# WORK-FORCE DIVERSITY – ANALYSIS OF CASES FROM SELECTED INDIAN WORK ORGANIZATIONS

**Ram Surve**

*Vice President – Human Resources, PRIVO Organic India Ltd, Knowledge Centre, Koparkhairne, Navi Mumbai*

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***Abstract***

*In general, diversity refers to the ways that people in organizations differ. That sounds simple, but defining it more specifically is a challenge because people in organizations differ in many ways-races, gender, ethnic group, age, personality, cognitive style, tenure, organizational function, and more. Also in recent years the understanding of the term diversity has expanded to include not only organizational members but also people who constitute the external customers (suppliers, consumers, regulators, etc.) of the organization. Managing diversity means establishing a heterogeneous workforce to perform to its potential in an equitable work environment where no member or group of members has an advantage or a disadvantage. Effectively managing diversity helps organizations to identify and capitalize on opportunities to improve products and services, attract, retain, motivate and utilize talented people effectively; improve the quality of decision-making at all organizational levels; and reap the many benefits from being perceived as a socially conscious and progressive organization. The paper is an attempt to evaluate the structural process followed by the selected Indian corporations to initiate the diversity management practices to enhance its global competitiveness. Organizations in India have entered the fray with the right approach and are slowly but surely getting equipped, through their diversity management interventions, to take on the diversity challenge and turn it into a golden opportunity.*

***Keywords:*** *Diversity Management, Organizational Behavior, Strategic Human Resources Management*

**Introduction:** Organizations world over are increasingly finding them engulfed in the transformations taking place in their environment. We now operate in an international multicultural business environment and the incessant technology advancements are making this environment even more immediate. There are two sets of forces that are changing the once familiar organizational landscape; increasing reliance on teams and the changing workforce. In today's business environment, many organizations are relying on teams to facilitate liaisons across departments, organizations and countries, with the expectation that these teams will increase quality, innovation and ultimately competitive positioning. At the same time the demographics of the labor force are changing. Around the world, many countries are witnessing women entering the labor force in greater number, the average age

of workforce is increasing and at the same time distribution of age is changing to bring in young interns as well as former "retirees" in to the labor pool, more and more challenged are seeking employment opportunities. These changing demographics are forcing organizations to review and change their people management policies. Thus organizational teams combined with changing workforce demographics are bringing more and more people from diverse backgrounds into contact with one another. This research is an attempt to develop into how organizations are managing this increased contact among diverse organizational members and overcoming the challenges that it can throw up.

The issues related to organizational diversity often based on the assertion that discrimination is not desirable legally and morally. A new managerial paradigm is currently arguing that a more diverse workforce will enhance organizational effectiveness. The work-force diversity will positively affect morale, wider access to new segments to market place, and enhanced productivity. Diverse workforce will have positive impact on morale; increase access to different segments of market and overall impact on business deliverables. In the diverse and multifaceted social and cultural realty of Indian work organizations, it may be observed that very often-such infinitives had negative impact on intra group relationship and organizational performance.

The paper attempts to analyze the mechanism of leveraging and unleash the powerful benefit of a diverse workforce in Indian work organization. It is often argued that organizational transformation through diversity requires fundamental change in the in the attitudes and behaviors of the organizational leadership .It also urges abandoning traditional flawed diversity management assumptions and developing alternative perspectives. In business linked diversity initiatives **'identity-group representation perspective'** has been substituted by **'innovative perspectives and approaches to work'**. Such alternative perspective is based on the assumption that diverse workforce will bring important and competitively relevant knowledge and perspectives about how to actually do work – redesign work processes, reach goals frame task, create effective teams, communicate ideas, and provide leadership. Such a holistic perspective will help organization grow, poses challenges to conventional assumptions about organization's functions, strategies, operations, practices and procedures. The 'Work-centered' diversity management perspective when replaced by the 'Employee-centered' diversity initiatives will help organization to reap the real and full benefit of diverse workforce and contribute its bottom line and effectiveness. (Kochan , 2003)

**Managing Diversity – conceptual framework**

Managing diversity means establishing a heterogeneous workforce to perform to its potential in an equitable work environment where no member or group of members has an advantage or a disadvantage. Diversity management as we know today started in the United States but with a completely different purpose – affirmative action. The next change in the concept came with the introduction of the concept of valuing diversity. These terms are sometimes used interchangeably, but this is a gross error. Affirmative action, valuing diversity and managing diversity are separate points on the continuum of interventions designed to stimulate the inclusion of people from different backgrounds in an organization (Rajan, 2002).

**Affirmative Action:** Affirmative action is the practice of giving explicit consideration to race, gender, national origin, or some other protected characteristic in making an employment decision. It was designed to counter the lingering effects of prior discrimination, whether intentional or not, by employers individually or collectively, as well as to provide a work force more representative of the gender and the ethnic makeup of the positions within an organization.

Affirmative action is required by law in the U.S for recipients of federal contracts in hiring and in other employment decisions like promotion, job assignment, etc. Routine compliance reviews are conducted for such employers. The federal courts also have the discretionary powers to deal with employers who discriminate on various fronts and institute an affirmative action plan if charges are proved.

Affirmative action is grounded in the moral and social responsibility to amend wrongs done in the past to those who were not of the majority population. These legal obligations are based on numerical measures. Thus Affirmative Action programs *give preference* in recruitment or promotion to those from groups, which were poorly represented at work.

Another concept, often mistakenly regarded similar to Affirmative Action is Equal Employment Opportunities (EEO). EEO policies focus on establishing equal opportunities for poorly represented groups with a view to ensure that there is no discrimination on grounds of characteristics such as gender, race, etc. However there is no preference given to particular groups of traditionally underrepresented individuals.

Thus in this stage the focus was on considering all individuals as equals. This outlook led to employers' attempting *to eliminate discrimination by deliberately ignoring differences* among employees.

**Valuing Diversity:** The next step in the evolution of diversity is referred to as valuing diversity. The main objectives of valuing diversity include awareness, education and positive recognition of the differences among people in the workforce. The focus of valuing diversity interventions is on recognizing the uniqueness in everyone, valuing the contribution that each can make and creating an inclusive work environment where awareness of and respect for differences is promoted. *It is the quality of the work experience of disadvantaged or underrepresented employees that is paramount rather than simply their participation rates.*

**Diversity Management:** Diversity management is different from both affirmative action as well as valuing diversity because it focuses on the business case for diversity. Here capitalizing on diversity is seen as a strategic approach to business that contributes to organizational goals such as profits and productivity. Diversity management does not involve any legal requirements. It also goes beyond valuing diversity as it focuses on leveraging the employee diversity to achieve strategic goals such as tapping new markets, tapping newer sources of talent, etc, rather than simply focusing on providing a good environment to the traditionally disadvantaged. Diversity management is founded on the belief that a more diverse workforce will increase organizational effectiveness.

Rather than ignoring differences among employees, the goal of diversity management is to uncover and understand differences among various groups of employees so as to appeal to a broader set of employees and customers. Thus the diversity debate has shifted from the moral obligation of affirmative action to a business imperative. Organizations, faced with intense competition in global markets, record numbers of mergers and acquisitions, and the global war for talent, are focusing on how to leverage diversity as their competitive differentiator.

Researchers Thomas and Ely (1996) conceptualized this continuum of interventions that organizations use to deal with diversity into three paradigms. They found that organizations usually take one of two paths in managing diversity. In the name of equality and fairness, they encourage and expect women and other minorities to blend in. or they set them apart in jobs that relate specifically to their backgrounds, assigning them, for example, to the areas that require them to interface with clients or customers of the same identity

group. Thus African Americans would find themselves marketing to inner-city communities. In these kinds of cases, companies are operating on the assumption that the main virtue identity groups have to offer is knowledge of their own people. This assumption is limited and detrimental to diversity efforts. *Diversity should be understood as the varied perspectives and approaches to work those members of different identity groups bring.* They bring different, important and competitively relevant knowledge and perspectives about how to actually do work- how to design processes, reach goals, create effective teams, and communicate ideas and lead. Such groups, if allowed to, can add value to the organization by challenging basic assumptions about an organization's functions, strategies, operations, practices and procedures. The different paradigms that encompass these differing approaches are as follows:

**The Discrimination-and-Fairness paradigm:** The organizations that use this paradigm focus on equal opportunity, fair treatment, recruitment and compliance with federal EEO requirements. The underlying logic of this paradigm is:

"Prejudice has kept members of certain demographic groups out of organizations such as ours. As a matter of fairness and to comply with federal mandates, we need to work towards restructuring the makeup of our organization to let it more closely reflect that of society. We need managerial processes to ensure that all our employees are treated equally and with respect and that some are not given unfair advantage over others."

The significant limitation of this paradigm is that it is built on the implicit assumption that "we are all the same" or "we aspire to being all the same". This assumption of the organization puts pressure on the employees to make sure that important differences among them do not count. Genuine disagreements about work definition, therefore, are sometimes wrongly interpreted leading to tensions and conflicts. By limiting the ability of employees to acknowledge openly their work related but culturally based differences, the paradigm actually undermines the organization's capacity to learn about and improve its own strategies, processes and practices. Also it keeps people form identifying strongly and personally with their work- a critical source of motivation. (Hewlett & Luce, 2005)

**The Access-and-Legitimacy Paradigm:** If the discrimination-and-fairness paradigm can be said to have idealized assimilation, race- and gender –blind conformism, the access-and-legitimacy paradigm has been predicated on the acceptance and celebration of differences. Where this paradigm has taken hold, organizations have pushed for access to –and legitimacy

with- a more diverse clientele by matching the demographics of the organization to those of critical consumer or constituent groups. For instance, many consumer product companies that have used market segmentation based on gender, racial or other demographic differences have also, under this paradigm, frequently created dedicated marketing positions for each segment. This paradigm has therefore led to new professional and managerial opportunities for women and people of color-, which is a positive outcome. However, the limitation is that in their pursuit of niche markets, access-and-legitimacy organizations tend to emphasize the role of cultural differences in a company without really analyzing those differences.

Whereas discrimination-and-fairness organizations are too quick to subvert differences in the interest of preserving harmony, access-and-legitimacy organizations are too quick to push staff with niche capabilities into differentiated pigeonholes without trying to understand what those capabilities really are and how they could be integrated into the company's mainstream work. The other limitation is that under this paradigm the pigeonholed employees actually feel exploited. Such employees who are brought in to cater to niches feel devalued and sense that opportunities in other parts of the organization are closed to them.

**The learning-and-effectiveness paradigm:** If the discrimination-and-fairness paradigm is organized around the theme of assimilation- in which the aim is to achieve a demographically representative workforce whose members treat one another exactly the same- then the access-and-legitimacy paradigm can be regarded as coalescing around an almost opposite concept: differentiation, in which the objective is to place different people where their demographic characteristics match those of important constituencies and markets.

The emerging paradigm of learning-and-effectiveness transcends both the other paradigms and organizes itself around the overarching theme of integration. Like the fairness paradigm it promotes equal opportunities for all employees. And like the access paradigm it acknowledges cultural differences among people and recognizes the value in those differences. However, it goes beyond this and lets the organization internalize differences among employees so that it learns and grows because of them. Under this paradigm, organizations recognize that employees frequently make decisions and choices at work that draw upon their cultural background- choices made because of their identity-group affiliations. Companies that use the learning paradigm incorporate their employees' perspectives into their main work. They allow employees to rethink primary tasks and

redefine markets, products, strategies, missions, business practices and even cultures. The hall marks of the diversity interventions that are rooted in the learning-and-effectiveness paradigm are that such interventions involve efforts for legitimating open discussions, for actively working against forms of dominance and subordination (e.g. sexual harassment) and for making sure that organizational trust stays intact. The researchers conclude that only organizations that are following the learning-and-effectiveness paradigm are tapping into diversity's true benefits (Thomas, 2004).

**Design and Plan for the Study:** The study aims at a qualitative analysis of the aspects of diversity management in the context of work organizations in India. With emergence of new economic era and structural adjustment at the firm level for enhance competitiveness in Indian organization, the strategic human resources initiatives for developing linkages with business provides the background of the study. The paper is an attempt to analyze the following:

1. To develop linkages of the concepts of diversity and diversity management and their application in organizational effectiveness.

2. To understand the approach of Indian organizations towards the issues related diversity at work place.

3. To make a qualitative assessment the diversity management practices of Indian organizations through case analysis method.

4. To make critical assessment of select corporate organizations in India and their strategic linkage with business goals.

5. Evaluation of the diversity outcome with respect to organizational efficacy and its impact on product, process and perceived effect of various stake holders.

The methodology followed in the study to identify organizations and make a qualitative assessment of the diversity policy and analyze the modalities followed in conceptualization and implementation of diversity-framework. It was envisaged that in-depth analysis of selected cases from Indian organizations would provide insights of managing human resources in diverse social systems in India and its consequent implications on the business performance and organizational efficacy. In selecting the organizations efforts were made to ensure that selected organizations are willing to share their experience and provide insights in their organizational diversity management. Attempted to analyze four organizations and the methodology followed for collection of information from organizations through analysis of

secondary data available. The structured discussion was carried out with senior management from different functional areas to understand the process followed for initiating diversity management initiatives as apart of strategic human resources management in the selected organization. The following section provides an analysis of the four organizations with a brief description of the organizations selected for the study.

**Organization 1:** The organization 1 is the Indian subsidiary of a German-based multinational and it started its India operations in early 1930. The company is primarily an engineering manufacturing organization and leaders in electrical, electronics, and highly sophisticated medical equipment with significant market share and wide reputation in Indian market. The organization employs 14,870 persons and has 17 production facilities and wide sales and marketing network covering the entire country. The organization has explicit and well-structured diversity management policy and known for its concern for the guaranteeing equal opportunities to all employees.

The business of the organization has been structured in four strategic business units:

- Electrical Transformers and power generation equipments
- Medical and diagnostic equipments
- Telecommunication including mobile communication systems and instruments
- Project consultancy services

The analysis of the profile of employees revealed that the organization has developed a workforce wherein the employees have been drawn from the different geographical locations from the country. It is estimated that more than 10% of the total workforce currently employed are drawn from outside India. With respect to gender diversity, the organization could not make substantive progress due to non-availability of qualified personnel as per the task characteristics. It may be noted during recent years here is steady increase in the number of women employees in the organization. In assessing the situation, the management has not taken into consideration of the traditional job categories where the women were employed. As a part of strategic exercise and guidelines from the parent countries, research and product development centers have implemented workforce diversity by inducting employees from different regions and with ethnic representation. The organization has carried out strategic exercises to reach out various educational institutions and changed its earlier practice of selecting employees from select institutes. An organization-wide communication was attempted through the internal communication channel from CEO to sensitize the members

and need for such initiatives for organizational competitiveness. The human resources management department incorporated the diversity strategy in formulating personnel policies. Several new personnel innovation was introduced to take care of the issues and necessary support and formal processes were implemented. The organization's product innovation and marketing was reviewed and ideas generated from the diverse work groups were incorporated in the business plan of the organization. The organization could reposition in the domestic market and significant increment in the market share was evident from the analysis of the overall performance of the organization. As indicated, the parent company is planning for expansion of Indian operation and considering significant investment in India after taking into consideration of the recent performance. It may be indicated here that it may not be relevant to draw any inference of the present state of the organization with the diversity initiatives of the Indian subsidiaries. The organization has changed its basic assumption and reformulated its diversity policy with explicit linkage with its business model.

It has created an organizational plan to evaluate and assess the diversity initiatives by setting up of a steering committee at the corporate level. The organization has also created unit level monitoring and administrative group and the functional groups will help the apex steering committee with necessary follow up and action taken report. It is interesting to note that the organization formalized the diversity initiatives and the steering committee has the CEO as the chairperson. Such formalization has ensured that decisions of the committee is appropriately implemented and integrated with business strategies of the organization. The organization has not agreed to implement any mandatory target regarding quota regarding groups to be included. It is presumed in the organizational policy that it will not restrict in HR sourcing and envisage to incorporate all inclusive strategies to create the workforce as diverse as possible.

**Organization 2:** The organization 2 is the Indian organization and it started its India operations in 1944. It is the most comprehensive manufacturer of healthcare products, selling more than 130 different products in the consumer, and pharmaceutical and professional markets. The product range varies from generic and specialized formulations. The organization has acquired many renowned brands from national and international pharmaceutical organizations and repositioned the brands in the domestic and international market. Since 60 years of establishment in India, it has gained a reputation for delivering high-quality products at competitive prices. The company has mainly four business areas:

- Bulk drug manufacturing

- Formulations with leadership in specialized groups of life saving medicine

- Medical and diagnostic products

- Super specialized health care institutions

It has now expanded its operation and set up plants outside India. In 1990s, the organization acquired manufacturing facilities outside India. It has also established it basic research laboratories in India with considerable investment. The company has grown last five years and its average annual rate of growth has been reported above 20% during last three years. It has adopted workforce diversity policy from acquired companies and adopted a policy of encouraging diverse workforce in its new manufacturing plants located in different parts of the country. Since many of the plants are located in remote locations and established to take the advantage of incentive extended by the government as per the industrial development policy, significant numbers of employees in unskilled/semiskilled positions have been selected from local population. The gender has played a critical factor and approximately 35% women have been recruited for the assembly jobs. In case of other categories of employment, the traditional demographic characteristics can be observed. The organization has initiated diversity sensitization program for its senior management personnel and a consultant of international repute facilitated the program.

The CEO though urged for equal opportunity organization but considerable emphasis has been focused on gender equality. The organization initiated gender sensitization program and success stories from other organization relating to the advantages gender diversity were shared with employees at different level. During the structured interview process, it was indicated by several stakeholders that CEO often demonstrated and encouraged the need for gender diversity considering the compelling forces from global norms of carrying business in the international market. In designing the operational diversity initiatives, it is felt more gender related practices were conceptualized following the practices followed in Indian corporate. It is felt by the senior management that HR professionals' lack of appreciation of business process as the most impeding factor for such incidence. During the course of interaction with employees it was reported that lack of HR competency is responsible for low strategic integration of the diversity initiatives of the organization.

**Organization 3:** The Organization 3 is a subsidiary of a U.S. based multinational, which is a leading provider of agricultural products and solutions in 52 countries the world over.  The

organization started its operation in India began over 50 years ago. The principle businesses of the company comprise of three major areas:

➢ Herbicides

➢ Seeds

➢ Biotechnology

The organization has a total of 350 employees in India, of which about 300 are in the managerial or supervisory category. The support services are outsourced and the organization has a considerable investment in outsource service provider. It has been an active partner in enhancing the capability enhancement of the companies that are providing services for non-core activities to the organization. The organization is a subsidiary of a multinational corporation operating in large number of regions of the world. The outsource agencies are required to comply with several diversity initiatives of the organization and exhaustive details are provided to the agencies for necessary compliance.

The parent organization launched its diversity management programs about in 1998. Its Executive Team declared that building a diverse and inclusive organization for added competitive advantage. The team recognized that diversity is central to the company's success. To sustain and grow the business across all areas, the organization would require diverse business perspectives and the flexibility to work with a variety of people wherever it conducts business. The organization's work must reflect and respect the cultures, ideas and interests of all the consumers served by the company and the communities touched by it.

The organization's commitment to diversity is reflected prominently in two key components of its organizational policy statement:

• **"Dialogue**: We will listen carefully to diverse points of view and engage in thoughtful dialogue to broaden our understanding of issues in order to better address the needs and concerns of society and each other. "

• '**Respect:** We will respect the religious, cultural and ethical concerns of people throughout the world."

The corporation-initiated diversity management efforts as a formal program long back. The top management team associated with Indian operation recognized the need for effective management is the central to organizational success in a diverse social system in India. To sustain and grow the business across all areas, the organization would require diverse business perspectives and the flexibility to work with a variety of people wherever it conducts

business. The organization's work must reflect and respect the cultures, ideas and interests of all the consumers served by the company and the communities touched by it.

**Organization 4:** The organization 4 is the Indian subsidiary of a multinational FMCG company, which is the market leader in confectionery, and third largest soft drinks company in the world. It manufactures markets and distributes branded chocolates, confectionery and beverages. The company began its operations as a trading concern in 1947. The company today employs nearly 2000 people across India. It has a strong marketing department and nation-wide sales and distributor network.

The parent organization's People Strategy sets out the values and policies that underpin all areas of their people management. The People strategy is embodied in the organization's desire to become "The great place to be". This philosophy describes the big picture of working at the organization so that

"…Everyone pursuing or considering a career with us can get a clear sense of what it's like, what's expected of them and what they can expect in return. It's a place where you can be part of our world, make a difference, grow with us, gain from our success and be yourself." The Core purpose of the organization is "**Working better together** to create brands people love".

Thus the diversity management initiative is firmly rooted in the organization's value system where by each individual employee is encouraged to be himself/herself, is explicitly informed of the acceptable norms of behavior in terms of sensitivity to others and the ultimate aim is to develop synergy among employees.

The global Equal Employment Opportunity (EEO) and Diversity Policy underlines the value the organization places on having a diverse workforce, providing equal opportunities and engendering an inclusive work environment. The EEO and Diversity policy was introduced in 1993. It covers race, color, ethnic or national origin, gender, age, religion, sexual orientation, marital status and disability. The organization would like to reposition its business and has set the goal of the creating new segments of customer considering the socio-cultural preference of Indian society. The diversity initiatives were also integrated the strategic intent of the management to reach out new market and specially the rural market with significant growth potential and changing profile of rural market in India.

**Findings of Study:**

It may be pointed out that four organizations selected for the study are diverse in their nature of business. It includes manufacturing/engineering, pharmaceutical/ chemical, FMCG and agricultural and are in operation for considerable period in India. Three of the four organizations are multinational corporations and Indian operations are the subsidiaries of the parent corporation. The Indian domestic organization has its operation including manufacturing facilities in different parts of the world and can be classified as Indian multinational. The summary of the study is presented in the following section.

1. The diversity initiatives of the Indian corporate have been conceived recently. All such initiatives are at conceptual and policy level. It is encouraging to note that Indian organizations are reflecting on the need for diverse workforce. It is a considerable value-level change considering the traditional value base of Indian social system. Developing the diverse workforce to keep pace with the globalization process can be observed across the organization selected for the study.

2. All multinational corporations have taken the initiatives as per the guidelines of the parent corporations and developed action plan for its operational implementation in Indian subsidiaries. It is felt more innovation and adaptation based on the experiences of Indian social systems need to be initiated for evolving diversity policy or the corporate.

3. In case of the Indian domestic organization, it was observed that more emphasis was laid on gender diversity. During the course of interaction, it was indicated by the senior management recruitment of women will enhance the productivity and will help the organization to cope with implementation of structural flexibility related to business process by incorporating new forms of employment regulation and dealing with the militancy of the trade unions at the unit level. The other impetus of creating diverse workforce for Indian organization can be linked with the global operation and international standards for manufacturing practices as required for participating in international business.

4. It is evident from the analysis of the cases, conceptually all organizations are shifting their focus from the 'discrimination & fairness' and 'access & legitimacy' paradigm to ' learning & effectiveness' paradigm. In cases of three multinational subsidiaries, it is evident that their diversity policy is closely linked to the parent countries diversity

practices. The major driving forces have been the reviewing the business impact of diversity initiatives and concern for effectiveness in serving the interest of various stakeholders. This can be achieved through assimilation and integration of alternative perspective of its employees and facilitate better decision due innovative and creative ideas from employees of different background and culture.

5. In the case of the Indian domestic organization, it is evident that there is lack of proactive responsiveness from the human resources department in partnering with the business objectives of the corporation. The organization is aggressively poised for volume expansion in the international market and would like to leverage on the diversity initiatives.

6. The study suggests that organizations are open to divergent ideas from its employees primarily for redefining business processes are ready to operate and capitalize on the workforce diversity and hence favorably poised to gain the true advantage of diversity.

7. The analysis of four selected cases in Indian context suggests that in recent years, there is considerable pressure from home countries to implement and formulate diversity management policies. The study also indicates that domestic corporations are not being excluded from such practices. In other words, there is a compelling need for developing business case for diversity across the different sectors in India.

8. It can be generalized that all the organizations selected for the case study have developed diversity strategies centering around four critical aspects:

   - Internal Customer – employee diversity with enriched talent pool for innovation in product, process and services of the organization.
   - External Customer – Increase diversity of customer looking for efficient product, services and innovative channels for deliverables.
   - Networked partner: Diverse partners and competitors in open market in open global market.
   - Supplier and vendors: Creation of diverse outsources partnering for enhanced competitive edge.

9. Uniformly gender is considered as most important components in Indian organization. The other factors that are also considered very important are demographic factors,

educational background and other socioeconomic factors and place of origin including ethnic origin.

10.  There are systematic assessments of the changing diversity profile of organization to design strategic action plan to create appropriate implementation of diversity policies. This is to develop appropriate HR systems and processes to remedy any negative trends in the organization.

11. All the organizations have attempted to formulate formal bodies to ensure effective implementation of diversity policy and provide forum for simulation and resolution of diversity conflict to meet the challenges of implementation.

12. In case of one organization, diversity implementation has been incorporated with performance management systems (PMS) of the middle and senior management employees. The top management team has expressed satisfaction with regard to this initiatives proposed by the HR department.

13. All the organizations covered in the study claimed to have planned for process interventions through necessary training support and it has been viewed as excellent integrative strategies for institutionalization of diversity policy of the corporation.

14. The organizations included in the study felt there are significant problems relating to retention of minority and there is strong need for developing supportive forums for mentoring the diverse group to get integrated with the conventional groups traditionally involved with the organization. The newly inducted groups in the organization need formal organizational support systems for better integration after induction with the prevailing culture.

15. It can be observed from the analysis of the cases; there is a positive attitude towards the diversity across organizations. Majority of the senior management could perceive a direct linkage with the business growth through effective implementation of diversity policy at the operative level. It is also considered as strategic options for the talent acquisition and development (TAD) at the functional level.

## Conclusions

The analysis of the cases have identified some important aspects of diversity management initiatives and the same will provide some insights for managing diverse and complicated social systems in India. The following tentative conclusions can be considered for generating futuristic perspectives in managing Indian work organizations:

- It is felt that there is dearth of diversity interventions and Indian organizations need to consider the complex phenomena for realizing its potential considering challenges posed by the new economic era.

- Indian work organizations need to address the issue of developing cultural identity of groups since in the conservative and traditional caste-based socio-cultural systems, several groups could not lead to formation distinct identity, and the same is applicable for persons with different ethnic groups or with personal preference related to sexual preferences or physical or mentally challenged.

- It is felt that in order to enhance diversity in the organization, there will be need for considerable investment in assistive technology and attitudinal realignment of the organizational citizen including the external stakeholders. The study could identify serious gap among the policy makers and senior management.

- It is felt during the discussion with the employees at various level that there is no effective participative forums and formal interventional mechanism to carry forward the diversity management initiatives in the organization. Though in all cases, there have been institutional forums but respondents are skeptical about its efficacy. It is felt that organizational development interventions need to be carried out to facilitate group involvement in the Indian work organizations.

- In analyzing the diversity initiatives in the selected Indian organizations, it was observed that no significant measures have been reported to ensure diverse group involvement from the external stakeholders. The benefit of diversity cannot be capitalized unless the organizations ensure participation of diverse group representing the external stakeholders associated with the corporation through different interfaces.

The study closes with the hope that it is important to understand the role of diversity as alternative paradigm of creating effective organization and reposition its business deliverables. It is important to view the emerging organizational issues for competitive advantage through innovations of product and services. It is an effort to make organization more responsive and create mutually learning opportunities through attitudinal reengineering by developing more tolerance to the views of different diverse groups and demonstrating that all are respected and can add value to holistic operation of the organization.

In the context of changing business scenario, there is considerable need to innovate and provide value added product and services by the enterprises. It is important to note that

homogeneous group of people cannot win customers and get their commitment. Hence diverse and heterogeneous groups can meet the expectation by creating different and alternative perspectives through their varied experiential learning. There are many barriers of effective implementation of diversity initiatives. A strong and firm commitment of the top leadership is required to sustain any diversity initiative. With fast changing corporate scenario in India, it is definite that added competitiveness in the operative efficiency will be achieved by the Indian corporate both domestic and multinational.

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