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**Work Force Diversity a forcing Drive for Industries: With Special reference to  
Manufacturing sectors in South Gujarat****Payal M. Mahida<sup>1</sup>****Vidyabharti Trust College Of BBA, UmraKh(Surat- GUJARAT)****ABSTRACT:**

Today, at the beginning of the 21st century, the world is submerged in a wide range of demographic trends which have the potential to radically change the demographic, cultural and ethical mixture of the population in many countries within just a few decades. In a tight job market and a global economy a company that puts people first - regardless of their race, religion, gender, age, sexual preference, or physical disability - wins. Besides tapping into the unique abilities and talents of people from different backgrounds, we can improve our image in the community by opening up a place of business to anyone regardless of race, color, gender, ethnicity, sexual orientation and disability. Diversity can present an immense source of opportunities but it can also mean the opposite, a big threat. This paper analyzes the ratio of work force diversity in relation to several differences and its impact on productivity, co-operation, efficiency, etc. Employees who perceive themselves as valued members of their organization are harder working, involved, and innovative. Unfortunately, minority-group members often feel less valued than do majority-group members due to stereotyping, ethnocentrism, and prejudice. The paper argues that a diverse workforce can be regarded as an instrument of creativity, innovation, production, sales promotion, etc. It is the duty of the management to critically evaluate the benefits of workforce diversity in their organization.

**Key words:** Diversity, Demographic, Opportunity, Creativity

**INTRODUCTION:**

Workforce diversity is a complex phenomenon to manage in an organization. The management of workforce diversity as a tool to increase organizational effectiveness cannot be underscored, especially with current changes sweeping across the globe. It is argued that organizations that value diversity will definitely cultivate success and have a future in this dynamic global labor market (Jainand Verma, 1996). Workforce diversity management has become an important issue for both governments and private organizations. The workforce diversity emerged mainly to further the availability equal opportunities in the workplace. This equal opportunity philosophy is aimed at ensuring that organizations make the most out of the difference from adverse workforce rather than losing talent which might assist the organization to be more efficient and effective. The increased mobility and interaction of people from diverse backgrounds as a result of improved economic and political systems and

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the recognition of human rights by all nations has put most organizations under pressure to embrace diversity at the work place. Diversity brings with it the heterogeneity that needs to be nurtured, cultivated and appreciated as means of increasing Corresponding author.

Broadly defined, diversity management as the systematic and planned commitment by the organizations to recruits retains, reward and promote a heterogeneous mix of employees.

### **Why Work Force Diversity?**

Businesses are recognizing the need and importance of investing in diversity and inclusion as part of their overall talent management practices and to continually challenge their organizations to make the connection between those principles and their corporate performance. Diversity is especially crucial in today's global marketplace, as companies interact with different cultures and clients. The payoffs touch every area of the business by potentially resulting in increased creativity, increased productivity, new attitudes, new language skills, global understanding, new processes, and new solutions to difficult problems. Greater agility, better market insight, stronger customer and community loyalty, innovation, and improved employee recruitment and retention. The businesses that fail to see the importance of Diversity and inclusion might find them unable to attract and retain the kinds of customers, employees, and business partners that constitute our changing world in 5 to 10 years.

The concept of diversity management is extensive; there are various components of diversity as follows:

- Diversity of ethnicity, nationality and cultures
- Diversity of demography (gender, age, caste and experience)
- Diversity of competencies (educational and professional backgrounds)
- Diversity of organizational functions and processes
- Diversity of networks (i.e. relationships and communications channels and/or patterns etc.)
- Miscellaneous diversity (sexual preferences, occupational disabilities, i.e. handicap or physical mobility, etc.)

### **Among the advantages of diversity in the workplace are:**

- Increased Productivity diversity and Inclusion brings in diverse different talents together working towards a common goal using different sets of skills that ignites their loyalty and increases their retention and productivity.
- Increased creativity and Problem solving with so many different and diverse minds coming together many more solutions will arise as every individual brings in their way of thinking, operating and solving problems and decision making.
- Attract and Retain talent that add a competitive edge to any organization. Feeling included and appreciated increases loyalty and feeling of belonging. Language skills pool is increased and propels organization forward either to compete in the International global world or to increase its diverse customer base.

- Help to build synergy in teams and enhances communication skills that brings in new attitudes and processes that profit the whole team.
- Applying the proper diversity & inclusion management strategies does not only save money on litigation expenses generated by discrimination lawsuits but is the right thing to do for the business.
- It increases market share and create a satisfied diverse customer base by relating to people from different backgrounds. It does propel the United States and its status to claim its place and success in the global business world of the 21<sup>st</sup> century.
- Increased adaptability Organizations employing a diverse workforce can supply a greater variety of solutions to problems in service, sourcing and allocation of resources. Employees from diverse backgrounds bring individual talents and experiences in suggesting ideas that are flexible in adapting to fluctuating markets and customer demands.
- Broader service range diverse collection of skills and experiences (e.g. languages, cultural and understanding) allows a company to provide service to customers on a global basis.
- Variety of viewpoints a diverse workforce that feels comfortable communicating varying points of view provides a larger pool of ideas and experiences. The organization can draw from that pool to meet business strategy needs and the needs of customers more effectively.
- New processes can result when people with different ideas come together and collaborate. In today's fast-moving world, there is no longer room for thinking, "We have always done things this way and cannot change." **There are more Benefits of a Diverse Workforce like:**

- Improves corporate culture
- Improves employee morale
- Leads to a higher retention of employees
- Leads to an easier recruitment of new employees
- Decreases complaints and litigation
- Increases creativity
- Decreases interpersonal conflict between employees
- Enables the organization to move into emerging markets
- Improves client relations
- Increases productivity
- Improves the bottom line
- Maximizes brand identity □ Reduces training costs.

#### **Disadvantages of Workforce Diversity:**

In many organizations, diversity can produce negative dynamics such as ethnocentrism, stereotyping and cultural clashes. These negative dynamics can in turn combine with imbalanced power structures to create work disadvantages for women and minorities. In traditional, assimilation-oriented organizations, cultural differences between majority and minority group members create barriers to full participation of minority members.

In the absence of effective diversity management, culturally diverse workgroups may have certain dysfunctional outcomes such as miscommunications, longer decision times, lower member morale and lower team cohesiveness than culturally homogeneous workgroups. The negative consequences of diversity can reduce creativity and innovation, problem solving, and workgroup cohesiveness. As a result, these negative consequences can reduce market share, profitability, and achievement of organizational goals.

The major disadvantages are as follows:

- **Language Barriers:** One of the main disadvantages of cultural diversity is its tendency to create language barriers. Social segregation often occurs when speakers of two mutually unintelligible languages live side by side.
- **Social Tension:** Social tension can occur as a result of cultural and linguistic differences. In Europe, for instance, tension between the Muslim minority and the largely secular majority is frequently attributed to the incommensurability of Islamic and Secular values. The tensions caused by culture are thought to be exacerbated by economic differences, as European Muslim populations are frequently disadvantaged in employment due to a lack of educational opportunities.
- **Civic Disengagement:** Civic disengagement is not a consequence one would expect from social diversity. However, studies have shown that civic disengagement is more likely to occur in diverse communities than in relatively homogeneous communities. According to an aggregate study by Matthew Kahn and Dora Costa, when cultural diversity is combined with income inequality, members of all cultural and income groups are less likely to volunteer or become politically involved. This effect is most likely to be observed when immigrants are systematically placed at an economic disadvantage, whether due to immigration policy or workplace discrimination.
- **Workplace Issues:** Occasionally, workplace issues can arise from cultural diversity. White employees sometimes feel institutionally discriminated against in diverse workplaces, perceiving diversity instruments (e.g., the disparate impact test) to be a form of reverse discrimination. Conversely, African-American employees often feel socially discriminated against in diverse workplaces, especially when the workplace has an all-white management team. According to one study, African American employees are 2.5 times more likely to resign from a job at a diverse workplace than a white employee is, while a female employee is twice as likely to leave a diverse workplace as a male employee is.

### **Diversity Management Strategies:**

All human organization has —differences, since no two humans are like Diversity goes beyond this. "Diversity Management" is a strategy to promote the perception, acknowledgement and implementation of diversity in organizations and institutions. At the University of Vienna, diversity management is based on the idea that diversity opens up alternative ways of perceiving, thinking and acting and thus enriches the life of the academic community. Managing diversity should be a comprehensive, holistic process for managing these differences that people brings for the productive well being of all, especially the firm and its mission. A holistic model of managing diversity recognizes its two dimensions: the

primary or Horizontal (mainly biological, usually visible: age, gender, race, ethnicity, sexual orientation, disabilities), and the secondary or Vertical (psychosocial- spiritual, usually invisible: values system, worldviews, mindsets, ethics, paradigms, core intelligences). These differences have the potential of giving rise to conflicts, but if managed well can result in a synergetic unity, where the effect of all working together is greater than the sum total of all the parts working independently.

**Managing Workforce Diversity:** One of the most important and broad based challenges currently facing organizations is adapting people who are different. While globalization focuses on differences between people from different countries, workforce diversity addresses difference among people within given countries.

Workforce diversity means that organizations are becoming more heterogeneous in terms of gender, race and ethnicity. Employees don't set aside their cultural values and lifestyle preferences when they come to work. The challenge for organizations, therefore, is to make them more accommodating to diverse group of people by addressing their different lifestyle, family needs and work style. Workforce diversity has important implications for management practice.

Managers have to shift their philosophy from treating everyone alike to recognizing differences and responding to those differences in ways that ensure employee retention and greater productivity while, at the same time, not discriminating. This shift includes for instance providing diversity training and revamping benefits programs to accommodate the different needs of different employees. Diversity if positively managed can increase creativity and innovation in organizations as well as improve decision making by providing different perspectives on problems. When diversity is not managed properly, there is communication and more interpersonal conflicts.

Quality management is driven by constant attainment of customer satisfaction through the continuous improvement of all organizational processes. It has implications for Organizational behaviour because it requires employees to rethink what they do and become more involved in workplace decisions. Today's managers understand that the success of any effort at improving quality and productivity must include their employees. These employees will not only be a major force in carrying out changes but increasingly participate in planning those changes.

## **LITERATURE REVIEW**

1) R. M. Wentling, N. Palma-Rivas focuses to describe in detail the literature on diversity in the workforce to bring about an understanding of the complexity and breadth of workplace diversity issues. The report also intends to provide insights on the trends that have emerged in the field of diversity, and information that can be used to develop new and unique approaches that fit the specific needs of particular organizations.

Diversity Defined, The Changing Society and Workforce, Why Organizations Are Managing and Valuing Diversity, Barriers to Managing Diversity, Strategies for Managing Diversity, Diversity Training, and Future Trends. In addition, readers are provided with useful information such as a glossary of diversity terms and a list of videos on the topic.

The literature review also showed that although there are numerous ways in which diversity has been defined, there is no definition that fully includes all the characteristics that a diverse population may bring to the workplace. It also showed that there are many forces that are

driving diversity issues in organizations. For example, there is a significant increase in women and minority populations in the workplace; Americans continue to mature; an increasing number of minority youths are becoming part of the workforce; gay men, lesbians, and bisexual individuals are becoming an important part of the workforce and marketplace; people with disabilities are also increasingly entering the labor force; and more business is becoming global.

This literature review indicates that the demographic composition is affecting not only the makeup of the labor workforce but also the makeup of the marketplace. Therefore, having a diverse workforce and managing it properly is perceived as a competitive strategy that can not only help attract diverse customers but also employees who have different perspectives that can contribute to the creativity of the organization. This review also indicated that researchers have found that an important reason for implementing diversity initiatives in organizations is to improve corporate productivity and profitability.

The literature review also showed that there is a wide range of approaches, strategies, or initiatives for managing diversity in the workplace. No single initiative is comprehensive enough to solve all diversity issues or to successfully manage diversity in organizations; however, diversity training is one of the primary and most widely used initiatives to address diversity issues. The information collected also revealed that diversity issues will continue because the population will become even more diverse and more companies will become global. As diversity is becoming more and more complex, diversity training will continue to be an essential element of the overall diversity strategy.

2) The diversity of California's population is increasing, yet the racial and ethnic diversity of the health professions workforce and related educational programs within the state lag behind this population shift.<sup>1, 2</sup> Shortages of healthcare professionals in rural and low-income urban areas of California and a dearth of culturally and linguistically competent providers contribute to racial and ethnic disparities in health as well as poor health outcomes.<sup>3</sup> Today, racial and ethnic minorities make up 26% of the total population of the United States, yet according to the American Medical Student Association just 6% of practicing physicians are Latino, African American and Native American. Similar disparities hold true across other fields such as dentistry, mental health, nursing, and allied health professions.<sup>4</sup> For the purposes of this review, our definition of diversity is informed by the concept of "Under-Represented in Medicine", or "URM," as articulated by the Association of American Medical Colleges (AAMC). URM in this context refers to population groups who are underrepresented in health-related institutions or professions relative to the goals and responsibilities of those institutions and professions. While we are in accordance with the broad application of AAMC's definition to include characteristics such as gender, sexual orientation, religion, and socioeconomic status, the primary focus of this inquiry and the most pressing societal imperative is to increase representation in terms of race, ethnicity, and culture. Data from professional and academic sources show that in California and in the nation as a whole, African Americans, Hispanic Americans, and American Indians are underrepresented across the health professions. In addition, certain Asian, Pacific Islander, and other groups are considered underrepresented within specific professions and regions in California. For the purposes of this study the term URM also applies to other health professions where these population groups are underrepresented, including public health, nursing and dentistry. Several recent evaluations of health professional workforce requirements establish the need for recruitment and retention of URM students and health professionals in order to increase access to high quality, culturally and linguistically competent health care for the state's increasingly diverse population.<sup>5</sup> Diversity in the Health

Professions 5 Inquiry 6 – Literature Review – March 2008 This review seeks to summarize the literature documenting the benefits of, barriers to, and strategies for improving diversity within both health professions education and the health professional workforce. It draws on research from the fields of health, education, law, sociology, and psychology. This document will serve as an overview and synthesis of existing research and a guide that should inform where future efforts should be focused.

The present synthesis is based on a comprehensive review of peer-reviewed literature included in the Pub Med/MEDLINE, Proust, and ERIC databases.

Pub Med is database administered by the National Library of Medicine, which contains citations from life science, biomedical/health sciences, and public health journals. Proust is database containing citations from health, humanities, and social science journals. The Educational Resource Information Center (ERIC) database includes citations from education, psychology, political science and social science journals. Additional webbased publications and reports were identified by searching the publications databases of major health-related organizations, such as the Association of American Medical Colleges, the Institute of Medicine, and the Association of Schools of Public Health, as well as prominent foundations including the California Endowment,

The California Wellness Foundation and the Commonwealth Fund. Refinements were made to the original issue areas as recurrent themes began to emerge from the literature. Additional citations and issue areas were added based upon the recommendations generated by the statewide advisory panel and other expert reviewers. All citations were later coded and sorted according to topic category and “impact factor “as indicated by the “cited by” index in Google Scholar, a proxy indicator of an article’s importance as assessed by other researchers. The Google Scholar “cited by” index, however, tends to be biased toward older research studies because these studies have been in existence longer and have a higher probability of being cited more often. To counter this bias, the project team reviewed the existing literature searches again and conducted new searches to identify and include more recent notable research and supplement content areas where the research was limited.

## **RESEARCH METHODOLOGY:**

### **Research Topic:-**

The problem definition is the “An analysis of work force diversity in manufacturing units of South Gujarat” at South Gujarat.

### **Objective Of Research:-**

- To analyze & identify the work force diversity in manufacturing units of South Gujarat.
- To find out the different diversities of employees in manufacturing units
- To find out the impact of diversities on manufacturing industries.
- To find out whether work force diversity help all the manufacturing industries and society.
- To attempt to offer suggestions and recommendations based on the findings of the research.

### **Research Methodology:-**

**Research Design:** Descriptive Research Design

**Sources Of Data Collection:** Primary data collected through the information taken directly from respondents through questionnaire.

**Sample Technique:-** Simple Random Sampling Method.

**Sampling Design:-** Simple random sampling technique

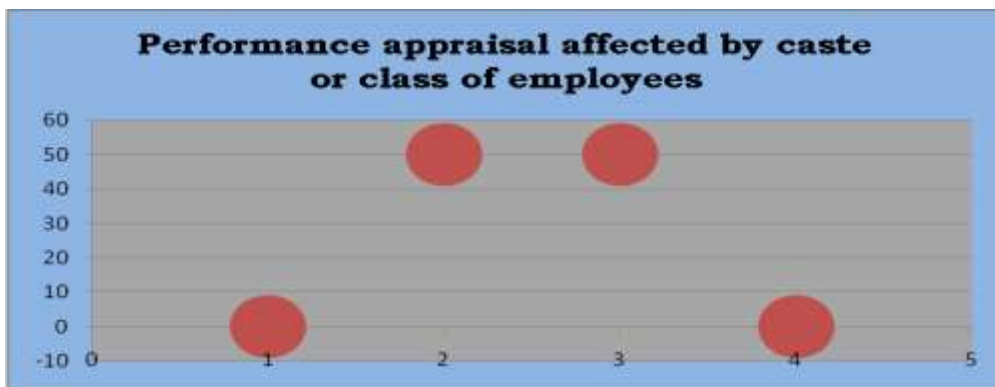
**Sample Size:-** 10 manufacturing units from South Gujarat Region **Research Instrument:-** open ended & close ended questions.

### DATA ANALYSIS & FINDINGS:

Since it is starving need of this era, all manufacturing companies of this study are implementing Workforce Diversity in their companies. All are recruiting multi-skilled employees for so.

**Question: Performance appraisal in the company is affected by caste or class of employees?**

Option	No. Of Respondent	Percentage
Strongly Disagree	0	0
Disagree	5	50
Agree	5	50
Strongly Agree	0	0



[Figure 1: Performance appraisal affected by caste or class of employees]

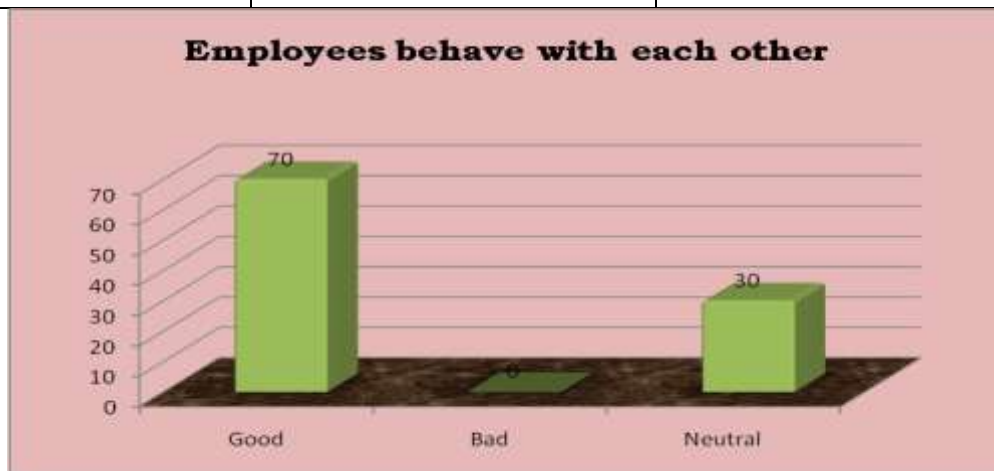
They all view Workforce Diversity as good tool for employees for knowledge and experience aspects and they expect this as a worth thing to implement in future. When they were asked about the effect of castism on performance appraisal , 50% told positively and 50% gave negative answer.

**Question: How your employees behave with each other?**

Option	No. Of Respondent	Percentage
Good	7	70
Bad	0	0



Neutral	3	30
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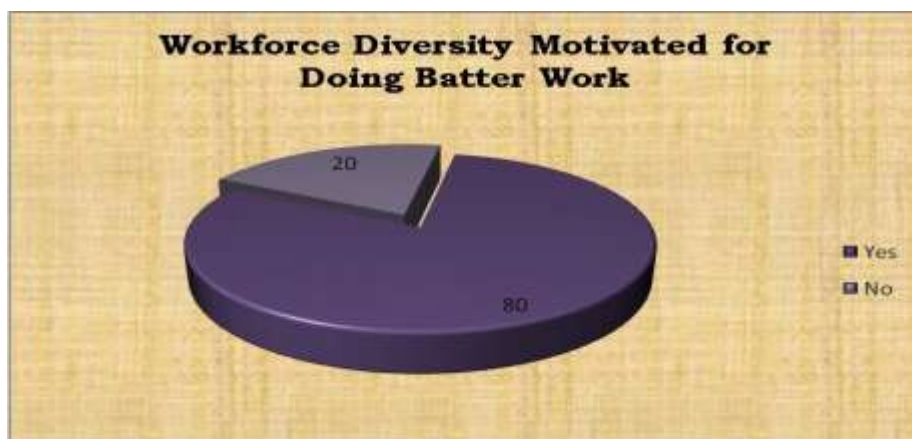


[Figure 2: Employees behave with each other]

Employees are facing neither misbehavior problem nor stereotyping problem with each other.

**Question: Workforce diversity is motivated to your employees for doing better work?**

Option	No. Of Respondent	Percentage
Yes	8	80
No	2	20



[Figure 3: Workforce Diversity Motivated for Doing Better Work]

The companies agree about the the increase in adaptability due to workforce diversity. employees are enjoying their work life with different employees and satisfied doing work with different employees. companies think that their productivity is increase due to the workforce diversity. Since It found that the 100% manufacturing companies' labor turnover is increase due to the workforce diversity. It found that the 100% manufacturing companies think that workforce diversity is helpful for creative thinking or creative work for employees. It found that the 80% manufacturing company's think that workforce diversity is motivate employees for doing better work. It found that the 80% manufacturing companies think that managing cultural diversity can create competitive advantage.

**Question : In your company employees face some time cross-cultural problems?**

Option	No. Of Respondent	Percentage
Yes	100	100
No	0	0



**[Figure 4: Employee Face Cross - Cultural Problem]**

It found that the 80% manufacturing companies think that workforce diversity is not helpful for attract or retaining the employees. It found that the 50% local employees not adapt well to the organizational culture. It is also found that due to workforce diversity error and misunderstanding is increase.

In short researcher is conclude that most the manufacturing use workforce diversity and it is increase productivity it also increase profit though workforce diversity. But there are few negative consequences also like:

- There are possibility of conflict
- Language barrier
- Misunderstanding the behavior
- Sometimes not good for female workers.

## **CONCLUSION:**

The extent to which managers recognize diversity and its potential advantages and disadvantages defines an organization's approach to managing the diversity. No organization in this world of globalization would survive without workforce diversity. It is the duty of the management to critically evaluate the benefits of workforce diversity in their organization. On the other hand the management should put in place conditions which would enhance the workforce diversity in their organizations, more especially in their strategies formulation on the diversity of workforce.

Hence, with the diversity of the workforce, the organization would be internally and externally competitive. Although, the process of diversification of organizations has six stages: denial; recognition; acceptance; appreciation; valuing; and utilization. It is believed that organizations should put in place strategies to enhance workforce diversity. In terms of organizational learning, organizations are still stuck on the problem of getting people to value diversity and have not yet determined ways to utilize and exploit it . It is the approach to diversity, not the diversity itself which determines the actual positive and negative outcomes.

Managing diversity in organizations absolutely dependent upon the acceptance of some primary objectives to which employees are willing to commit, such as the survival of the firm. In today's fast-paced work environment a successful organization is one where diversity is the norm and not the exception. Workforce diversity can have both positive and negative outcomes in organizations. We argued that an important consideration while examining both these outcomes of team diversity is the demographic context in which teams function. diversity behaviors in organizations is incomplete without acknowledging the role of a broader organizational context in shaping these behaviors. Thus it is more of a challenge which later becomes an opportunity for an organization in different aspect.

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