



A study of work place diversity and inclusion

Akanksha Bhadkaria¹, Dr. Prashant Sharma², Dr. Umesh Holani³

¹ Research Scholar, SOS in Management, Jiwaji University Gwalior, Madhya Pradesh, India

² Assistant Professor, Institute of Technology & Management, Gwalior, Madhya Pradesh, India

³ Professor, School of Studies in Commerce & Business Studies, Jiwaji University, Gwalior, Madhya Pradesh, India

Abstract

The main purpose of this study is to explore the factors of work place diversity and inclusion in organization. Employees of the manufacturing sector of Gwalior are selected as respondents and the data is collected through an adapted questionnaire. The sample size is 100 and convenience sampling is used. Factor analysis is applied through SPSS software to explore the factors. Results will help out the management to understand how effective workplace diversity and inclusion can be created in an organization.

Keywords: Workplace diversity, inclusion, gwalior, employees, manufacturing

Introduction

Today's world is a global village, because of which firms are becoming increasingly diverse. Corporations realized that a skilled workforce, most successful production practices and most innovative products were required to compete in a new global market. Human resource is a sustainable competitive edge of any firm. Companies must be able to attract, keep, promote and grow high-potential workers from diverse gender, cultural and ethnic backgrounds to succeed in the world economy. Today the challenges faced by the executives of the corporation are to follow a culture that gives value to diversity and improves the potential of the entire workforce. A diverse workforce is created by workers of different demographics, cultures, religions, and religion. Diverse people have different behaviour patterns. It is essential for firms to acknowledge and handle all the differences accurately.

Advantages of Diversity management

High level of Productivity: Increasing productivity at the workplace has been one of the major challenges for managers and leaders and to the company in general. Due to the fact that every organisation has its own unique company structure and objectives, different strategies may be used to challenge or address the company in order to increase productivity. One of those strategies involves adopting workplace diversity and managing it effectively. When management takes the welfare of its workers at heart by means of offering them proper compensation, health care and employee appraisal, It enables workers to feels they belong to the company irrespective of their cultural background by remaining loyal and hardworking which helps to increase the company's productivity and profit.

Exchange of varieties of ideas and Team work

In recent times teamwork is increasingly advocated by businesses and organisations as a means of assuring better outcomes on tasks and also for the delivery of goods and services. A single person taking on multiple tasks cannot perform at the same pace as a team could; therefore each team member brings to the table different ideas and offers a

unique perspective during problem solving to effectively arrive at the best solution at the shortest possible time.

Learning and growth

Diversity at the workplace creates an opportunity for employee's personal growth. When workers are being exposed to new cultures, ideas and perspectives, it can help each person to intellectually reach out and have a clearer insight of their place in the global environment and hence their own surroundings. The more time spent with culturally diverse co-workers can slowly break down the subconscious barriers of xenophobia and ethnocentrism, thereby encouraging workers to be more experienced members of the society.

Effective Communication

Workplace diversity can immensely strengthen a company's relationship with some specific group of customers by making communication more effective. Customer service department is one of the areas where effective communication is crucial. A customer service personnel or representatives can be paired up with customers from their specific area or location, making the customer feel at home with the representative and thus with the company. For example some companies in the south-western part of the United States often prefer to hire customer service personnel's who are bi-lingual to deal with customers who speak Spanish in their native language.

Review of Literature

Yousuf Kamal (2009) ^[6] Managing Diversity at Workplace: A Case Study of hp. The purpose of the study is to encompass the dimensions of diversity management in a practical company. Particularly, the study shed light on the diversity management issue of a multinational organization. The paper also highlights the theoretical aspect of 'paradigms of diversity management' and its application to Hp. As Hp is doing a technical professional business, like any other technical business, they consider soft skills in general and interpersonal skills in particular as secondary to technical skills for employees. So they need further cross

cultural training and workshop to develop their diversity skill.

According to Biggs (2017), Frederick A. Miller was the first person to realize the importance of diversity and inclusion at workplace. Since 2010, the diversity discourse has made transition to inclusion (Oswick & Noon, 2014). This transition was needed as diversity focuses on the characteristics of the employee; on the contrary, inclusion emphasizes on the characteristics of the organization which consists of organizational culture and organizational climate such that different individuals (people coming from different background) are fully accepted and equitably rewarded by the organization. Rather, inclusion tries to provide an environment of fostering diversity.

Sushmita Goswami & Brij Kishore Goswami (2018) in his study explores the relationship between workforce diversity, inclusion and employee engagement. The aim of this paper is to analyze the relationship between workplace inclusion (WI) and employee engagement (EE) and the effect of workplace diversity, managerial support and trust in leader on workplace inclusion. The study has used a survey to collect data from employees working in the private telecom companies in India, using a structured questionnaire (n=383) of National Capital Region (NCR), India. To identify the factors which determine workplace inclusion and employee engagement multiple regression models has been used and further, Karl Pearson correlation has been used to establish the correlation between variables. This paper found three factors which determined workplace inclusion: workforce diversity; managerial support, and trust in leader. The results point out that the workforce diversity has a significant positive relationship with workplace inclusion.

Krithi & Ramesh Pai (2021) conducted a review study on diversity and inclusion in the workforce for organizational competitiveness. The main objective of the study is to understand the various dimensions of workforce diversity and to study the Role of Workforce diversity and inclusion on employee performance. This study is based on secondary data. Various research journals, review papers, and internet sources are used in the data review. The remarkable aspect of this research is that it conducts a systematic review of the literature on workforce diversity. Diversity management focuses on attracting the broadest possible range of people, recognizing all members of the workforce as assets, and maximizing their potential to optimize the organization's capacity while also increasing employee acceptance of diversity. Employers should realize the necessity of diversity management programs and policies to be embraced in businesses to respect, value, and accept diversity. Before

embarking on anything related to a diverse workforce, any organization should first create a comprehensive diversity plan.

Objectives of the Study

The main purpose of this study is to explore the factors of work place diversity and inclusion in organization.

Research Design

This research focused on the manufacturing sector because it is the best prospect industry of the country and growing rapidly. The target population is the workforce of Companies located in Gwalior. The study is carried out through convenience sampling. The sample size was 100 respondents.

Scale Measurement

To measure workplace diversity; gender and age diversity construct is adapted from Abbas and Hameed (2010), whereas educational background construct is adapted from Giles (2008). The scale consisted of 21 items with three dimensions of workplace diversity (age, gender and education). 7-point likert scale, ranging from (1) strongly disagrees to (7) strongly agree was used as the measuring instrument. Questions on inclusion is relates with work group involvement (WGI), influence in decision making (IDM) and access to information and resources (AIR) developed by Cho and Mor Barak (2008).

Tools for Data Analysis

Reliability and Factor Analysis

Cronbach’s Alpha Reliability Analysis

Table 1: Reliability Statistics

Cronbach's Alpha	N of Items
.856	35

It is shown by the given below table that the value of Cronbach’s Alpha is 0.856. This indicates that all the items in questionnaire are highly reliable.

Factor Analysis for Diversity Management

Table 2: KMO and Bartlett’s Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.860
Bartlett's Test of Sphericity	Approx. Chi-Square	4929.493
	df	210
	Sig.	.000

Table 3: Total Variance and Factor Loadings

Factor Name	Total Eigen Values	% Of Variance	Items Converged	Factors Loads
Gender	8.326	25.581	In my organization employees have not been discriminated by employer while hiring and recruitment process on the gender basis	.775
			My organization does a good job of attracting and hiring women	.842
			In my organization fair treatment is given to all employees, whether they are male or female	.865
			Opportunities for growth and advancement exist for women in my organization	.806
			A career development that includes women is encouraged within my organization	.747
			My organization’s training and development program is developed to meet the criteria/requirement of the male and female	.858
			In my organization women are involved in the organization’s decision making as much as men	.688

			In my organization the performance criteria for success is expected to be higher for men than for women	.657
			I am positive about gender diversity in this workplace	.621
Age	2.384	21.346	My organization provides me with equal opportunities for training and career development.	.870
			My team leaders include all members at different ages in problem solving and decision making	.891
			The age differences in work group might cause conflict	.652
			At work, I experience lack of bonding with people of different age group	.795
			I am positive about age diversity in this workplace	.708
			My organization employs individuals with all levels of education	.843
Education Background	2.064	13.904	There is no discrimination of individuals in terms of education qualifications	.819
			In my organization for training and professional development opportunities, individuals at all levels are considered fairly	.875
			In my organization most departments have balanced educational qualifications	.783
			In my organization promotions are considered fairly for all educational qualifications	.755
			The team leader includes all members at different education level in problem solving and decision making	.657
			I am positive about education diversity in this workplace	.612

Description of factors analysis
Gender

This factor has emerged the most important determinant of Diversity Management total variances (25.581). Major elements of this factor include In my organization employees have not been discriminated by employer while hiring and recruitment process on the gender basis, My organization does a good job of attracting and hiring women, In my organization fair treatment is given to all employees, whether they are male or female, Opportunities for growth and advancement exist for women in my organization, A career development that includes women is encouraged within my organization, My organization’s training and development program is developed to meet the criteria/requirement of the male and female, In my organization women are involved in the organization’s decision making as much as men, In my organization the performance criteria for success is expected to be higher for men than for women and I am positive about gender diversity in this workplace.

Age

This factor has emerged as the second most important determinant of Diversity Management total variances (21.346). Major items of this factor constitute my organization provides me with equal opportunities for training and career development, My team leaders include all members at different ages in problem solving and

decision making, The age differences in work group might cause conflict, At work, I experience lack of bonding with people of different age group and I am positive about age diversity in this workplace.

Education Background

This factor has emerged as the third the most important determinant of Diversity Management total variances (13.904). Major elements of this factor include my organization employs individuals with all levels of education, There is no discrimination of individuals in terms of education qualifications, In my organization for training and professional development opportunities, individuals at all levels are considered fairly, In my organization most departments have balanced educational qualifications, In my organization promotions are considered fairly for all educational qualifications, The team leader includes all members at different education level in problem solving and decision making and I am positive about education diversity in this workplace.

Factor Analysis for Inclusion

Table 4: KMO and Bartlett’s Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.893
Bartlett’s Test of Sphericity	Approx. Chi-Square	3275.868
	df	91
	Sig.	.000

Table 5: Total Variance and Factor Loadings

Factor Name	Total Eigen Values	% of Variance	Items Converged	Factors Loads
Work Group involvement (WGI)	7.214	27.982	I feel part of informal discussions in work group	.865
			I feel isolated from work group (R)	.842
			I feel that work group members don't share information with me	.805
			People in work group listen to what I say	.786
			I feel that my judgment is respected by members of work group	.747
			Group members make me feel a part of decisions	.658
Influence in Decision Making (IDM)	2.605	21.013	I feel that I am able to influence organizational decisions	.870
			I feel that I am able to influence work assignment decisions	.779
			I feel that I am consulted about important project decisions	.752
			Have a say in the way work is performed	.685
Access to Communications and Resources (ACR)	1.914	20.718	Provided feedback by boss	.818
			I feel that I don't have access to training I need (R)	.836
			I feel that I have all the materials I need to do my job	.823
			I feel that I rarely receive input from my supervisor (R)	.783

Description of factors analysis

Work Group involvement (WGI)

This factor has emerged the most important determinant of Inclusion total variances (27.982). Major elements of this factor include I feel part of informal discussions in work group, I feel isolated from work group (R), I feel that work group members don't share information with me, People in work group listen to what I say, I feel that my judgment is respected by members of work group, Group members make me feel a part of decisions.

Influence in Decision Making (IDM)

This factor has emerged the most important determinant of Inclusion total variances (21.013). Major items of this factor constitute I feel that I am able to influence organizational decisions, I feel that I am able to influence work assignment decisions, I feel that I am consulted about important project decisions and Have a say in the way work is performed.

Access to Communications and Resources (ACR)

This factor has emerged the most important determinant of Inclusion total variances (20.718). Major elements of this factor include Provided feedback by boss, I feel that I don't have access to training I need (R), I feel that I have all the materials I need to do my job and I feel that I rarely receive input from my supervisor (R).

Conclusion

This research explores the dimensions of diversity management and Inclusion, the findings shows three factors of diversity that is gender, age and educational background. This research also shows three dimensions of Inclusion Work Group involvement (WGI), Influence in Decision Making (IDM) and Access to Communications and Resources (ACR). The future research may be carried out on the limitations of this study. Sample was collected from one city. Therefore, the results should be generalized carefully to other geographical locations. As we know some countries are more diverse and each country has different types of diversities. So, the variations in diversity among countries need to be further studied.

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