INTERNATIONAL JOURNAL OF RESEARCH IN COMMERCE, ECONOMICS AND MANAGEMENT

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   STATEMENT OF THE PROBLEM

   OBJECTIVES

   HYPOTHESES

   RESEARCH METHODOLOGY

   RESULTS & DISCUSSION

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A STUDY ON MANAGING DIVERSIFIED WORKFORCE-AND IT'S IMPACT ON ORGANIZATIONAL SUCCESS WITH REFERENCE TO BHEL/BAP, RANIPET

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ABSTRACT

The research has been undertaken to study on workforce diversity with respect to BHEL/BAP Ranipet. The main objective of this research is to manage the diversified workforce effectively for the betterment of the organizational success. To conduct the study, a sample size of 55 is selected; stratified random sampling technique has been used to collect the sample. With the help of questionnaire primary data were obtained and through the statistical test like chi square, f- test analysis and interpretation were carried out and suitable suggestions were recommended to the company. The scope of the study is to find the lapses if any in the present diversified workforce of the company. The study takes into account the genuine grievances of the employees and also their suggestion, comments and other incidental remarks which have a lot of bearing on the technical and non technical departments, and also which indirectly interlaced with the general tone and tenor of the organizational growth. In this study the researcher found that age & gender diversity may grow in the near future, so the researcher request the company to focus on this problem and suggest to take relevant pre-cautionary measures to tackle this problems and make their diversified workforce more effective.

KEYWORDS

Workforce diversity, Group cohesiveness, organizational effectiveness etc.

INTRODUCTION

Knowledge is power. Companies can achieve success only when they are able to harness the collective knowledge of their employees. The value of such knowledge would be immense, especially when employees come from diverse backgrounds and different cultures. Just as they say "variety is the spice of life". Marketers have lately discovered that innovative and creative ideas come from employees belonging to sub cultures. Equal opportunity is the back bone of work force diversity, and the heterogeneity that is bought in deserves to be cultivated as a means of achieving organizational effectiveness, while the traditional homogeneity takes a back seat. Diversity may occur with respect to any characteristic; our focus will be on diversity with respect to demographic, relatively stable, and visible characteristics: specifically gender, age, religion, physical abilities, and sexual orientation, experience, income level etc.. Understanding how these characteristics shape organizational behavior is important. While many organizations publicly rave about the benefits of diversity, many find it challenging to manage diversity effectively. If managing diversity effectively has the potential to increase company performance, increase creativity, and create a more satisfied workforce, why aren't all companies doing a better job of encouraging diversity? Despite all the potential advantages, there are there are also a number of challenges associated with increased levels of diversity in the workforce.Managing workforce diversity has become the order of the day as more and more organization cross their domestic barriers and enters the international arena with their products, services and even building manufacturing facilities apart from entering in to the business alliance with foreign companies. It is the challenge for the HR fraternity. By creating a work environment where people of all origins and traits feel welcome, organizations will make it possible for all employees to feel engaged with their work and remain productive members of the organization.

OBJECTIVES OF THE STUDY

1. To find out the group cohesiveness among the department
2. To find out the group cohesiveness between the department
3. To identify the Factors influencing in managing diversity effectively.

NEED & SCOPE OF THE STUDY

- The scope of the study is to find the lapses if any in the present diversified workforce of the company.
- The study can be used as the base for managing the diversified workforce effectively for organizational success.
- The study helps business corporations expand their operation in to global market.
- The study also suggests the initiatives that enhance organization HR strategies.
- The study takes into account the genuine suggestion of the employee which have a lot of bearing on the technical and non technical departments.

LIMITATIONS OF THE STUDY

A study has certain limitations that are unavoidable. These limitations fall beyond the control of researcher while collecting and analyzing the data.

- This study was conducted only in central public sector.
- This study was conducted only for the employees so it cannot be generalized to the whole company
- Due to smaller sample size and the nature of sampling method (random sampling) used, the results of the study have to be interpreted by keeping these limitations in mind.
- The study has been limited by time and cost factor.

REVIEW OF LITERATURE

WHAT IS WORKFORCE DIVERSITY?

It is the Similarities and differences among employees in terms of age, cultural background, physical abilities and disabilities, race, religion and sexual orientation.

Managing diversity is defined as "planning and implementing organizational system and practices in order to manage people effectively, so that their hidden talents and potential advantages of diversity are maximized and potential disadvantaged is minimized. Tay lor x

In simple, it is the difference between people, for example, in race, age, gender, disability, geographic origin, family status, education, or personality that can affect workplace relationships and achievement. It may be defined by any characteristic that varies within a particular work unit such as gender, race, age, education, tenure, or functional background (such as being an engineer versus being an accountant). Even though diversity may occur with respect to any

characteristic, our focus will be on diversity with respect to demographic, relatively stable, and visible characteristics: specifically gender, race, age, religion, physical abilities, and sexual orientation.

WHAT ARE THE LEADING PRACTICES OF DIVERSITY MANAGEMENT?

The following four categories summarize the writings on leading practices in diversity management:

1. Training

Best practices in training start with diversity training as a part of the orientation process for new employees, with its principles and behaviors continually reinforced throughout an employee's tenure with the organization. That is, managers at all levels must be well trained in diversity management so as to convey a consistent message to employees. With respect to the administration of training programs, attendance must be mandatory for all; moreover, programs should be evaluated for inclusion of diverse groups and evaluated for effectiveness. Attendance is a start, but it is not the only goal.

2. Development

In the interest of promoting diverse individuals, awarding promotions simply because of an employee's diversity status is not the answer. For leaders to disregard qualifications and experience, putting someone in a position strictly due to his or her minority status, helps neither that employee nor the organization as a whole. In fact, this practice can do more harm than good in promoting respect for diverse others.

3. Accountability

Managers' performance reviews should factor in how well they manage diversity. It is axiomatic of "what gets measured gets done." Middle managers have the greatest need to be informed, sensitized, and coached. But top management must support, endorse, and commit to these practices.

4. Feedback

Career counseling and advising are vital. They can remedy turnover problems. Moreover, minority individuals (and majority-group employees for that matter) who have excellent opportunities elsewhere may leave if they are unaware of their opportunities with their current employer. When minorities do leave, the exit interview is an opportunity for the manager to listen and learn.

If the organization can meet with individual groups of minorities for feedback sessions, its leaders can see whether these employees have ideas to share when in the company of persons of the same background.

HOW ARE COMPANIES MEASURING THE EFFECTIVENESS OF THEIR TRAINING INITIATIVES?

Companies report using the following tools to measure diversity effectiveness.

* Employee surveys: change of attitudes
* Employment data: tracking numbers of employees with regard to turnover, absenteeism, and promotion
* 360-degree feedback: assessments of managers' handling of diversity issues
* Focus groups: employee perceptions of diversity efforts
* Benchmarking: comparing company efforts to competitors' best practices
* Diversity-specific surveys: asking diverse employee groups about company climate
* Annual performance reviews of managers: monitoring business units' achievement of financial results with a diverse workforce
* Employee feedback: how all employees feel about diversity initiatives?
* Customer feedback: whether diverse customers are well served.

WHAT IS GROUP COHESIVENESS?

a. Group Cohesiveness is the force bringing group members closer together. Cohesiveness has two dimensions: emotional (or personal) and task-related. The emotional aspect of cohesiveness, which was studied more often, is derived from the connection that members feel to other group members and to their group as a whole. That is, how much do members like to spend time with other group members? Do they look forward to the next group meeting? Task-cohesiveness refers to the degree to which group members share group goals and work together to meet these goals. That is, is there a feeling that the group works smoothly as one unit or do different people pull in different directions.

b. Characteristics of a group

Cohesiveness is a measure of the attraction of the group to its members (and the resistance to leaving it), the sense of team spirit, and the willingness of its members to coordinate their efforts. Compared with members of a low-cohesive group, those in a high-cohesive group will, therefore, be keen to attend meetings, be satisfied with the group, use "we" rather than "I" in discussions, be cooperative and friendly with each other, and be more effective in achieving the aims they set for themselves. The low-cohesive group will be marked by absenteeism, the growth of cliques and factions, and a sense of frustration at the lack of attainment.

BENEFITS OF DIVERSITY

What is the business case for diversity? Having a diverse workforce and managing it effectively have the potential to bring about a number of benefits to organizations.

a. Higher Creativity in Decision Making

Research shows that diverse teams tend to make higher quality decisions.

An important potential benefit of having a diverse workforce is the ability to make higher quality decisions. In a diverse work team, people will have different opinions and perspectives. In these teams, individuals are more likely to consider more alternatives and think outside the box when making decisions. When thinking about a problem, team members may identify novel solutions. Research shows that diverse teams tend to make higher quality decision. Therefore, having a diverse workforce may have a direct impact on a company's bottom line by increasing creativity in decision making.

b. Better Understanding and Service of Customers

A company with a diverse workforce may create products or services that appeal to a broader customer base. For example, PepsiCo Inc. planned and executed a successful diversification effort in the recent past. The company was able to increase the percentage of women and ethnic minorities in many levels of the company, including management. A company with a diverse workforce may understand the needs of particular groups of customers better, and customers may feel more at ease when they are dealing with a company that understands their needs.

c. More Satisfied Workforce

When employees feel that they are fairly treated, they tend to be more satisfied. On the other hand, when employees perceive that they are being discriminated against, they tend to be less attached to the company, less satisfied with their jobs, and experience more stress at work. Organizations where employees are satisfied often have lower turnover.

d. Higher Stock Prices

Companies that do a better job of managing a diverse workforce are often rewarded in the stock market, indicating that investors use this information to judge how well a company is being managed. For example, companies that receive an award from the U.S. Department of Labor for their diversity management programs show increases in the stock price in the days following the announcement. Conversely, companies that announce settlements for discrimination lawsuits often show a decline in stock prices afterward.

e. Higher Company Performance

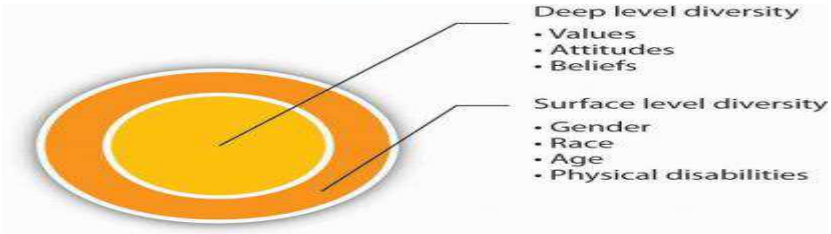
As a result of all these potential benefits, companies that manage diversity more effectively tend to outperform others. Research shows that in companies pursuing a growth strategy, there was a positive relationship between racial diversity of the company and firm performance. Companies ranked in the Diversity 50 list created by *Diversifying* magazine performed better than their counterparts. And, in a survey of 500 large companies, those with the largest percentage of female executives performed better than those with the smallest percentage of female executives.

WHY ARE WE MORE ATTRACTED TO THOSE WHO SHARE OUR DEMOGRAPHIC ATTRIBUTES?

Demographic traits are part of what makes up surface-level diversity. Surface-level diversity includes traits that are highly visible to us and those around us, such as race, gender, and age. Researchers believe that people pay attention to surface diversity because they are assumed to be related to deep-level diversity, which includes values, beliefs, and attitudes. We want to interact with those who share our values and attitudes, but when we meet people for the first time, we have no way of knowing whether they share similar values. As a result, we tend to use surface-level diversity to make judgments about deep-level diversity. Research shows that surface-level traits affect our interactions with other people early in our acquaintance with them, but as we get to know people, the influence of surface-level traits is replaced by deep-level traits such as similarity in values and attitudes. Age, race, and gender dissimilarity are also stronger predictors of employee turnover during the first few weeks or months within a company.

It seems that people who are different from others may feel isolated during their early tenure when they are dissimilar to the rest of the team, but these effects tend to disappear as people stay longer and get to know other employees.

FIGURE



Individuals often initially judge others based on surface-level diversity. Over time, this effect tends to fade and is replaced by deep-level traits such as similarity in values and attitudes. As you may see, while similarity-attraction may put some employees at a disadvantage, it is a tendency that can be managed by organizations. By paying attention to employees early in their tenure, having formal mentoring programs in which people are assigned mentors, and training managers to be aware of the similarity-attraction tendency, organizations can go a long way in dealing with potential diversity challenges.

1. Fault lines

A fault line is an attribute along which a group is split into subgroups. For example, in a group with three female and three male members, gender may act as a fault line because the female members may see themselves as separate from the male members. Now imagine that the female members of the same team are all over 50 years old and the male members are all younger than 25. In this case, age and gender combine to further divide the group into two subgroups. Teams that are divided by fault lines experience a number of difficulties. For example, members of the different subgroups may avoid communicating with each other, reducing the overall cohesiveness of the team. Research shows that these types of teams make less effective decisions and are less creative.

Fault lines are more likely to emerge in diverse teams, but not all diverse teams have fault lines. Going back to our example, if the team has three male and three female members, but if two of the female members are older and one of the male members is also older, then the composition of the team will have much different effects on the team's processes. In this case, age could be a bridging characteristic that brings together people divided across gender.

2. Stereotypes

An important challenge of managing a diverse workforce is the possibility that stereotypes about different groups could lead to unfair decision making. Stereotypes are generalizations about a particular group of people. The assumption that women are more relationship oriented, while men are more assertive, is an example of a stereotype. The problem with stereotypes is that people often use them to make decisions about a particular individual without actually verifying whether the assumption holds for the person in question. As a result, stereotypes often lead to unfair and inaccurate decision making.For example, a hiring manager holding the stereotype mentioned above may prefer a male candidate for a management position over a well-qualified female candidate. The assumption would be that management positions require assertiveness and the male candidate would be more assertive than the female candidate. Being aware of these stereotypes is the first step to preventing them from affecting decision making.

The Business Case for Workplace Diversity

For example, 400 executives agreed that **"diversity programs help to ensure the creation, management, valuing and leveraging of a diverse workforce that will lead to organizational effectiveness and sustained competitiveness."**

One of the major drivers behind the business case is the demographic changes that directly affect the labor pool and available talent. These changes are significant. In an organization, human capital and workforce relationships are the backbone of success. The flow of information between colleagues, work teams, customers and suppliers, for example, depends on the quality of relationships and talent in the workplace. Consequently, workplace diversity is increasingly viewed as an essential success factor to be competitive in today's marketplace.

The Society for Human Resource Management recommends the following components for a successful diversity initiative:

1. **Get executive commitment.** Enlisting the visible support and commitment of your organization's CEO is fundamental to a successful diversity initiative.
2. **Articulate the desired outcomes.** Be explicit about how support and commitment are to be shown and from whom it is expected.
3. **Assess the climate, needs and issues at your organization.** The use of focus groups can help clarify the obstacles. It will prove helpful to determine where your organization is currently on the diversity continuum before determining what interventions need to be taken.
4. **Create and maintain open channels of communication with employees at the launch of your diversity initiative and throughout the process.** Communication is crucial to the success of your diversity plan and should occur not only at the beginning of a diversity initiative, but also throughout the process.
5. **Consider forming a diversity taskforce to widen your support base.** This group can help analyze assessment data and make recommendations to top management.
6. **Develop a mechanism for dealing with systemic changes and procedural problems.** Once identified, obstacles and problems must be addressed. For example, your company may be committed to hiring persons outside of the dominant culture, but has difficulty promoting those same persons once they are with the organization.
7. **Design relevant, interactive applicable training.** The purpose of good training is to not just increase awareness and understanding about diversity, but to also develop concrete skills that employees can use to deal with workplace diversity, its implications and its effects
8. **Evaluate and measure each component of your diversity initiative (training, taskforce, mentoring initiative, employee networks, etc.).** Set measurable criteria and determine what you would like to accomplish and how you will gather data.
9. **Ensure integration and accountability.** Integrate the concepts, skills and results of your diversity efforts into the fabric of the organization and hold management accountable for encouraging diversity throughout the organization.

Dealing with diversity is a continuing process that enhances an organization's ability to adapt and capitalize on today's increasingly complex world and global marketplace. A well-managed diverse workforce can give your company the competitive advantage necessary to compete in a global economy.

SIX KEY REASONS TO TIE WORKFORCE DIVERSITY TO ORGANIZATIONAL STRATEGIC GOALS AND OBJECTIVES ARE AS FOLLOWS:

1) Greater adaptability and flexibility in a rapidly changing marketplace;
2) Attracting and retaining the best talent;
3) Reducing costs associated with turnover, absenteeism and low productivity;
4) return on investment (ROI) from various initiatives, policies and practices;

5) Gaining and keeping greater/new market share (locally and globally) with an expanded diverse customer base;
6) Increased sales and profits.

KEY STRATEGIES FOR MANAGING DIVERSIFIED WORKFORCE

Organizations managing diversity effectively benefit from diversity because they achieve higher creativity, better customer service, higher job satisfaction, higher stock prices, and lower litigation expenses. At the same time, managing a diverse workforce is challenging for several key strategies. Employees are more likely to associate with those who are similar to them early in a relationship, the distribution of demographic traits could create fault lines within a group, and stereotypes may act as barriers to advancement and fair treatment of employees.

WHAT CAN ORGANIZATIONS DO TO MANAGE DIVERSITY MORE EFFECTIVELY?

The following are the Suggestions for Managing Demographic Diversity effectively are as follows:

a. Build a Culture of Respecting Diversity

In the most successful companies, diversity management is not the responsibility of the human resource department. Starting from top management and including the lowest levels in the hierarchy, each person understands the importance of respecting others. If this respect is not part of an organization's culture, no amount of diversity training or other programs are likely to be effective. In fact, in the most successful companies, diversity is viewed as everyone's responsibility. Companies with a strong culture—where people have a sense of shared values, loyalty to the organization is rewarded, and team performance is celebrated—enable employees with vastly different demographics and backgrounds to feel a sense of belonging.

b. Make Managers Accountable for Diversity

People are more likely to pay attention to aspects of performance that are measured. In successful companies, diversity metrics are carefully tracked. For example, in PepsiCo, during the tenure of former CEO Steve Reinemund, half of all new hires had to be either women or minorities. Bonuses of managers partly depended on whether they had met their diversity-related goals. When managers are evaluated and rewarded based on how effective they are in diversity management, they are more likely to show commitment to diversity that in turn affects the diversity climate in the rest of the organization

DIVERSITY TRAINING PROGRAMS

Many companies provide employees and managers with training programs relating to diversity. However, not all diversity programs are equally successful. You may expect that more successful programs are those that occur in companies where a culture of diversity exists. A study of over 700 companies found that programs with a higher perceived success rate were those that occurred in companies where top management believed in the importance of diversity, where there were explicit rewards for increasing diversity of the company, and where managers were required to attend the diversity training programs.

c. Review Recruitment Practices

Companies may want to increase diversity by targeting a pool that is more diverse. By building relations with these occupational groups, organizations may attract a more diverse group of candidates to choose from. The auditing company Ernst & Young Global Ltd. increases diversity of job candidates by mentoring undergraduate students.

Companies may also benefit from reviewing their employment advertising to ensure that diversity is important at all levels of the company.

Dealing with diversity is a continuing process that enhances an organization's ability to adapt and capitalize on today's increasingly complex world and global marketplace. A well-managed diverse workforce can give your company the competitive advantage necessary to compete in a global economy.

RESEARCH METHODOLOGY

A research methodology defines what the activity of research is, how to proceed, how to measure progress, and what constitutes success. Research is an organized and systematic way of finding answers to questions.

DEFINING THE RESEARCH PROBLEM

Workforce diversity it is a cutthroat challenge for HR fraternity. In a knowledge economy, it is very difficult to bring out the best of employees talent, abilities & skills. So this study emphasis on creating a strategy and a work environment where people from different geographic origin and traits should feel welcome, by acknowledging people differences as valuable asset, it enhances good management practices by preventing favoritism and promoting inclusiveness.

DESCRIPTIVE RESEARCH DESIGN

In this research the researcher descriptive research design, because it is one of the social research in which it is concerned with specific predictions, with narration of facts and describing the characteristics of a particular individual or group or situation.

DATA COLLECTION

PRIMARY DATA

It was collected by survey method. A structured questionnaire was used for collecting response from the respondents

SECONDARY DATA

It was collected from reputed international, national marketing journals, magazines, brochures, and other related websites

SAMPLING TECHNIQUES- STRATIFIED RANDOM SAMPLE

Sampling is a unique technique used to collect data about a pertinent problem under study. It is conducted when the population is very large and census study. In this research the researcher uses stratified random sample**,** in which population is divided in to several sub population are individually more homogeneous than the total population and then we select items from each stratum to constitute a sample. The sample size of this project is 55 employees

PILOT STUDY

Pre testing the questionnaire was conducted by administrating it to 20 employees.

This was done to exclude unwanted and irrelevant questions and to include any Information that was left out.

a. Statistical Tools Used:

1. Chi-Square test
2. Percentage analysis
3. F- test analysis

DATA ANALYSIS AND INTERPRETATION

GENDER PROFILE

TABLE 2.1.1

Gender	*tech*	*non tech*	*tot*	*Percent*
male	25	18	43	78.1818
female	4	8	12	21.8182
tot	29	26	55	100

AGE PROFILE

TABLE 2.1.2

Age	*tech*	*non tech*	*tot*	*percent*
below 30	8	3	11	20
31- 40	2	2	4	7.27273
41-50	12	8	20	36.3636
51 above	7	13	20	36.3636
tot	29	26	55	100

QUALIFICATION PROFILE

TABLE 2.1.3

Educational qualification	*tech*	*non tech*	*tot*	*percent*
below 10	0	1	1	1.81818
plus 2	0	2	2	3.63636
diploma	8	1	9	16.3636
iti	1	0	1	1.81818
UG	16	7	23	41.8182
PG	4	15	19	34.5455
tot	29	26	55	100

INCOME PROFILE

TABLE 2.1.4

income	*tech*	*non tech*	*tot*	*percent*
8k-12k	2	2	4	7.27273
12k-16k	1	6	7	12.7273
16k-20k	3	2	5	9.09091
above 20k	23	16	39	70.9091
tot	29	26	55	100

NATURE OF RESIDENCY PROFILE

TABLE 2.1.5

Residency	*tech*	*non tech*	*tot*	*percent*
City	3	9	12	21.8182
Urban	6	5	11	20
semi-urban	13	6	19	34.5455
Rural	7	6	13	23.6364
Tot	29	26	55	100

EXPERIENCE PROFILE

TABLE 2.1.6

Experience	*tech*	*non tech*	*tot*	*percent*
below 5	8	5	13	23.6364
6 to 10	1	0	1	1.81818
11 to 15	1	0	1	1.81818
16 to 20	0	3	3	5.45455
21to 25	8	7	15	27.2727
26 to 30	10	9	19	34.5455
31 above	1	2	3	5.45455
Tot	29	26	55	100

PLEASURE IN WORKING WITH OTHER DEPARTMENTS

TABLE 2.2.1: TAKING PLEASURE IN WORKING WITH OTHER DEPARTMRNT MEMBERS

PARTICULARS	TECH DEPT	NON TECH DEPT	TOTAL RESPONDENT	PERCENTAGE
Always	5	9	14	25.454
Most of the time	19	11	30	54.545
Occasionally	4	4	8	14.545
Rarely	1	2	3	5.454
TOTAL	29	26	55	100

INFERENCE

The above table indicates that 54.545% of employees are most of the time take pleasure in working with other department members. And 25.454% of employees are always take pleasure in working other department members. And only 14.545% are occasionally willing to work. And the rest of employees are very rarely tale pleasure in working with other department.

LEVEL OF TRUST IN DEPARTMENT MEMBERS

TABLE 2.2.2

PARTICULARS	TECH DEPT	NONT ECH DEPT	TOTAL	PERCENTAGE
A GREAT DEAL OF TRUST	5	9	14	25.454
CONSIDERABLE TRUST	14	10	24	43.636
AVERAGE TRUST	10	17	17	30.909
VERY LITTLE TRUST	-	-	-	-
TOTAL	29	26	55	100

INFERENCE

The above table indicates that only 25.454% of employees have a great deal of trust with the department members And 43.636% of employees have considerable trust. Remaining 30.909% of them have average level of trust.

WELLNESS OF WORKING TOGETHER

TABLE 2.2.3

PARTICULARS	TECH DEPT	NON TECH DEPT	TOTAL	PERCENTAGE
VERY WELL	5	12	17	30.909
FAIRLY WELL	24	13	37	67.272
NOT WELL	-	-	-	-
VERY POOR	-	1	1	1.818
TOTAL	29	26	55	100

INFERENCE

The above table indicates that only 30.909% of employees are very well & successful in working tighter. And 67.272% are fairly well. And the remaining are very poor.

LEVEL OF LOYALTY & SENSE OF BELONGINGNESS TOWARDS THE DEPARTMENT

TABLE 2.2.4

PARTICULARS	TECH DEPT	NON TECH DEPT	TOTAL	PERCENTAGE
STRONG LOYALTY	9	14	23	41.818
ABOVE AVERAGE LOYALTY	18	11	29	52.727
A LITTLE LOYALTY	2	1	3	5.454
ALMOST NO	-	-	-	-
TOTAL	29	26	55	100

INFERENCE

The above table indicates that 41.818% of employees have very strong loyalty & sense of belongingness with their department. And 52.727% of employees have above average loyalty. And the rest of them have very little loyalty.

LEVEL OF SELF-CONTRIBUTION OF AN EMPLOYEE IN THE DEPARTMENT

TABLE 2.2.5

PARTICULARS	TECH DEPT	NON TECH DEPT	TOTAL	PERCENTAGE
FULLY INVOLVED	20	21	41	74.545
PARTIALLY INVOLVED	5	3	8	14.545
REASONABALLY INVOLVED	4	2	6	10.909
NOT INVOLVED	-	-	-	-
TOTAL	29	26	55	100

INFERENCE

The above table indicates that only 74.545% of employees have fully involved in the department. And 14.545% of employees have partially involved. Remaining are reasonably involved.

RATE OF LOCKOUT & STRIKE IN THE DEPARTMENT

TABLE 2.2.6

PARTICULARS	TECH DEPT	NON TECH DEPT	TOTAL	PERCENTAGE
REGULAR	-	1	1	1.818
OFTEN	-	-	-	25.454
SOME TIME	11	17	28	45.454
NOT AT ALL	18	8	26	23.636
TOTAL	29	26	55	100

INFERENCE

The above table indicates that only 1.818%of employees have regular rate of lockout & strikes in the department. And 25.454% of employees have often rate of lockout & strikes. And 45.454% of employees rated sometime.

FREQUENCY OF RESISTANCE OF AN EMPLOYEE IN DECISION MAKING

TABLE 2.2.7

PARTICULARS	TECH DEPT	NON TECH DEPT	TOTAL	PERCENTAGE
REGULAR	1	2	3	5.454
OFTEN	10	4	14	25.454
SOME TIME	13	12	25	45.454
NOT AT ALL	5	8	13	23.636
TOTAL	29	26	55	100

INFERENCE

The above table indicates that only 5% of employees have regular frequency of resistance in decision making .and 25.454% of employees are often resist. And 45.454% of employees resist sometime. And the remaining of them are not at all resisting.

UNITY & TOGHTERNESS AS GROUP IN THE DEPARTMENT

TABLE 2.2.8

PARTICULARS	TECH DEPT	NON TECH DEPT	TOTAL	PERCENTAGE
GREAT EXTENT	9	10	19	34.545
SOME EXTENT	16	13	29	52.727
VERY LITTLE EXTENT	1	2	3	5.454
NOT AT ALL	3	1	4	7.727
TOTAL	29	26	55	100

INFERENCE

The above table indicates that only 34.545% of employees have very great extent of unity &stand together as group in the department. And 52.727% of employees have some extent of unity. And 5.454% of employees have very little extent of unity .And remaining of them doesn't have unity at all.

HELPING TENDECY OF AN EMPLOYEE IN THE DEPARTMENT

TABLE 2.2.9

PARTICULARS	TECH DEPT	NON TECH DEPT	TOTAL	PERCENTAGE
STRONGLY AGREE	7	11	18	32.727
AGREE	18	13	31	56.36
DIS AGREE	4	2	6	10.909
SRONGLY DIS AGREE	-	-	-	-
TOTAL	29	26	55	100

INFERENCE

The above table indicates that only 32.727 % of employees strongly agree that they have helping tendency in the department. And 56.36% just agree. And the remaining of the employees are disagree that they do not help each other.

CLEAR ROLES & ACCOUNTABILITY OF AN EMPLOYEEE IN THE DEPARTMENT

TABLE 2.2.10

PARTICULARS	TECH DEPT	NON TECH DEPT	TOTAL	PERCENTAGE
STRONGLY AGREE	7	11	18	32.727
AGREE	18	15	33	60.0
DIS AGREE	4	-	4	7.272
SRONGLY DIS AGREE	-	-	-	-
TOTAL	29	26	55	100

INFERENCE

The above table indicates that only 32.727 % of employees strongly agree that they have clear roles & accountability of an employee in the department. And 60% just agree. And the remaining of the them are disagree that they do not have clear roles & accountability.

HIGH STANDARD OF EXCELLENCE FOR THE TASK HELD BY AN EMPLOYEE IN THE DEPARTMENT

TABLE 2.2.11

PARTICULARS	TECH DEPT	NON TECH DEPT	TOTAL	PERCENTAGE
STRONGLY AGREE	3	16	19	34.545
AGREE	20	28	28	50.909
DIS AGREE	6	8	8	14.545
SRONGLY DIS AGREE	-	-	-	-
TOTAL	29	26	55	100

INFERENCE

The above table indicates that only 34.545 % of employees strongly agree that they have high standard of excellence for the task held by an employee in the department. And 50% just agree. And the remaining employees are disagreeing that they do not have high standard of excellence for the task held by an employee in the department.

DEPARTMENT MEMBERS MAKE ME FEEL INVOLVE IN THE DEPAERTMENT

TABLE 2.2.12

PARTICULARS	TECH DEPT	NON TECH DEPT	TOTAL	PERCENTAGE
STRONGLY AGREE	2	9	11	20.0
AGREE	18	16	34	61.818
DIS AGREE	9	1	10	18.18
SRONGLY DIS AGREE	-	-	-	-
TOTAL	29	26	55	100

INFERENCE

The above table indicates that only 20 % of employees strongly agree that their department members make them feel involve in the department. And 61.818% just agree. And the remaining employees are disagreeing that their department members do not make them feel involve in the department.

WE CAN TALK OPENLY IN THE DEPARTMENT

TABLE 2.2.13

PARTICULARS	TECH DEPT	NON TECH DEPT	TOTAL	PERCENTAGE
STRONGLY AGREE	3	10	13	23.636
AGREE	14	12	26	47.272
DIS AGREE	10	4	14	25.454
SRONGLY DIS AGREE	2	-	2	3.636
TOTAL	29	26	55	100

INFERENCE

The above table indicates that only 23.636% of employees strongly agree that they can talk openly with all the members in the department. And 47.272% just agree. And 25.454% of employees are disagreeing that they can talk openly with all the members in the department. And the rest of them are strongly disagreeing

WE CAN SAY ANYTHING IN THE DEPARTMENT WTHOUT HAVING ANY WORRY

TABLE 2.2.14

PARTICULARS	TECH DEPT	NON TECH DEPT	TOTAL	PERCENTAGE
STRONGLY AGREE	1	10	11	20.0
AGREE	15	10	25	45.454
DIS AGREE	10	6	16	29.090
SRONGLY DIS AGREE	3	-	3	5.454
TOTAL	29	26	55	100

INFERENCE

The above table indicates that only 20% of employees strongly agree that they can say any thing in the department without having any worry. And 45.454% just agree. And 29.090% of employees are disagreeing that they cannot say any thing in the department without having any worry. And the rest of them are strongly disagreeing.

MY ABSENCE WOULD NOT MATTER TO THE DEPARTMENT

TABLE 2.2.15

PARTICULARS	TECH DEPT	NON TECH DEPT	TOTAL	PERCENTAGE
STRONGLY AGREE	2	6	8	14.545
AGREE	15	10	25	45.454
DIS AGREE	10	10	20	36.36
SRONGLY DIS AGREE	2	-	2	3.636
TOTAL	29	26	55	100

INFERENCE

The above table indicates that only 14.545% of employees strongly agree that their absence wouldn't matter to the department. And 45.454% just agree. And 36.36% of employees are disagreeing that their absence would matters a lot to the department. And the rest of them are strongly disagreeing.

MEMBERS ARE PLEASED WITH THE GOALS IN THE DEPARTMENT

TABLE 2.2.16

PARTICULARS	TECH DEPT	NON TECH DEPT	TOTAL	PERCENTAGE
STRONGLY AGREE	1	4	5	9.909
AGREE	19	17	36	65.545
DIS AGREE	8	3	11	20
SRONGLY DIS AGREE	1	2	3	5.454
TOTAL	29	26	55	100

INFERENCE

The above table indicates that only 9.909% of employees strongly agree that members are pleased with the goals that have been chosen .and 65.545% just agree. And 20% of employees are disagreeing that their department members are not pleased with the goals that has been preferred. And the rest of them are strongly disagreeing.

DEPARTMENT MEMBERS ARE BROADMINDED TOWARDS FEEDBACK & CRITICICSM

TABLE 2.2.17

PARTICULARS	TECH DEPT	NON TECH DEPT	TOTAL	PERCENTAGE
STRONGLY AGREE	3	4	7	12.727
AGREE	16	14	30	54.454
DIS AGREE	8	7	15	27.272
SRONGLY DIS AGREE	2	1	3	5.454
TOTAL	29	26	55	100

INFERENCE

The above table indicates that only 12.727% of employees strongly agree that their department members are broadminded towards feedback &criticism. And 54.454% just agree. And 27.272% of employees are disagreeing that their department members are not broadminded towards feedback &criticism. And the rest of them are strongly disagreeing.

DEPARTMENT MEMBERS ARE ENGAGED IN BACKBITING

TABLE 2.2.18

PARTICULARS	TECH DEPT	NON TECH DEPT	TOTAL	PERCENTAGE
STRONGLY AGREE	2	5	7	12.727
AGREE	12	11	23	41.818
DIS AGREE	12	8	20	36.363
SRONGLY DIS AGREE	3	2	5	9.909
TOTAL	29	26	55	100

INFERENCE

The above table indicates that only 12.727% of employees strongly agree that their department members are engaged in backbiting. And 41.818% just agree. And 36.363% of employees are disagreeing that their department members are not engaged in backbiting. And the rest of them are strongly disagreeing.

DEPARTMENT MEMBERS HAVE COMMON SET OF NORMS & VALUES

TABLE 2.2.19

PARTICULARS	TECH DEPT	NON TECH DEPT	TOTAL	PERCENTAGE
STRONGLY AGREE	-	3	3	5.454
AGREE	21	22	43	78.18
DIS AGREE	7	-	7	12.727
SRONGLY DIS AGREE	1	1	2	3.636
TOTAL	29	26	55	100

INFERENCE

The above table indicates that only 12.727% of employees strongly agree that their department members have common set of norms and values. And 78.18% just agree. And 12.727% of employees are disagreeing that their department members don't have common set of norms and values. And the rest of them are strongly disagreeing.

LEVEL OF COOPERATION BETWEEN THE DEPARTMENTS

TABLE 2.2.20

PARTICULARS	TECH DEPT	NON TECH DEPT	TOTAL	PERCENTAGE
FULLY COOPERATIVE	9	19	28	50.90
PARTIALLY COOPERATIVE	14	4	18	40.07
REASONABLY COOPERATIVE	3	2	5	7.272
NOT AT ALL	3	1	4	1.818
TOTAL	29	26	55	100

INFERENCE

The above table indicates that only 50.90% of employees have fully cooperative between the department. And 40.07% of employees have partially cooperative between the department. And 7.2715% are reasonably cooperative. And the rest of them are not cooperative

CHI – SQUARE TEST

UNITY AS A GROUP IN THE DEPARTMENT

Null hypothesis H0: There is no relationship between unity and group cohesiveness in the department

Alternative hypothesis H1: There is a relationship between unity and group cohesiveness in the department.

OBSERVED FREQUENCY TABLE

TABLE 2.1.7

PARTICULARS	TECH DEPT	NON TECH DEPT	TOTAL RESPONDENT	PERCENTAGE
Great extent	9	10	19	34.545
Some extent	16	13	29	52.727
Very little extent	1	2	3	5.454
Not at all	3	1	4	7.272
TOTAL	29	26	55	100

EXPECTED FREQUENCY TABLE

O	E	O-E	(O-E)2	(O-E)/E
9	10.01	-1.01	1.0201	0.10
10	8.98	1.02	1.0404	0.11
16	15.29	0.71	1.2141	0.07
13	13.70	0.7	0.49	0.03
1	1.581	0.581	0.3375	0.21
2	1.418	0.582	0.3387	0.23
3	2.109	0.891	0.793	0.37
1	1.890	-0.89	0.712	0.37
			$\chi^2 = \sum \frac{(f(a) - f(e))^2}{f(e)}$	**Total =1.502**

FORMULA 1

$$Fe = \frac{\text{Row Subtotal X Column Subtotal}}{\text{Total}}$$

FORMULA 2

$$X^2 = \sum \frac{(\text{Observed frequency} - \text{Expected frequency})^2}{\text{Expected frequency}}$$

RESULT

At 5 % level of significance,

Degree of freedom = (R-1) (C-1)

= (4-1) (2-1)

= 3

Tabulated value = .815

Calculated value = 1.502

Since the calculated value is less than the tabulated value, the null hypothesis (H0) is accepted (i.e.) there is no relationship between unity & togetherness as group in the department.

TAKING PLEASURE IN WORKING WITH OTHER DEPARTREMNT MEMBERS

Null hypothesis H0: Department members didn't pleasure in working with other department members

Alternative hypothesis H1: Department members rarely do take pleasure in working with other department members

TABLE 2.1.8

OBSERVED FREQUENCY TABLE

EXPECTED FREQUENCY TABLE

O	E	O-E	(O-E)2	(O-E)/E
5	7.38	-2.38	5.664	0.76
9	6.61	2.39	5.712	0.86
19	15.81	3.19	10.71	0.64
11	14.81	-3.18	10.11	0.71
4	4.21	-0.21	0.0441	0.01
4	3.78	0.28	0.0784	0.02
1	1.58	-0.58	0.336	0.21
2	1.41	0.59	0.3481	0.24

RESULT

At 5 % level of significance,

Degree of freedom = (R-1) (C-1)

= (4-1) (2-1)

= 3

Tabulated value = 7.815

Calculated value = 3.45

Since the calculated value is less than the tabulated value, the null hypothesis (H0) is accepted (i.e.) Department members didn't take pleasure in working with other department members.

AGE & INCOME

Null hypothesis H0: There is no relationship between age & income.

Alternative hypothesis H1: There is a relationship between age & income.

OBSERVED FREQUENCY TABLE

TABLE 2.1.9

AGE	INCOME LEVEL	TOTAL
11	4	15
4	7	11
20	5	25
20	39	59
Tot=55	Tot=55	110

EXPECTED FREQUENCY TABLE

O	E	O-E	(O-E)~2	(O-E)/E
11	7.5	3.5	12.25	16.33
4	5.5	-1.5	2.25	0.409
4	12.5	-8.5	72.25	5.78
7	29.5	-22.5	506.25	17.161
20	7.5	12.5	156.25	20.83
5	5.5	-0.5	0.25	0.045
20	12.5	7.5	56.25	4.5
39	29.5	9.5	90.25	3.059
			$\chi^2=\sum\frac{(f(a)-f(e))^2}{f(e)}$	**68.114**

RESULT

At 5 % level of significance,

Degree of freedom = (R-1) (C-1)

= (4-1) (2-1)

= 3

Tabulated value = 7.815

Calculated value = 68.114

Since the calculated value is greater than the tabulated value, the alternative hypothesis (H1) is accepted (i.e.) there is a relationship between age & income

AGE & UNITY

Null hypothesis H0: There is no relationship between age & unity

Alternative hypothesis H1: There is a relationship between age & unity

OBSERVED FREQUENCY TABLE

TABLE 2.1.10

AGE	UNITY & TOGHTERNESS	TOTAL
11	19	30
4	29	33
20	3	23
20	4	24
Tot=55	Tot=55	110

EXPECTED FREQUENCY TABLE

O	E	O-E	(O-E)~2	(O-E)/E
11	13.6	-2.6	6.76	0.497
23	28	-5	25	0.892
29	12	17	289	24.08
23	30.1	-7.1	50.41	1.674
24	23.5	0.5	0.25	0.010
			$\chi^2=\sum\frac{(f(a)-f(e))^2}{f(e)}$	**27.153**

RESULT

At 5 % level of significance,

Degree of freedom = (R-1) (C-1)

= (4-1) (2-1)

= 3

Tabulated value = 7.815

Calculated value = 27.143

Since the calculated value is greater than the tabulated value, the alternative hypothesis (H1) is accepted (i.e.) there is a relationship between age & unity

F – TEST

AGE & EXPERIENCE

TABLE 2.1.11

AGE	EXPERIENCE
11	13
4	1
20	1
20	3
	15
	19
	3

COMPUTATIONAL TABLE

AGE	EXPERIENCE	X	(x)~2	y	(y)~2
43	13	11-13.75=2.75	7.56	13 -7.85 = 5.15	26.552
12	1	4-13.75=9.75	95.06	1-7.85 = - 6.85	46.922
	1	20-13.75=6.25	39.06	1-7.85 = - 6.85	56.922
	3	20-13.75=6.35	39.06	3-7.85 = - 4.85	23.522
	15			15-7.85 =7.15	51.122
	19			19-7.85 =11.15	24.322
	3			3-7.85 = - 4.85	23.522
Total		**=180.74**			**=342.854**

FORMULA 1

$$\bar{x} = \frac{1}{n} \cdot \sum_{i=1}^{n} x_i$$

FORMULA 2

$$F = \frac{Var(x_s)}{Var(y_s)}$$

RESULT

Table value is = 8.93
Calculated value = 1.05
Since the calculated value is less than the table value
I.e. there is no association between age & experience.

GENDER & EXPERIENCE

TABLE 2.1.12

GENDER	EXPERIENCE
43	13
12	1
	1
	3
	15
	19
	3

COMPUTATIONAL TABLE

GENDER	EXPERIENCE	x	(x)~2	y	(y)~2
43	13	43-27.5=15.5	240.25	13 -7.85 = 5.15	26.552
12	1	12-27.5=15.5	240.25	1-7.85 = - 6.85	46.922
	1			1-7.85 = - 6.85	56.922
	3			3-7.85 = - 4.85	23.522
	15			15-7.85 =7.15	51.122
	19			19-7.85 =11.15	24.322
	3			3-7.85 = - 4.85	23.522
Total			**=480.5**		**=342.854**

RESULT

Tabulated value is = 5.99
Calculated value is = 8.409
Since the calculated value is greater than the table value
I.e. there is an association between gender & experience

GENDER & NATURE OF RESIDENCY

TABLE 2.1.13

GENDER	NATURE OF RESIDENCY
43	12
12	11
	19
	13

COMPUTATIONAL TABLE

GENDER	NATURE OF RESIDENCY	x	(x)~2	y	(y)~2
43	12	43-27.5=15.5	240.25	12-13.75 =1.75	3.0625
12	11	12-27.5=15.5	240.25	11-13.75= -2.75	7.5625
	19			19-13.75-0.75	27.5625
	13			13-13.75=0.75	0.5625
Total			**= 480.5**		**=38.75**

RESULT

Tabulated value is = 10.13
Calculated value is = 12.91
Since the calculated value is greater than the table value
I.e. there is an association between gender & nature of residency

GENDER & INCOME LEVEL

TABLE 2.1.14

GENDER	INCOME LEVEL
43	4
12	7
	5
	39

COMPUTATIONAL TABLE

GENDER	INCOME	x	(x)~2	y	(y)~2
43	4	43-27.5=15.5	240.25	4-13.75=9.75	95.0625
12	7	12-27.5=15.5	240.25	7-13.75=6.75	45.5625
	5			5-13.75=8.75	76.5625
	39			39-13.75=25.75	663.0625
Total			= 480.5		=880.25

RESULT

Tabulated value is = 10.13

Calculated value is = 1.637

Since the calculated value is less than the table value, hence there is no association between gender & income

FINDINGS

54.545% of employees are most of the time take pleasure in working with other department members. And 25.454% of employees are always take pleasure in working other department members. And only 14.545 are occasionally willing to work. The rest of employees are very rare.

25.454% of employees have a great deal of trust with their department members and 43.636% of employees have considerable trust. Remaining 30.909% of them have average level of trust.

30.909% of employees are very well & successful in working together. And 67.272% are fairly well. And the remaining of them are very poor.

41.818% of employees have very strong loyalty & sense of belongingness with their department. And 52.727% of employees have above average loyalty. And the rest of them have very little loyalty.

74.545% of employees have fully involved in the department. And 14.545% of employees have partially involved. Remaining of them are reasonably involved.

5% of employees have regular frequency of resistance in decision making .and 25.454% of employees are often resist. And 45.454% of employees resist sometime.

34.545% of employees have very great extent of unity &stand together as group in the department. And 52.727% of employees have some extent of unity. And 5.454% of employees have very little extent of unity.

32.727 % of employees strongly agree that they have helping tendency in the department. And 56.36% just agree. And the remaining of the employees are disagree that they do not help each other.

32.727 % of employees strongly agree that they have clear roles & accountability of an employee in the department. And 60% just agree. And the remaining of them are disagree that they do not have clear roles & accountability.

34.545 % of employees strongly agree that they have high standard of excellence for the task held by an employee in the department. And 50% partially agree. And the remaining employees are disagreeing that they do not have high standard of excellence for the task held by an employee in the department.

20 % of employees strongly agree that their department members make them feel involve in the department. And 61.818% partially agree. And the remaining employees are disagreeing that their department members do not make them feel involve in the department.

20% of employees strongly agree that they can say any things in the department without having any worry.45.454% partially agree.

12.727% of employees strongly agree that their department members are broadminded towards feedback & criticism. And 54.454% partially agree. And 27.272% of employees are disagreeing that their department members are not broadminded towards feedback &criticism.

12.727% of employees strongly agree that their department members have common set of norms and values. And 12.727% of employees are disagreeing that their department members don't have common set of norms and values. And the rest of them are strongly disagreeing.

From the study it is found that only 50.90% of employees have fully cooperative between the department. And 40.07% of employees have partially cooperative between the department. And 7.2715% are reasonably cooperative. And the rest of them are not cooperative.

SUGGESTION

Based upon the findings of the study, the following suggestion are made by the researcher in order to Enhance Competitive Advantage through Diversity Management

- **Assess**. Conduct a top-to-bottom critical assessment of all company policies and programs. Determine if there are biases that create potential challenges for diverse employees. Review diversity initiative results (e.g., recruitment of top talent, retention strategies, succession planning, career development goals) to determine if the workplace is structured to exclude certain employee groups. Determine where changes in organizational culture, policies and programs need to be made.
- **Capitalize**. Promote diversity initiatives to the top agendas of senior management by capitalizing on reputation as a diversity management consultant.
- **Dialogue**. Develop and maintain continuous dialogue with the senior management regarding diversity as a business strategy.
- **Discover**. Through focus groups, confidential employee surveys and exit interviews, determine how diversity initiatives are viewed and gather feedback for improvement.
- **Network**. Network with other HR professionals to learn different approaches to diversity management, challenges encountered and recommended best practices.
- **Learn**. To best utilize a diverse workforce, profit from lessons learned.

CONCLUSION

Workforce diversity has become the order of the day as more and more organization cross their domestic barriers and enters the international arena with their products, services and even building manufacturing facilities apart from entering in to the business alliance with foreign companies. Diversity needs to be embraced more as a concept rather than to meet any statutory requirement. Diversity management strategy involves institutionalizing effective training mechanisms and putting relevant functionaries in place. These measures may sound expensive in the beginning, but likely to pay richer dividends in the long run. Culture sensitive issues and conflict situations between the departments may have to be handled very carefully to avoid future complications. Managing workforce diversity is a challenge for the HR fraternity. Various processes may have to be customized while not losing the balance of equality. Maintaining a supportive work environment is the critical need of the hour in addition to attending to culture- specific requirement of the workforce. Thus the objective of workforce diversity is two fold, help the employer identify, attract and retain the best talent from each "people consistency" and help facilitate a workplace

where that talent can maximize its performance, towards the best possible marketplace performance and shareholder value. The study has revealed that BHEL/BAP, Ranipet effectively manages its diversified workforce

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Thanking you profoundly

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