

Diversity Management-A Big Challenge

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Abstract:

Success have no color, no gender, no religion and no face, it is a festival which everyone wants to celebrate. In the same way, diverse and varying workforce enriches the organizational culture and enhances the speed of success. One person can be perfect in one area but lacks in others which can be the expertise of others, so the organization should manage and maintain a perfect mix of all the variations and diverse workforce to achieve success and prosperity. After globalization and liberalization, many businesses were opportunist whereas some were facing the challenges because of migrating and immigrating workforce and countries were facing a huge problem of Brain drain. To convert the brain drain into brain gain, one needs to maintain effective policies to retain the home employees and also to attract the foreigner employees. The present study is about the study of Workforce Diversity and how organizations are managing the huge diverse workforce. It also includes the study of challenges and issues faced by the organization while managing the diverse workforce.

Keywords: *Workforce, Race, Policies, Diversity, Globalization, Liberalization.*

Introduction:

“Diversity may be the hardest thing for the society to live with, and perhaps the most dangerous thing for the society to be without it.” This beautiful truth was said by William Shoane Coffin Jr, and includes a great strategy of business for the survival as all the businesses are interdisciplinary and works in many areas so it demands expert of all the areas who can connect, collaborate and contribute together for the achievement of business goals. A effective team consists of as many variations as possible if the same can be managed in proper way as well as can be directed in single direction.

According to the report of India today, September, 2016, India is most diverse nation of the world if we talk about the demography but still lacks in acceptance. People of different nations like south Africa as well as of different states especially North East are treated badly in Delhi-NCR. Here we need to understand that Bias may be one factor of the social setting but

being an ethical institution or entity, one should not reflect the same in attitude while treating others. In india some of the problem related to diversity includes low representation of Female, issues of working mothers, bias during hiring, racial biasness among students, etc. while the hiring the ratio between male and female is comparative but in growth figures, females are been vanish out due to increased social expectations and other family issues. In India, HR people are putting more efforts for short term issues like hiring, compensation, appraisal, etc but not fabricating the crop of the values which can build and develop a system for the acceptance of diversity. India is still taking baby steps in the progress of workforce diversity management.

Inequality of opportunity is higher in emerging countries, according to the literature (IMF, *Fiscal Monitor*, October 2017). Public policy, especially on education, can help address this inequality which can lead to enhancing human capital and productivity. During the latest

release, IMF launched a theme- Fiscal Monitor, Tackling Inequalities which elaborates that the inclusive growth is drawing attention because of rising inequalities and slowing down economic growth. Further, excessive inequalities can erode social cohesion, leads to political polarization, and ultimately low economic growth.

In neighbouring countries like Nepal, 80% women are in formal workforce whereas in India we have only 30% in economic workforce. In other emerging countries also the participation of women is much more than India. A recent study by OECD (February 2017) revealed that nearly one third of youth are unemployed and are not engaged in training or learning institutions. The literacy rate in India remains lower than most emerging economies. According to NSSO (71 round), attendance ratios dropped sharply from primary to secondary education and inequality in access to education is large: 40 per cent of children from the poorest fifth of population attend secondary school compared to 72 per cent of the richest fifth of urban population.

The policy of reservation can also be effectively used to achieve similar objectives. The government through University Grants Commission has launched special schemes like Ishan Uday and Ishan Vikas to encourage undergraduate students. Also, the Government has been making numerous efforts in spreading quality education in different states by opening institutions of excellence like All India Institutes of Medical Sciences, Indian Institutes of Technology and Indian Institutes of Management.

The lack of opportunity to different citizens of India, which prides in diversity, could also be stifling economic growth. The increase in gender and regional diversity in workforce will achieve sustainable and inclusive growth, as well as equitable distribution of progress and income.

Literature Review:

Priscilla Dike, “The impact of workplace diversity on organizations”, (2013) found that the decision to diversify or not to diversify lies completely with the organizational culture and values. Ford Motors and Coca Cola companies are found in favor of Diversity and inclusion as that helps the organization in improving the productivity and they also mentioned that they will put extra efforts to improve the diversity management strategies for managing the workforce diversity.

Eugene Chew Weiliang, Lee Kah Mun, Tan Siew Chern, Tee Say Fong ,Yang Pik Yuan, in Universiti Tunku Abdul Rahman Faculty Of Business And Finance Department of Business Administration (2011) “The Effects of Workforce Diversity towards the Employee Performance in a Organization” concluded that the overall effect of Workforce Diversity like age, gender, culture, religion, profession, etc in an organization is significant in many ways. The diversity management strategies are more important in service sector as the quality is directly checked by the customers. It is also mentioned that the global economy demands more diversity so that they can deal more significantly with a diverse customer base and can deal properly.

Ankita Saxena, “Workforce Diversity: A key to improve productivity”, SIMSARC13, (2014) conducted a research to know the impact of workforce diversity on the productivity of organization and concluded that diversity is very good for the performance but still people are having differences in thoughts, values, perception, language and other cultural issues which need to be managed properly by the organization.

Elizabeth Fama, “Impact of workforce diversity” (2015) concluded that the increasing

globalization is creating an environment which foster the diverse hiring so that diverse workforce can understand, execute and fulfill the differentiated demands of global customers and organization can participate in global business.

Omankhanlen Alex Ehimare and Joshua O. Ogaga-Oghene, "Impact of workforce diversity on Organizational effectiveness: a study of Nigerian Bank", (2012) conducted a study in Nigeria and found that the individual diversity variables are having a good role in improving the organizational effectiveness but some variables like language and ethnicity is still need to manage by the executives so that all diversity can be managed and can be utilized in effective manner.

Ali M. Alighazo and Hamad M. Al Shaiban, "The effects of Workforce Diversity on Employee Performance at an Oil and Gas company", (2016) executed the study to investigate the relationship between workforce diversity and employee performance and found that age and gender variables are having direct impact on employee performance so these variables should be taken into consideration while designing the diversity management policies.

Muhammad Rizwan , Mula Nazar Khan, and Babar Nadeem, " The Impact of Workforce Diversity towards Employee performance: Evidence from Banking Sector of Pakistan", (2016) took the objective to know the impact of age, gender, ethnicity and education background on the performance of employees in banking sector and concluded that all the taken variables of diversity is having a great impact on the performance of employees in banking sector of Pakistan.

Findings & Conclusion:

From the past data and articles on workforce diversity, it has been concluded that as

compared to other countries, India is still lacking in diversity management even after taking many initiatives. Workforce diversity is a need for today's success in business as multiple skills are required which cannot be found in a single person so organizations need to hire as well as manage the diversity in workforce. Hiring diverse people is as difficult as managing them altogether as each person is having different thoughts, values, perception, attitude, and other demographic features are also do affect the decisions and behavior. There is an increasing trend in workforce diversity but if we talk about management, organizations are still need to update and formulate innovative policies and strategies to manage the same because diverse workforce if managed well can achieve all the targets easily by collective efforts and collaborative skill sets.

Suggestions:

The implication Management should be effective so that healthy and harmonious environment can be created within the circles of workforce diversity. Management need to manage the diversity in proper manner by implementing effective policies and strategies.

As the ratio of working women in india is decreasing, so we in india should provide equal opportunities to women in growth period as well and they should also be provided with benefits like crèche facility, flexi-hours, work from home, etc so that they can fulfill the societal demands comfortably. As age, gender, ethnicity and education are found as core variables of impact on performance, they should be managed by collaboration, effective team creation, refresh courses, etc.

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