references to all this issues perhaps will come In all different, modules that we have presenting in his course the idea is here is that we are trying to again in a make you or aware of the fact that we are different and as a manager you have to appreciate you know this, this aspect the diversity shift.

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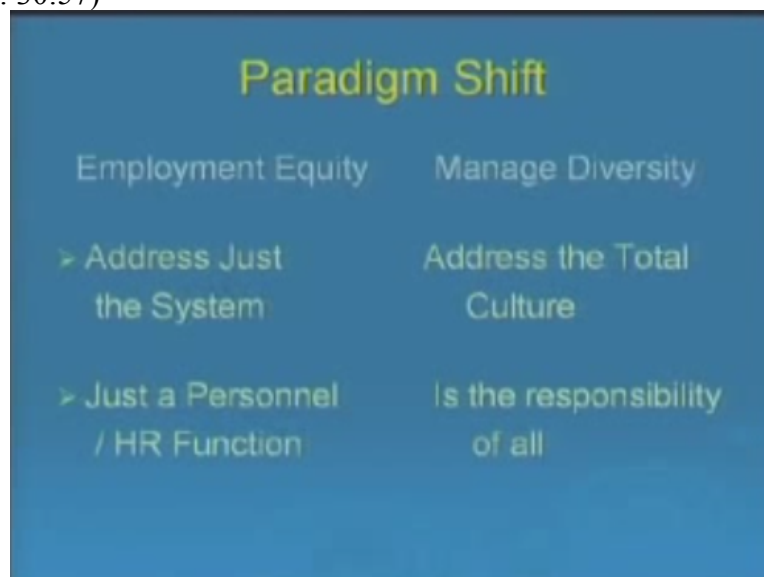
Also has number of other factors we can address just this system but nowadays we are addressing the total culture so there is a shift from just the system to the culture just the personal her functions or the responsibility of all in connective the management functions this possibility of all in an organizations.

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> The results of the Correlation analysis of the four diversity variables & the 14 HRM factors reveal that diversity variable of the organizational hierarchy with 11 HRM factors; diversity variable of age with 9 HRM factors; length of service in organization with 10 HRM factors; total work experience with 9 HRM factors have a significant correlation.

So from this paradigm shifts I will take you understand that we have conductive a study of the IT managers in one of the combines this company has about 2000 employees or may be more and we had selected the and then there is a head office in Delhi then we have all the business centers in many cities I India not only east, west, north, south but many other cities and there we selected the managers to find out about that performance.

Also the diversity issues that we were discussing are related to the background of the managers and we were trying to find out whether the diversity makes any impact on the performance of these managers in this IT form so while we were discussing this we found so, so we have gone in a very formal way to conduct to this particular study and here after taking of this sample of managers from there and trying to analyze.

This a managers we found that the when we tried to analyze the correlation coefficient of the diversity studies we found that these are related to 14 human recourse management factors so in this is a study I well-set give you an idea about the results of our study the results of our correlation analysis in the 4 diversity variables and 14 human resource management that diversity variable of organizational hierarchy.

With 11 human resource management factors and the diversity variable of H within 9 human resource management factors diversity variable of length of service in organization with 10 human resource management factors and the total work experience which 9 human resource management factors they have shown significant relationship so we have gone into like a social survey research design the vary design frame work.

And we collected data from the mangers and then through a sampling procedure and we have used we developed age own tool a questioned which we fractionized so in this we included all

hose diversity variables which we have just now come o know through our literature the research studies and the various theories.

That we have discussed just now so based on this we had developed you know a tool a questioned re factor analyzed on based on that then we have gone to the managers to find out whether these , these fares have anything to do with the diversity issues and this is what I am just trying to talk.
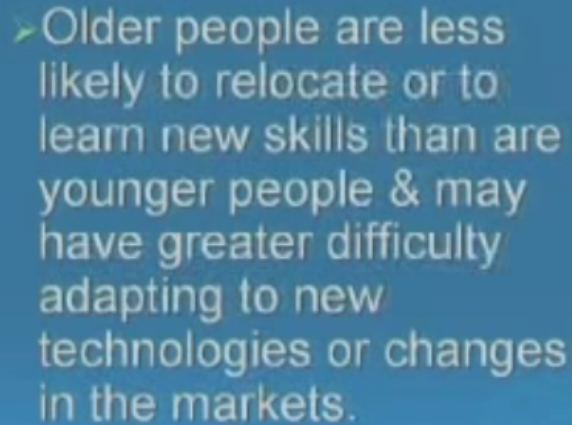
To you about that the some factors for example the diversity organizational hierarchy related to some human resource management factor the length of service related to some factors and so on so these are the results of those studies and a massage so way that we had that we have conducted in one of the leading IT company which is one of the global companies functioning in India in fact that is an Indian global company I can say and that is could business there we have conducted this study.

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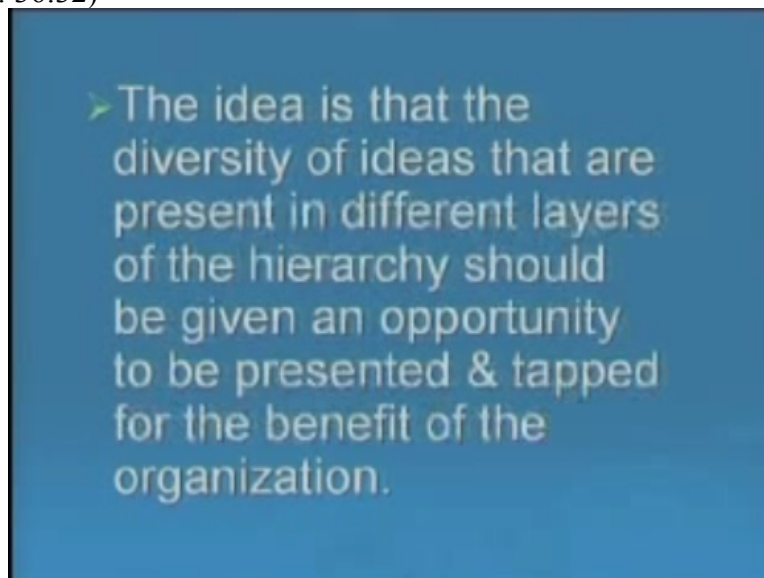
So the idea is that the diversity and that the diversity projects itself in different levels of hierarchy and should be given and people in these levels should be given opportunity to we presented and taped for the benefit of the organization when we are looking at you know the different levels of hierarchy so then we move on to talk about the age factor as we said that the age was related to some of the human resource management factors.

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> Older people are less likely to relocate or to learn new skills than are younger people & may have greater difficulty adapting to new technologies or changes in the markets.

So when we tried to correlate the age with some of the human relation human resource management factors we found that older people are less likely to re locate or to learn new skills than are the younger people and may have greater difficulty adopting to new technologies or changes in the market here there is reference also to some of the other think I see for example when we are looking at the management.

Of change issue for the for a any individual for any person we find that the resistance to change increases with age and that is why it is likely that older people might be resisting change for what is the reason? It is not necessary that the change whatever we have bringing is, is going to have bad impact or bad result but people generally resists change because sometimes It maybe just fear of un known or disturbing their balance some such kinds of a feeling that people might have in our discussion on management of change once again we have groping to touch upon the of a resistance to change by people.

And one of the examples is that the order people, you should be resist change, so younger people or lower in the hierarchy, because these are more over less related, we cannot put in more new ideas, I am not saying that is what is the exact age limit after which people will start resisting individual difference are there, some people are extremely flexible even they are quiet senior. And that is the asset of a manager, if a manager is not flexible, in his thinking very resist in thinking, then well his managing strategy are going to be different.

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And so this is study also we have found this kind of result, in fact I recollect one of the earlier studies which I have conducted with the some of the Indian managers, in that our relations to participative management, as to how many managers you know they would like to have participative management, they also have found each that age was a factor, in which were I found that the senior people were not very much forth coming with new idea of participation, so that was an another study.

Not this particular study of IT form, that was managers from different organizations, what we are trying to understand here is that the for example age is one of the diversity factors, and once we are in the role of a manager, we have to consider this as an important factor, that is the idea, then we move on to talk about different companies.

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Now different companies has they have discussed, you know when I was discussing the I was introducing to you different management terms, we had talked about the organizational culture and the values and so on, and we did talk about the values and culture, perhaps you know flow

from the top to bottom okay, and then it gets a sort of institutional list, so the different companies have different internal culture.

And each companies perhaps has distinct identity of its own, each companies has its identity and so this because employees decide on what message to give to the work force? And the identity also reflects the teams that a particular organization might reflect okay, in the understanding of work force issues, so when we are looking at the organizational culture, we are basically trying to say that the identity like every individual as some identity.

Certain characteristic a person has and every organization also has certain identity, and here the idea that we are trying to talk about is that internal culture of an organization, that also might impact the people those who are working and then intern of posting over all business, so this is done today.

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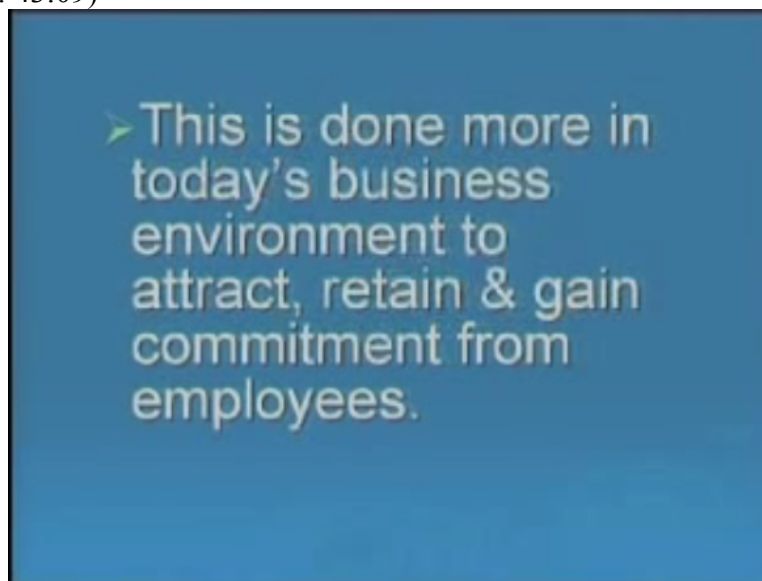
In today's business environment to attract retain and gain commitment from the employees, as we have also discussed perhaps earlier in sometimes, and may be later in some of the discussions at point is again going to come up in a big way, that the attrition rate is the question that managers have to deal with today's, today's organization okay, you have someone where very brilliant perhaps at the ten pointer.

You train him for your job, you give him good salary everything and he quits after six months, is the loss to the company, and attrition rates are increasing, because of market competition, and so many other factors of course, but one of the one of the major reasons could be that and so when we are looking at the issue of diversity, we cannot do the great extend retain people, get the commitment.

So that they have the intrinsic value to remain in that organization, they start thinking that organization has my organization, is so difficult to wipe this kind of a value, but then if you have people, those who start believing that this is my organization, then you are the one of the fortunate manager, yes perhaps and so in the diversity issue we are also looking at these aspects, so some of the these are we can say the micro level of the final aspects sometimes you know become great challenging for managers.

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So the emerging challenge for organization is to find ways to creatively hardness and maximize the benefits of diversity, organizations must understand the diversity initiatives signal shifts in power dynamics and so we have to so, so we have actually no choice than to say that I will not look at diversity, perhaps we have no choice, perhaps we have to look at diversity in the years to come, because that is a good business.
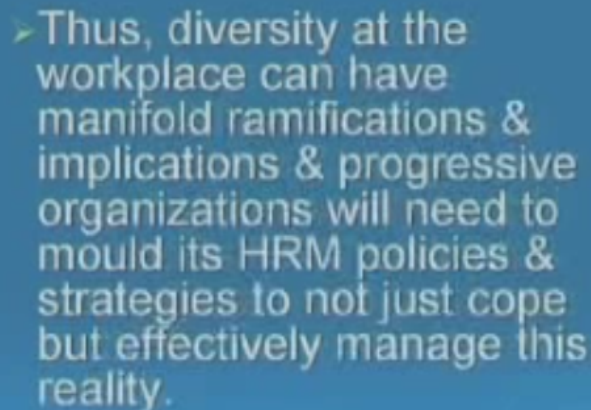
And that is were in most of the policies, most of the modules and that we are going to HRM policies and I mean and the other modules that we are going to discuss, there will be fine, that the issue of individual difference might Cretan, and the issue diversity might Cretan, even though we will be talking about so many solutions, so many sort of a strategies, but then the Individual differences and the diversity factor has to be considered in our whole formulation of managing, because this is unimportant aspect of strategic management.

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So managing diversity does not mean controlling or containing diversity, it means enabling every member of the workforce to perform to his or her potential, and that is why we have to create such conditions that everyone can perform to once potential.
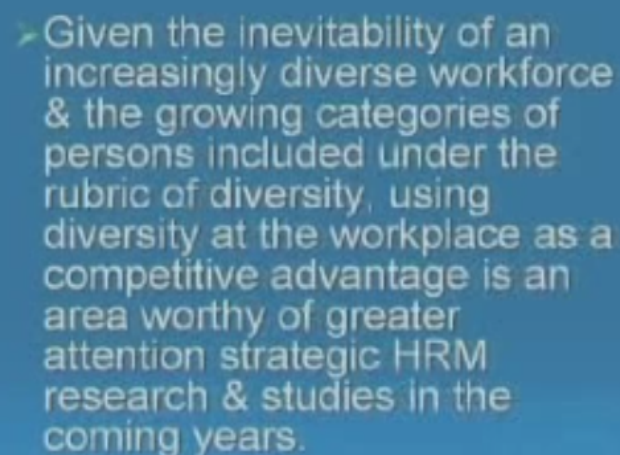(Refer Slide Time: 47:07)

Thus diversity at the work place can have manifold ramifications and implications for progressive organizations, because the progressive organization will need to mold the HRM policies and strategies to not just to cope up in a with diversity, but to manage reality, so managing is reality, and how do we really manage, some of the factors, this we have to consider also the diversity is one such factor.
Which helps as in managing reality, so in today's organizations this becomes extremely important?
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Given the inevitability of an increasingly diverse work force and the growing categories of person included under the rubric of diversity, using diversity at the work place as a competitive

advantage is an area worthy of greater attention strategic human resource management, research and studies in the coming years, so when we are looking at this diversity factors i9n the years to come.

We have to pay more attention to some of the issues of diversity. So some of the studies, which we have also conducted and if you open up any book on the issue of managing, you will find that one of the important of aspects diversity is the issue of managing the diverse work group, diverse people, diverse society, diverse culture and the heading of the people we can say the highly committed people, highly motivated people, highly creative people, highly emotionally, intelligent people, highly people.

You know with much matured personality and so on. So the list should be much, much longer than what we are discussing, so what we are trying to understand here is that the dimension of diversity are many, at the individual level at the level of groups, at the level of society, at the level of culture, then at the that is at the one hand, and in within an organization, within an organization again in there are groups formal groups, there are we can say in formal groups, and there are people.

Those who are highly motivated within an organization So as a cultural and social factor and as an organizational factor as an individual factor as an national factor as a rattail factor, and all these it becomes important, even though with the globalization we have started sort of training managers to some of the aspects in when a manager, perhaps goes to some other country, for example learning language becomes very Important, and Ire collect sometimes you know some of the students of IIT.

They came and requested me for certain languages like Korean and some of the Chinese and some other languages, whether you know we could arrange know to teach those languages, so when I ask them that why do want to learn these languages? They already have in languages, they reply was that we are good going to diverse culture, I have got a job here and I got a job there, and for which you know.

This becomes extremely important factor. So we are trying to understand that diversity becomes well important challenge for us in the years to come, from here we move on to understand one of the important aspects of diversity in my next lecture I will picking up the issue of gender and I will talk to you about women in management.

Which is just because I cannot talk about all other things, so I have picked it up one topic for next discussion that is women in management? And we will see that how this diverse group up, what happens to them and how are they performing and their quality of life and so on, so we will move on to the next lecture next time.

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