

# A Study on Workplace Diversity in Three Tier Technologies, Chennai

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**Abstract-** Workplace diversity is analysed the companies employee working environment. Employees are from different place, different working culture and different languages. This study is find out to manage all the employee according to organisational culture and organisational structure. Workplace diversity is the best way of analysing the employee working culture. Workplace diversity is interdependent variable and associated with the employee job satisfaction, organisational commitment, increasing productivity, decreasing employee absenteeism. This factor is according helps to better working environment conditions.

## INTRODUCTION

Workplace diversity exists when companies hire employees from various backgrounds and experiences. Many companies see workplace diversity as an investment toward building a better business. Although workplace diversity provides many benefits, it also poses many challenges to employees and managers. To reap the benefits of workplace diversity, employees and managers must understand the challenges and know how to effectively deal with them. Workplace diversity is a people issue, focused on the differences and similarities that people bring to an organization. It is usually defined broadly to include dimensions beyond those specified legally in equal opportunity and affirmative action non-discrimination statutes. Diversity is often interpreted to include dimensions which influence the identities and perspectives that people bring, such as profession, education, parental status and geographic location.

The concept of diversity includes 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, socioeconomic status, age, physical abilities, religious beliefs, political beliefs, or other ideologies. It is the exploration of these

differences in a safe, positive, and fostering 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. Diversity is a set of conscious practices that involve understanding and appreciating interdependence of humanity, cultures, and the natural environment; practicing mutual respect for qualities and experiences that are different from our own; Understanding that diversity includes not only ways of being but also ways of knowing; recognizing that personal, cultural, and institutionalized discrimination creates and sustains privileges for some while creating and sustaining disadvantages for others; and building alliances across differences so that we can work together to eradicate all forms of discrimination.

Workplace diversity refer to the variety of differences between people in an organization. That sounds simple, but diversity encompasses race, gender, ethnic group, age, personality, cognitive style, tenure, organizational function, education, background, and more. Diversity involves not only how people perceive themselves but also how they perceive others. Those perceptions affect their interactions. For a wide assortment of employees to function effectively as an organization, human resource professionals need to deal effectively with issues such as communication, adaptability, and change.

Diversity management is a process intended 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 IN RELATION TO CULTURE AND PERFORMANCE

Simlin (2006) found that as the age increases, the perception of diversity openness decreases, and hence it is important to orient the older employees also about the presence and need of diversity openness in organizations through training, workshops, group discussions, and so on. To create opportunities for collaboration, global leaders must not only learn the customs, courtesies, and business protocols of their counterparts from other countries but must also understand the national character, management philosophies, and mind-sets of the people (Hofstede, 1994).

Researchers have suggested that diversity has enhanced performance by broadening the group's perspectives. There is a strong empirical confirmation that successful diversity management and a resulting improvement in organizational performance are positively correlated (Ozbilgin and Tatli, 2008). However, there is a consistent finding that differences should be sought in moderation. Group members' ability to elaborate diverse information may also develop over time as members become more familiar with each other's' perspectives and develop transactive memory.

#### NEED OF THE STUDY

This analysis helps to find out how to manage the diversities within the organization.

It aims at maintaining the friendly relationship between employee and employer

The main objective of the study to increase the performance of the employees within teams.

This analysis enables the company to ensure involvement by every employees for achievement of goals.

#### OBJECTIVES OF THE STUDY

- To study the work place diversity at Three Tier Technologies, Chennai
- To find out how diversity is managed within the organization so as to achieve both individual and organizational goals.
- To find out how diversity is considered to be a better exercise in organization.
- To identify the best strategies of the organization in managing diversity.
- To find out maximum involvement of employees in teams under workplace diversity.

- To find out ways to increase awareness about work place diversity.

#### SCOPE OF THE STUDY

Work place diversity focuses on the employee's relationship in the organization.

It helps to focuses on the benefits of exchange of information between management and employees.

The work place diversity helps to Evaluates the performance of Individual and teamwork.

It also helps to determine the various methods towards employee's commitment in diversity management.

It aims at monitoring the success of efforts in creating diversity in workplace.

#### LIMITATIONS OF THE STUDY

The project report was designed mainly on the belief that information provided by the respondent is correct.

As the respondents are busy in their work they are not the forth coming to reveal the truth.

Time was the major limitation factor in the research as allow collecting the data only within the prescribed time.

The respondents were unable to spend time to share their views.

Some of the respondent's opinion may be biased.

#### REVIEW OF LITERATURE

As the importance of diversity in the organizational context has increased manifold, most organizations would like to research on diversity-organizational culture linkage, its effect on diversity openness, and between diversity and performance both at individual and organizational levels.

Patrick (2010) found that diversity determines not only the effects of the diversity within an organization but also the level of openness to dissimilarity characteristics among the organization's members, work groups, and culture.

Despite the technological wonders of today's communication, international relations require us to deal with one another on a person-to-person basis. For this to be effective, one has to overcome language and stereotype barriers. This may require

the mental elimination of terms like alien and view the individual as having a background that is different (Moran, Harris, & Moran, 2011).

Thomas (2001) have stated that, the study develops theory about the conditions under which cultural diversity enhances or detracts from work group functioning. From qualitative research in three culturally diverse organizations, we identified three different perspectives on workforce diversity: the integration-and-learning perspective, the access-and-legitimacy perspective, and the discrimination-and-fairness perspective.

The perspective on diversity a work group held influenced how people expressed and managed tensions related to diversity, whether those who had been traditionally underrepresented in the organization felt respected and valued by their colleagues, and how people interpreted the meaning of their racial identity at work.

These, in turn, had implications for how well the work group and its members functioned. All three perspectives on diversity had been successful in motivating managers to diversify their staffs, but only the integration-and-learning perspective provided the rationale and guidance needed to achieve sustained benefits from diversity by identifying the conditions that intervene between the demographic composition of a work group and its functioning, our research helps to explain mixed results on the relationship between cultural diversity and work group outcomes. This suggests that, especially for diverse work groups, it is important that they can reach more extended tenure, and that they are allowed a more extended start-up phase than more homogeneous groups (Knippenberg, de Dreu, & Homan, 2004). In multidisciplinary teams, in the oil and gas industry, expertise levels of performance diversity were most strongly associated with team performance at moderate levels of diversity (Van Der Vegt & Bunderson, 2005).

Empirical research supports the notion that diversity management can have a positive spillover effect in the workplace. Research by Gilbert, Stead, and Ivancevich (1999) found that women who were hired in organizations that valued diversity were found to be qualified for the job that they held; however, the affirmative action label stigmatized women regardless of job type.

The creativity of teams that were homogeneous on a series of attitude measures was compared against teams with heterogeneous attitudes. Problem solution creativity was judged on originality and practicality. Results indicated that as long as the team members had similar ability levels, the heterogeneous teams were more creative than the homogeneous ones (Cox & Blake, 1991)

There are two structural principles that form the foundation for network perspectives. One principle focuses on dense patterns of local interaction as the basis for coordination and collective action. The other principle focuses on the bridges across global divisions as the basis for information transfer and learning. Moreover, both principles capture important elements of what it takes for a task group to achieve success in reaching its goals. A team that does not develop the connections among their members, which enable it to coordinate effectively, faces an uphill battle. However, when such networks remain concentrated among homogeneous sets of individuals, the team fails to generate the learning that can only come from interaction among different individuals (Reagans & Zuckerman, 2001). The biggest driver for higher level diversity strategy is the need to tap the creative, cultural, and communicative skills of a variety of employees and to use those skills to improve company policies, products, and customer experiences. Diversity executives cite the importance of having an open mind because the job requires them to come out of their comfort zone and experience things that they may not be familiar with or drawn to (Rodriguez, 2006).

Christensen (1993) have Stated that, the article examines the forces that influence our understanding of and responses to diversity in the work place. Conceptually, diversity may either be understood as variety, in which all people are regarded as unique individuals, or as difference, in which specific groups of people (e.g., nonwhites and women), are regarded as being different with respect to a dominant group (e.g., white men). From either perspective, today's work force is becoming increasingly diverse as a result of changes in immigration patterns; demographic trends; and the increasing polarization of society with respect to education, skills, and wealth. In the past, because of the influence of mechanistic management principles, organizations

typically responded to diversity by minimizing or eliminating differences.

**RESEARCH METHODOLOGY**

According to Clifford Woody “Research comprises defining and redefining problems, formulating hypothesis or suggested solutions; collecting, organizing and evaluating data; making deductions and reaching conclusions; and at last carefully testing the conclusions to determine whether they fit the formulated hypothesis”.

Business research is an organized, systematic, data based, critical, objective, scientific inquiry or investigation into a specific problem undertaken with the purpose of finding solutions to it. Research provides the needed information that guides managers to make informed decisions to successfully deal with problems.

**RESEARCH DESIGN**

Research design is a blueprint for the study. According to David J Luck and Ronald S Rubin, A research design is the determination and statement of the general research approach or strategy adopted for the particular project. It is the heart of planning. If the design adheres to the research objective, it will ensure that the client’s need would have been served. Descriptive study is a fact finding investigation with adequate interpretation. Descriptive research design is concerned with the research studies with a focus on the portrayal of the characteristics of a group or individual or a situation.

The main objective of such studies is to acquire knowledge. Descriptive research, also known as statistical research, describes data and characteristics about the population or phenomenon being studied. Descriptive research answers the questions who, what, where, and how. Although the data description is factual, accurate and systematic, the research cannot describe what caused a situation.

Thus, descriptive research cannot be used to create a causal relationship, where one variable affects another. In other words, descriptive research can be said to have a low requirement for internal validity.

**SOURCES OF DATA**

**PRIMARY DATA**

These are the actual information which is received by the resolution from the actual field of research. It is the data which has been collected by the researcher for a specific purpose using questionnaire.

**DEVELOPMENT OF THE QUESTIONNAIRE**

Questionnaire given to the respondents was structured undisguised questionnaire. The same question in the same order when asked to all the respondents and purpose of data collection was made known to them. The questions included dichotomous question, question including the use of scaling technique and open ended questions.

**Types of questions**

Closed ended question - A close ended question is a question format that limits respondents with a list of answer choices from which they must choose to answer the questions. Commonly these type of questions are in the form of multiple choices , either with one answer or with check-all- that apply, but also can be in scale format, where respondent should decide to rate the situation in along the scale continuum, similar to Likert questions.

Multiple choice – The respondent has several option from which to choose.

**SAMPLING TECHNIQUES**

There are two types of sampling techniques they are Probability sampling and Non – probability sampling. The study makes use of the Probability sampling.

**DATA ANALYSIS AND INTERPRETATION**

**DIVERSITY IN WORKPLACE**

**TABLE4.1.1 RESPONDENTS WHO UNDERGO DIVERSITY IN THEIR WORKPLACE**

Options	Number of Respondents	Response in %
Strongly agree	73	42.94
Agree	88	51.76
Neither agree nor disagree	6	3.52
Disagree	3	1.76
Strongly disagree	0	0

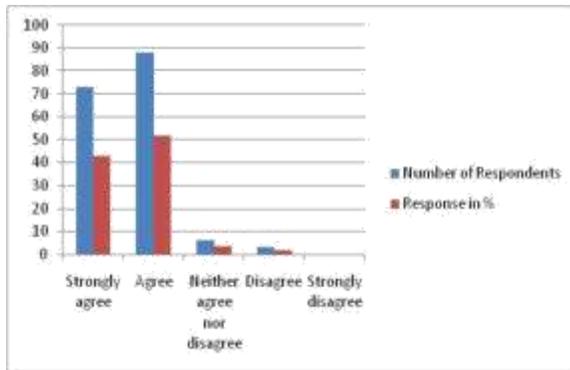


Figure 4.1 DIVERSITY IN THEIR WORKPLACE

Here the above figure shows 42.94% of respondents chose strongly agree, 51.76% of respondents chose agree, 3.52% of respondents chose neither agree nor disagree and 1.76% of them chose disagree option.

#### FINDINGS

1. It is found that majority of the respondents belong to age group 20-25.
2. It is found that maximum of the respondents are male.
3. It is observed that maximum of the respondents have 6-10 years of experience with the organization.
4. It is found that majority of the respondents are known to the language of English.
5. It is found that majority of the respondents share diversity issues with their co-workers.
6. It is found that maximum of the respondents have the opinion that diversity in the work force helps in the work place is Team Building.
7. It is found that majority of the Strategies are adopted by the Organization for promoting effectiveness is employee assessments.
8. It is found that majority of the respondents, strongly agree the strategies adopted in the Organization.
9. It is found that majority of the Strategies in organization has been effective in promoting diversity in workplace is Working environment.
10. It is found that majority of the respondents are not given opportunity to provide suggestions to promote diversity programs..
11. It is found that maximum of the respondents, agree the cultural difference influence behavior within the organization. From the survey it is

understood that the diversity in the work place requires various cultural backgrounds which has very good influence behavior within the organization.

12. It is found that majority of the respondents, agree the Team performance is better than individual performance.

It is found that majority of the respondents have feel that interaction with employees from different cultures.

#### SUGGESTIONS:

1. The company needs to create the awareness about employee diversity issues in the organization.
2. The company needs to maintain good interaction with the employees.
3. The company needs to encourage diversity in the workplace so that employees can perform to their highest ability.
4. Create a workplace that is a forum for people to share opinions.
5. Build a workplace where people speak to each other respectfully and listen to other points of view.
6. Provide ongoing training opportunities focusing on diversity and inclusion from the top down, everyone required to attend.
7. The diversity in the work place requires various cultural backgrounds which has very good influence behavior within the organization.

Active participation in decision has to be concentrated in order to increase the level of participation in decision making so that achievement of goal and division of work can be improved.

#### CONCLUSION

The project is mainly aimed to manage the diversity among the employees in Three Tier Technologies. The employees should be given effective training to improve the awareness of diversity. Diversity not only involves how people perceive themselves, but how they perceive others. Those perceptions affect their interactions. For a wide assortment of employees to function effectively as an organization, human resource professionals need to deal effectively with issues such as communication, adaptability and change.

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