Chapter 2

Literature Review

2.1 Introduction

This chapter reviews the different study reporting literature relevant to the present work. The reviews cover research papers of different scholars from India and worldwide. These studies constitute works related to workforce diversity, diversity management practices and attitude of employees towards diversity climate in different organizations worldwide. Broadly, this chapter explores the researches on workforce diversity field and provides the suitable direction for the present research.

Bhatnagar, D. (1987)[47], in her research, investigates about attitudes towards women managers in banks. Data were collected from 65 female and 136 male employees working at clerical, junior, middle and senior middle management levels in banks. Results reveal a widespread lukewarm attitude towards women managers. Though women hold a much more favorable attitude than men, female responses are not equivalently positive. The research identifies great differences in attitudes of male and female employees towards the females in managerial positions. Her study reveals that women have much more positive attitudes towards themselves for most of the managerial attitudes than males. Author identifies the resistance of the men in accepting women as worthwhile peers and bosses, the influence of the unfavorable attitudes of males on organizational decisions concerning woman's career advancement. The result also identifies that the conflict between maternal and work roles are reasons for the slow entry and rise of women in corporate sector.

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[47] Bhatnagar, Deepthi (1987) "A study of attitudes towards women managers in Banks", Working Paper, No. 1987/668, Indian Institute of Management, Ahmadabad.

Watson *et al.*, (1993)[48] examined the effect of cultural diversity on interaction processes and performance in a 17 week experimental study on 173 undergraduate students. They defined cultural diversity on the basis of ethnic and national differences among the group members and found that diversity has negative impacts on process and performance in newly formed groups. The research revealed that culturally diverse groups relative to homogeneous groups are less effective both in the interaction process and job performance. In this experimental study, three mechanisms that are proposed to influence group effectiveness are examined. Results supported the notion that the cultural diversity of the group, the socio-cultural norms of group members, and their relative cultural distance from each other influences work group effectiveness. Culturally homogeneous groups had higher performance than culturally heterogeneous groups on five group tasks. The degree of collectivist orientations of group members was directly related to their evaluations of group processes, and their relative cultural distance from each other influenced their perceptions of group receptiveness. The study describes the inclusion of cultural diversity without considering the perceptions of workforce, results in negative group performance. The results of this study indicate the importance of identifying differences in perceptions of diverse employees to get successful results in group performance and managing multicultural groups in global organizations.

The research study by Kossek and Zonia, (1993)[49], in the area of assessing diversity climate, examines the relationships among group characteristics (racio-ethnicity, gender and level), contextual organizational unit characteristics (gender and racio-ethnic heterogeneity and resource support for women) and perceptions of diversity by employees. This study reveals that women placed greater value on employer efforts to promote diversity when compared with men and held more favorable attitudes about the qualifications of women. Results of this research indicate that gender heterogeneity was significantly related to accepting diversity. The greater the ratio of women in a unit, the more favorable diversity activities was viewed,

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[48]Watson, W.E., Kumar, K., and Michaelsen, L. (1993), "Cultural diversity's impact on interaction process and performance comparing homogeneous and diverse groups", *Academy of Management Journal*, Vol. 36 (3), pp. 590-602.

[49] Kossek, E.E., and S.C. Zonia. 1993. "Assessing Diversity Climate: A Field Study of Reactions to Promote Diversity", *Journal of Organizational Behavior,* Vol. 14(1), pp. 61-81.

regardless of the respondents' gender and race or ethnicity. The study points out the need of better understanding of the issues of backlash and perceptions, regarding employer activities to promote a diverse workforce. This research suggests for the future similar researches across industries that would collect data about acceptance of diversity among employees and suggests taking care about understanding the diversity policies and their influence on perceptions of diversity in organizations.

Cox (1993)[50] in his elaborated work on diversity in organizations explains the importance of managing diversity in workplace. According to him diversity itself does not automatically have positive effects. It must rather be managed effectively to improve organizational effectiveness. Cox defines the goals of diversity management and discusses the importance of managing diversity in the organizations. He identifies the importance of planning and implementing organizational systems and practices to manage people so that the potential advantages of diversity are maximized while the potential disadvantages are minimized. He uses the term "diversity climate" to define collectively the influence of individual, group and organizational factors that supports diversity in an organization.

Woods and Sciarini (1995)[51], identify that employers who successfully manage diversity are better at attracting and retaining skills and talent. Because of the efforts incorporated to recognize, and to embrace the diversity in organizations the employers are successfully managing diversity. The study explains, as the economies are shifting from manufacturing to service economies, diversity issues are gaining importance, because in a service economy, effective interactions and communications between people are essential to business success. Employers who adopt diversity can also benefit from cost savings by having a more cost-effective recruitment process. The study identifies that diversity requires a type of organizational culture in which each employee can pursue his or her career aspirations without being inhibited by gender, race, nationality, religion, or other factors that are

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[50] Cox, Taylor Jr. (1993), "Cultural Diversity in Organizations: Theory, Research and Practice*",* San Francisco, Berrett-Koehler
[51] Woods, R.H. and Sciarini, M.P. (1995), "Diversity programs in chain restaurants", *Cornell Hotel and Restaurant Administration Quarterly*, Vol.36 (3), June.pp.18–23.

irrelevant to performance. Authors explain the importance of diversity issues and formation of organization culture where employees accept diversity.

Dobbs (1996)[52] in his research paper "Managing diversity: Lessons from the private sector" presents lessons learned from interviews of executives and human resource managers assessing the diversity initiatives. He conducted researches by interviewing executives and human resource managers at the US companies (Corning Glass Works, Gannett Company and Xerox), to investigate their diversity policies and lessons from their diversity programs. In his research, he identifies some of the effective diversity practices such as top management support and leadership, integration of diversity into the company's strategic plan and organizational practices. In the elaborated research, he identifies that positive perception of employees and employee involvement are prerequisites for a successful diversity program. Author outlines the role of personnel managers in the planned change needed to develop the diversity of the organizations. The research highlights the HR manager's role in managing diversity initiatives to create a diversity climate, where employees receive diversity without conflicts. The findings of the paper list a variety of diversity practices like top management commitment and leadership, a clearly articulated mission tied to business goals, a supportive culture, a variety of interventions, active employee involvement, an ongoing process for institutionalizing the change, evaluation, and modification.

Riordhan and Shore (1997)[53] have conducted the research on demographic diversity and employee attitudes in Life Insurance Company. In this study, the authors examined the effects of an individual's similarity to the demographic composition of the work-group on individual level attitudes with 98 workgroups from Life Insurance Company. Results indicate that similarity in race-ethnicity affect individuals' attitudes towards their workgroup, as well as perceptions of advancement opportunities. Insignificant results were found for both similarity in gender and

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[52]Dobbs, M.F. (1996), "Managing Diversity: Lessons from the Private Sector", *Public Personnel Management*, Vol. 25 (3), pp. 351-367

[53] Riordhan, C.M., and Shore, L.M. (1997), "Demographic diversity and employee attitudes: An empirical examination of relational demography within work units", *Journal of Applied Psychology,* Vol. 82 (3), pp.342-358

tenure. These findings suggest that demographic variables may have differing complexities in their effects on employee attitudes towards diversity within work units of organization.

Williams and O'Reilly (1998)[54], in their research paper, identify managing workforce diversity is one of the most difficult and pressing challenges of modern organizations. They call diversity as "hot-button" issue in corporate, political, and legal circles, as maximizing and capitalizing on workplace diversity has become an important issue for management. Authors identify that the demographic differences like sex, age are conventionally related to team level outcomes. The paper identifies the importance of understanding about the history of diversity management, which gives an idea about the evolution of the interest in a diverse workforce in organizations. The paper explains the need of more interaction among people from diverse cultures, beliefs, and backgrounds to manage diversity. This study explores that managers in public and private organizations should understand, predict and evaluate the nature of the diverse workforce to make diversity initiatives successful in multicultural organizations.

The research "Managing Diversity: Beyond affirmative action in Australia" by Kramar (1998)[55], examines the concept of diversity management and its implications for human resource management practices. He identifies the major principles under-pinning this approach to management, and explains the difference between affirmative actions and diversity practices. According to the author, the strategic level involves a philosophy which acknowledges and values the differences and similarities between people and recognizes these differences as critical for organization success. The managerial level involves the formulation of formal management practices and structures which facilitate the expression of this philosophy. The third level is concerned with the implementation of these practices and therefore is concerned with the ability of individuals to manage and work with diverse contributors. The author identifies the importance of being alert of the barriers present in the organization which encounter during the implementation. He identifies four notions which

[54] Williams and O'Reilly (1998), "Demography and diversity in organizations: A review of 40 years of research", *Research in Organization Behaviour*, Vol.20, pp. 77-140.
[55] Kramar, R. 1998, 'Managing diversity: "Beyond Affirmative Action in Australia", *Women in Management Review*, Vol. 13 (4), pp. 133–142.

incorporate the concept of diversity. They include managing the differences and similarities of individuals, the specifications of the dimensions of diversity, the management of a collective, all inclusive mixture of differences and similarities along a particular dimension. A process of managing inclusion is important rather than a process of assimilating different groups to a dominant organization. The study explores the importance of inclusion of cultural diversity management, to provide an opportunity to manage a diverse workforce, which emphasizes organizational and individual performance and at the same time acknowledges the individual needs. Thus, the study identifies the necessity of building a culture to support diversity through strategic process such as diversity audit. Study also highlights the essentiality of developing human resource policies, which attempt to deal with explicitly with stereotypes and other obstacles to enhance the performance of employees.

Casico (1998)[56] in his work, "Managing Human Resources-Productivity, Quality of work life, profits" provides wide view of concepts of diversity and diversity management in organizations. He identifies the importance of diversity for organizations to enter into an international competition. The work narrates about the necessity of building competency among organizations to link diversity with human resource management decisions around recruitment, selection, placement, succession planning, performance management and rewards. Author also mentions that negative attitudes and behaviors of employees towards diversity will be important obstacles to diversity, because they harm working relationships and damage morale and work productivity and identifies some of the negative attitudes and behaviors in the workplace such as prejudice, stereotyping, and discrimination.

Thomas (1999)[57] in his research paper "Diversity Management: Some measurement criteria", suggests the importance of measuring diversity initiatives. The research work gives an elaborated view of significance of human resource managers that they must be able to explain their diversity progress in terms of quantitative and qualitative metrics. The paper explains the importance of diversity assessment, both in advance of implementing diversity to create

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[56] Reported work by Cascio, W.F. (1998), Managing Human Resources: Productivity, Quality of work life, Profits, Boston : McGraw Hill Publishers.
[57] Thomas, R.R. (1999) "Diversity Management: Some measurement Criteria", *Employment Relations Today,* Vol.25, pp. 49-62.

benchmarks and, after making diversity investments to assess the returns on those investments for the organization.

Hayes (1999)[58], in research work, "Winning at diversity", explains that the organization should create a working environment to increase the motivation, satisfaction, and commitment of diverse people. Performance standards must be clearly and objectively established, effectively communicated, and used on objective criteria without any bias. He finds out the importance of identifying desirable and undesirable behaviors that must be based upon performance feedback discussions involving a diverse workforce. Managers must understand their firm's culture first and then implement diversity strategies according to that culture. Creation of the support system, to reduce isolation and discrimination is very important. This can be done through the encouragement of a formal system and informal networks. Lack of language skills in multicultural environment is a significant barrier to building a multicultural organization. He identifies that it is important to first communicate what diversity is and what the organization hopes to achieve by managing it more effectively. Thus, the paper identifies the importance of creating strategic plan to create an organization culture where diversity awareness has been created first and then diversity programs initiated to manage diversity effectively.

Devoe (1999)[59], in his research work identifies different challenges of diversity in the workplace. Managing diversity is more than simply acknowledging differences in people. It involves recognizing the value of differences, combating discrimination, and promoting inclusiveness. He provides an idea about improper diversity management and its impacts to organizations. Due to prejudice and discrimination, complaints and legal actions against the organization, managers may incur by loosing employees and work productivity. He suggests that if management uses negative attitudes and behaviors like prejudice, stereotyping, and discrimination in hiring, retention, and termination practices, it results in costly litigation. The

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[58] Hayes, Erika, (1999), "Winning at Diversity", *Executive Excellence*, New Delhi: Sage, July, pp. 9.
[59] Devoe, Deborah. (1999), Managing a diverse workforce. San Mateo, CA: InfoWorld Media Group

research paper provides an idea of diversity management skill which is essential to leaders of organizations.

Gibert and Ivancevich, *et al*. (2000)[60], in their study, identify significance of implementing various approaches of diversity, and focus on need of skillful managers to `deal with increasing workforce diversity. Authors highlight the ethical underpinnings of diversity by reviewing three ethical principles that support successful diversity initiatives. They mention the first principle as the golden rule which explains if anybody wants to be treated fairly, treat others fairly. The second is the disclosure rule which means a person must be comfortable with decisions after asking whether he would mind if others became aware of them. The third is the right approach, which assumes that people should have the ability to freely choose what they will do with their lives. Abiding by the first rule, successful diversity programs are inclusive and provide fair treatment to all employees. The openness needed to administer diversity programs responds to the second rule. Diversity management addresses the third rule by allowing people to reach their fullest potential in choosing opportunities according to their interests and abilities. If these diversity principles are removed, the authors argue, diversity initiatives will collapse. Hence, even if the motivation to address the diversity challenge is not necessarily ethical, ethical principles must be utilized for successful implementation. Authors briefly describe the difference in diversity management between plural organizations and multicultural organizations. Plural organizations have diverse workforce and focus on the law and avoiding discrimination by adopting tolerance towards differences in workforce. Whereas, multicultural organizations take special actions to make the environment inclusive and to ensure that all members feel valued. Furthermore, people of various backgrounds may not be integrated throughout the levels and jobs of the organization, as they are in multicultural organizations. This research paper gives insight into history of diversity management and calls for a new approach of managing diversity that encourages more collaboration between scholars and management, increased on-site observations of workplace reactions to diversity management initiatives, more informative and rigorous case studies and

[60]Gilbert, Jacqueline A., and Ivancevich,J. M. (2000), "Diversity Management. Time for a New Approach", *Public Personnel Management*, Vol. 29, pp. 75-92.

more third party evaluations of diversity management initiatives. Similar studies by Richard (2000)[61] go along with the same results.

The research work by Soni (2000)[62], "A twenty first century reception for diversity in the public sector: A case study" discusses the influence of employee race and gender diversity, associated stereotyping and prejudice and the nature of interpersonal relations in public sector units in USA. The study discusses race and gender diversity and how employees receive and support diversity and diversity management initiatives. The paper explains a new model of organizational management which is intended as an intervention and a proactive approach to utilize, integrate, and to reward workers of different backgrounds. This model advocates that organizations actively recognize, accept, and value diversity in workplaces because it has become a highly salient issue and also advances the philosophy that diversity is a desirable goal in itself. The findings of the study indicate statistically significant differences in employee groups about acceptance of race and gender diversity and diversity management initiatives of the agency. In this research, the findings show that women consistently show greater support for diversity compared to their male counterparts. Results suggest that organizational members accept and support diversity to a much lesser extent than the ideal portrayed in the normative literature. Diversity management programs are having minimum effects on increasing sensitivity to differences and developing the ability and willingness to accept and value diversity. The study reveals that problems arising from ineffective diversity practices may lead to decreased support for diversity and may foster negative attitudes towards diversity and suggests diversity, if left unmanaged, can become a source of problems rather than advantage. Most employees think diversity is salient in terms of its mere presence, its effects and outcomes are more salient for females than for males. But, women hold a more positive view of diversity compared to males. Results show there is no statistical significant differences in acceptance of diversity on the basis of age, educational attainment, profession, or job level of the employees. The findings identify that employee perceptions and attitudes

[61] Richard, O.C. (2000), "Racial Diversity, Business Strategy, and Firm Performance: A Resource-Based View", *Academy of Management Journal*, Vol. 43 (2), pp. 164-177
[62] Soni, V., 2000, "A Twenty First Century Reception for diversity in the public sector: A case study", *Public Administration Review*, Vol. 60 (5), pp. 395-401

about diversity and diversity management vary significantly by race and gender diversity considerations. The findings also identify the racial and gender differences are most pronounced in the areas of perceptions of discriminations and diversity management initiatives. The study concludes that organizational leaders need to share information about wide spread resistance and confusion about diversity goals and explain the purpose of their diversity management efforts to their employees to generate acceptance to diversity among employees.

Ely and Thomas, (2001)[63], conducted qualitative research in three professional services firms, each of them had significant success in recruiting and retaining a culturally diverse workforce. Researchers were interested in examining diversity across a range of cultural differences, and focused analysis in this paper primarily on race, because, even though the organizations in the study were all culturally diverse, different kinds of cultural differences were salient in each. Research focuses on Integration- and- learning perspective of diversity, access- and- legitimacy perspective of diversity and discrimination- and- fairness perspective of diversity. Research showed how three diversity perspectives differentially affected the functioning of culturally diverse work groups. They proposed three reasons why an organization would encourage cultural diversity. First, an organization could adopt cultural diversity as a moral end to correct historic discrimination (i.e., discrimination-and-fairness perspective). Second, an organization could embrace cultural diversity to gain access to the markets of a cultural or national group. Third, an organization could promote cultural diversity as seen as a resource for learning (integration and learning perspective). After examining several cases in order to identify when diversity enhances or hinders work group functioning, Ely and Thomas concluded that the integration-and-learning paradigm was the superior form of managing cultural diversity. All three perspectives on diversity had been successful in motivating managers to diversify their staffs, but, only the integration-and-learning perspective provided the rationale and guidance needed to achieve sustained benefits from diversity.

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[63] Ely and Thomas (2001), "Cultural diversity at work: The effects of diversity perspectives on group process and outcomes", *Administration Science Quarterly*, Vol. 46 (2), pp. 229-273

In the conceptual research paper "Managing Diversity in Civil Service: A Conceptual Framework for Public Organizations" by Sonia Ospina (2001) [64], scholar identifies different approaches to manage diversity in civil organizations and also notices diversity as an opportunity and a requirement to enhance personal and organizational effectiveness.

The research study was conducted by Nurzarina (2001)[65], with the participation of 70 employees (both male and female) from the management level of a commercial bank in Malaysia. The objective of this study is to examine the attitude of the management level of a local commercial bank and its relationship with the causal attribution towards women managers' career advancement. The result reveals that more than half of the respondents (61.4%) have positive attitude towards women managers. The gender role of individuals also plays an important role in influencing the management level's attitude towards the women managers. Majority of the respondents identified that internal attributions for performance have a significant effects to the attitude towards women managers. The internal attributions for performance such as competence in doing a job and the ability in doing job were found to have a significant effect on the attitude towards women managers. Among the external factors investigated, only the perception that the job was easy job has been identified as a factor that affects the performance of women managers. Results show that qualification is the only demographic variable that has a significant influence on management's level attitude women managers. The study concludes that gender, internal attributions for performance and qualification contribute significantly to the attitude towards women managers. From the findings, it is concluded that a proactive action need to be taken to retain the women managers in the organization.

Kundu.(2003)[66], in his research study explores reactions and perceptions of male and female employees about workforce diversity status in Indian Organizations. His research includes

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[64] Sonia ospina (2001), "Managing Diversity in Civil Service: A Conceptual Framework for Public Organizations", a conference presentation paper in UN Expert Group Meeting on Managing Diversity in the Civil Service, May 3rd and 4th, 2001
[65] Nurzarina, A.A. (2001), "Women Managers and Barriers in Their Career Advancement, Malaysia", a thesis work from University of Pertanian, Malaysia.
[66]Subhas C.Kundu (2003), "Workforce diversity status: a study of employees' reactions", *Industrial Management & data systems,* Vol.103 (4), pp.215-226.

survey of 1,083 employees from eighty companies from different sectors in India. This study reveals the prevalence of gender and racial discrimination in Indian organizations. Male employees rated female employees less qualified, less competent and less productive than females rated themselves. Female employees believed that they had less chance of receiving work facilities, promotions, salary increases than male employees. According to his research female employees from all demographic categories placed higher value on employers' efforts to promote diversity compared with the male employees. Gender effect differences were significant for perceptions about the competence and productivity of women employees. Women rated themselves (mean=3.59), more competent and productive than they were rated by men (mean=3.03). The study reveals differences in perceptions about diversity efforts in organizations. Females have favored diversity (mean=3.10) compared to men (mean=2.97). The research finds out the difference in attitudes between male and female and between various categories of employees (i.e. general, minority, disabled, and socially disadvantaged) with respect to diversity efforts to find out the status of diversity in organizations. The results further showed that women strongly believe that they are provided with less organizational support such as working facilities, promotions, and salary increases compared to men. Women also felt that the presence of inter-category discrimination. The research finds out that positive attitude towards diversity is high among female employees from all categories, than male employees.

In the research work, "The effects of diversity on business performance: report of the diversity research network", conducted by Kochan et al. (2003)[67], researchers carried out a extensive survey in four large firms by a research consortium known as the Diversity Research Network and they have published results related to racial diversity and gender diversity in organizations. The result identifies diversity had a significant effect on group

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[67] Kochan, T., Bezrukova, K., Ely, R., Jackson, S., Joshi, Aparna., Jehn, K., Leonard, J., Leine, D. & Thomas, D. (2003), "The effects of diversity on business performance : report of the diversity research network, *Human Resource Management,* Spring, Vol.42 (1), pp. 3-21.
 This research summarizes the results and conclusions reached in the study on the relationships between race and gender diversity and business performance carried out in four large firms by a research consortium known as the Diversity Research Network.

processes, but, the nature of the effect depended on whether the diversity was in gender or race. Specifically, gender diversity increased constructive group processes, while racial diversity inhibited them. Training and development-focused HR practices, including coaching, open communications and interactive listening, and providing challenging assignments and opportunities for development, reduced the negative effects of racial diversity on constructive group processes, diversity-focused HR practices enhanced the positive effects of gender diversity on constructive group processes. In their work they conclude the primary purpose of diversity management programs is to increase awareness of cultural differences and how people's perceptions, biases, and stereotypes influence their behavior. First study was conducted by the research team of Karen Jehn and Katerina Bezrukova from the Wharton School at the University of Pennsylvania. Results in this study showed no significant direct effects of either racial or gender diversity on performance. Gender diversity had positive effects on group processes while racial diversity had negative effects. The negative relationship between racial diversity and group processes was, however, largely absent in groups that had received high levels of training in career development and diversity management. Robin Ely and David Thomas at the Harvard Business School carried out second study on a large financial services firm that is highly respected for integrating a commitment to diversity into its managerial policies and strategies. The results show racial diversity was positively associated with growth in branches' business portfolios. Gender diversity had no significant direct effects on any of the performance measures. Third study was conducted by Susan Jackson and Aparna Joshi and the data were drawn from another Fortune 500 firm in the information-processing industry. This study found no significant direct effects of racial or gender diversity on team performance, but, the results do reinforce the argument that organizational context matters. Fourth study was conducted by David Levine and Jonathan Leonard at University of California-Berkeley and Aparna Joshi from the University of Illinois. The data are drawn from a large retailer company with locations across the country. This study finds no consistent evidence that most customers care whether the salespeople who serve them are of the same race or gender. In summary, all the four studies found that racial and gender diversity do not have the positive effect on performance. But, neither does it necessarily have the negative effect on group processes. Most analyses yielded no negative effects on team processes, but, when racial diversity was shown to have a

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negative effect; it was mitigated by training and development-focused initiatives. Gender diversity had either no effects or positive effects on team processes. Similar study by Gudmundson and Hartenian (2003)[68] examined the relationship between the workforce diversity and benefits in small manufacturing firms and Friday and Friday (2003)[69], in their conceptual research paper, identified a possible missing link between diversity and planned corporate diversity strategy in organizations.

Berzukova and Jehn (2004) [70] perform analysis on 1528 workgroups from a Fortune 500 information-processing firm to find out the workgroup affects and relationship between group diversity and various performance outcomes. The results showed that members of groups diverse in functional background were paid higher composite bonuses when their workgroup context emphasized people-oriented cultures and lower levels of bonuses in contexts with a focus on stability-oriented strategies. In addition, members of groups, diverse in level of education, were awarded higher amounts of bonuses in workgroup environments that emphasized customer and growth oriented strategies. However, members of such groups had lower levels of composite bonuses in environments that focused on training and diversity oriented human resource practices. Results regarding correlations between the diversity and performance variables, diversity in age and race are negatively related to all three performance outcomes. Diversity in gender is negatively related to individual and group performance ratings, and is positively associated with composite bonus measure. Tenure diversity is positively related to all performance outcomes. Diversity in functional background is positively related to individual and group performance ratings, but, negatively associated with the composite bonus measure. Finally, diversity in level of education is negatively related to individual and group performance ratings.

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[68]Gudmundson, D.E., and Linda S. Hartenian (2003), "Workforce Diversity in Small Manufacturing Firms: The Complex Relationship Between Workforce Diversity and Firm Performance, retrieved from *www.sbaer.uca.edu/research/usasbe/2003.*

[69] Earnest Friday and Swanta S. Friday (2003), "Managing diversity using a strategic planned change approach", *Journal of Management Development,* Vol. 22 (10), pp. 863-880.

[70] Berzukova, K. and Jehn, A.K. (2004), "A field study of group diversity, workgroup context, and performance", *Journal of Organizational Behavior*, Vol.25, pp. 703–729.

Allen *et al* (2004)[71] identifies the legal importance of diversity initiatives that any organization should adopt, whereas Bagshaw (2004)[72] explains in his research paper, "Is diversity divisive?", explores the need of proper diversity programs and training courses related to diversity, referring different dimensions such as cultural and gender diversity acceptance by employees in organization.

Woodard and Saini (2005)[73] have performed a comparative study of diversity management in USA and Indian organizations. Authors identify much of the diversity management discourse in India is at the stage of equal opportunity. Here too, the gap between the legal promise and actual implementation is very wide. Authors identify that the position of women's rights is not as clearly defined in India and authors quote several forms of unfavorable discrimination from society, employers and superiors towards women. Scholars identify masculine and patriarchal, male dominated workplace culture in organizations of India. This paper identifies presence of stereotypes against women's independence resulting in further discrimination against them. Thus, traditional patriarchal attitudes towards women still prevail. But, they notice that with the rise in literacy levels and betterment of the position of women due to economic and social development, the position of women in IT industry and in education sector has been improving. The paper concludes that the scenario has begun to change by the advent of IT industry in India. Authors identify that there is a greater need of developing diversity researches on diversity inclusive environment and demographic variables across the IT Industry in India.

The conceptual review paper "Best Practices for managing organizational diversity" by Patricia (2007)[74] from Stanford University, points out that an organization must develop a strategic plan to promote diversity which includes a compelling analysis of the business case

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[71] Allen.R.Dawson, Whealey K, White,C.S. (2004), "Diversity Practices, learning responses for modern organizations", *Development and Learning in Organizations*, Vol.18 (6), pp. 13-15.

[72] Mike Bagshaw (2004), "Is diversity divisive?", *Journal of Industrial and Commercial Training*, Vol.36 (4): pp. 153-157

[73].Woodard, N. and Saini, Debi S. (2005), "Diversity Management Issues In USA and India: Some Emerging Prospectives" in "Future of work: Mastering change", edited by Pritham Singh, Jyothsna Bhatnagar and Asha Bhandarkar, Excel Books, pp. 156-163

[74] Patricia A. Kreitz (2007), "Best Practices for managing organizational diversity", SLAC-PUB-12499, May, 2007.

identifying diversity's advantages for the organization. The study recommends for involving all employees in the diversity effort and institutionalization of the diversity initiative through an office or individual responsible for the strategic plan at the executive level. This conceptual review paper finds the importance of clearly defined goals tied to the gaps found through the diversity audit and the business goals and practice of diversity metrics to track progress toward those goals. The study highlights the importance of accountability metrics which hold managers responsible for meeting diversity goals. In this paper author also points out best nine leading diversity practices present in United States organizations. These practices include diversity training, succession planning, top leader's commitment, measurement, and accountability, diversity linked to performance, diversity as a part of strategic plan, and diversity in recruitment. They identify acceptance with achieve motivation to diversity as a moderator of the performance.

The work by Kulik *et al.* (2008), [75] authors explain the need of diversity initiative like diversity training in organizations. Further, the research conducted by Soldan and Dickie (2008)[76] "Employee Receptivity to Diversity Management: Perceptions in a Federal Government Agency" which is a survey-based study in an Australian Federal Government Agency, with the primary objectives to examine the extent to which employee receive diversity management with respect to gender and ethnic groups and to investigate the relationships between receptivity to diversity management and its antecedents.

Pitts (2009) [77] uses a survey of U.S. federal employees to test the relationships between diversity management, job satisfaction, and work group performance. Findings indicate that diversity management is strongly linked to both work group performance and job satisfaction.

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[75] Carol T Kulik & Loriann Roberson, (2008), What organizations can expect from diversity, recruitment, diversity training and formal mentoring programs, diversity at work, Cambridge University Press, pp 265-317

[76] Soldan, Z., & Dickie, L. 2008, "Employee receptivity to diversity management: Perceptions in a federal government agency", *The International Journal of Diversity in Organizations, Communities and Nations*, *8*, pp. 195-204.

[77] Pitts, D.W., (2009), "Diversity Management, Job Satisfaction, and Performance: Evidence from U.S. Federal Agencies*", Public Administration Review,* Volume 69, Issue 2, pp., 328–338

NASSCOM-Mercer[78], a joint research company, which conducted extensive surveys on IT Industry, performed researches on gender inclusivity in IT Sector. Research reports such as "Gender Inclusivity and Diversity in the Indian IT-BPO Industry", (2008), "Gender inclusivity in India: building empowered organizations" (2009) and "Workforce inclusiveness in Indian IT industry" (2009), give elaborated view of gender diversity in IT and ITES-BPO organizations in India. The reports note that there is need of initiating more effective diversity management strategies in IT companies of India. The reports suggest that the organizations focus on embracing, leveraging and accepting differences for the best possible business outcomes. According to these reports, despite the number of diversity forums, mandatory government policies, and widespread discussion in the media, the issues of gender diversity continues to remain largely unresolved. The report suggests that the outlook of the society must change in terms of perception that truly integrates women into the workforce in India.

The research work by Bakr, e*t al.* (2009)[79] examines employees' attitudes towards workforce diversity in the banking sector in the United Arab Emirates (UAE). Results indicate that the inclusion of diversity among workforce is not having significant impact on acceptance of diversity among the employees, as UAE is one of the conservative countries of the world. This implies that there will be different attitude of the employees in accepting diversity in non-western, traditional countries.

Pieterse, A.N. *et al*. (2010)[80], develop and test theory about how acceptance of diversity readily activates team member goal orientations that influence the diversity performance relationship, benefits of cultural diversity and team information elaboration as the underlying process. The findings reveal that acceptance towards diversity among group members and

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[78] The National Association of Software and Services Companies (*NASSCOM*) is a trade association of Indian Information Technology (IT) and Business Process Outsourcing (BPO) industry. Mercer is an American global human resource and related financial services consulting firm, headquartered in New York City.
NASSCOM & Mercer have jointly done the survey on gender diversity in Indian IT companies and two reports are Gender Inclusivity and Diversity in the Indian IT-BPO Industry" (2008), and " Gender inclusivity in India : building empowered organizations" (2009).
[79] Bakr Ahmad Alserhan, Ingo Forstenlechner, Ahmad Al-Nakeeb, (2009),"Employees' attitudes towards diversity in a non-western context", *Employee Relations*, Vol. 32 (1), pp. 42 – 55
[80] Pieterse, A.N., Knippenberg, D.A., and Dierendonck, D.V., (2010), "Cultural diversity and team performance: the role of team member goal orientation", *Academy of Management Journal,* 2013, Vol. 56, No. 3, 782–804

goal orientation attitude play a key role in obtaining benefits from diverse teams in organizations.

In the extensive survey conducted by McKinsey & Company (2010)[81], in Indian corporate on "Women matter: Gender diversity, a corporate performer", report reveals that there is male dominated environment in corporate world. The report reveals that 70% of the female respondents rate their performance as equivalent to that of co-workers while 70% of men rate themselves higher than their co-workers. The report identifies that most companies are practicing gender diversity only by initiating measures like flexible working conditions. Report reveals that companies virtually ignore other measures, for example, only 3% of the firms systematically ensure women candidates for promotion opportunities, while just 8% incorporate indicators of gender diversity in their management performance reviews.

Choi and Rainey (2010)[82] address the effects of diversity and diversity management on employee perceptions of organizational performance in U.S. federal agencies by developing measures of three variables: diversity, diversity management, and perceived organizational performance. The results found that higher levels of gender diversity tend to increase organizational performance when the employees worked together longer. Gender and age diversity and their interactions with contextual variables produce mixed results, suggesting that gender and age diversity reflect more complicated relationships. This study provides evidence for several benefits derived from effectively managing diversity. The study showed how managerial efforts and other contextual factors such as organization culture, demographic characteristics of employees moderate the relationship between diversity and organizational outcomes.

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[81] McKinsey & Company is an international management consulting firm that helps leading corporate and organizations make distinctive improvement in their performance.

[82] Choi and Rainey (2010) "Managing Diversity in U.S. Federal Agencies: Effects of Diversity and Diversity Management on Employee Perceptions of Organizational Performance", *Public Administration Review*, Volume 70, Issue 1, pp.109–121.

NASSCOM-PWC 2010[83] report on 'Diversity in action', explains diversity in Indian organizations by collecting information from doing extensive survey. As per this report, predominant thread of diversity in the Indian context is gender, unlike the west, where cultural diversity is the most dominant thread. Because of diversity inclusion, the companies started to recognize the specific requirements for women, based on the different stages in life. Efforts are being made to proactively support women employees with policies and systems through these phases. Safety policies such as Prevention of Sexual Harassment (POSH) and transportation policies are offered by all organizations irrespective of their size. Flexible working and extended maternity leave as policy or practice are dependent on the size and business requirements of the organizations. However, in most instances, flexible work is supported by job rotation and alternate career options. PwC carries out a survey to gather views on diversity and inclusion in Indian organizations. The 2011 survey was a gender neutral survey inviting responses from men and women. A total of 408 responses, 197 female and 211 male employees, were received from executives, senior managers, managers, across all levels and age groups. The survey encouraged participants to respond to questions on business rationale, pride, work- life balance, benefit to society, views on diversity practices etc. Most of the respondents, across the gender, agreed that diversity and inclusion has a business rationale for their organization. The disagreements, in the minority, were from respondents at the entry levels from the age group of 25 to 29 years. Employees overwhelmingly expressed pride in working for an equal opportunity employer, demonstrating a strong association. A majority of employees agreed that diversity initiatives benefited the society. A small proportion of respondents, predominantly below 30 years of age, felt there was no such benefit. Despite minor disagreements, the majority of the respondents agreed that there is the necessity of fair recruitment process without

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[83] NASSCOM-PWC Survey includes the report which constitutes the corporate awards for excellence in diversity among IT/ITES companies of India. PWC is the knowledge partner for the awards with the NASSCOM since 2010. (www.pwc.com/India).

PWC is Price Waterhouse Coopers, is a multinational professional services firm headquartered in London

discrimination with respect to gender diversity and need of facilities and infrastructure support to women.

A research work was conducted by Gaze (2010) [84], to determine the extent to which employee receive diversity and diversity management strategies varied by gender, and ethnicity in a sample of government and military employees from an overseas U.S. Navy Medical Treatment Facility (MTF). The study reveals that there was no significant difference between female and male employees towards receptivity to culture diversity.

The research work on "The gender diversity performance relationship in services and manufacturing organizations" by Kulik.*et al.* (2011)[85], investigates three competing gender diversity performance predictions (a positive linear, a negative linear, and an inverted U-shaped curvilinear) to provide insight into the form of the gender diversity and performance relationship and to explain inconsistent results of past diversity research. This study provides evidence of a positive linear gender diversity performance relationship, an inverted U-shaped curvilinear gender diversity–performance relationship, and a moderating effect of industry type on the curvilinear gender diversity performance relationship. The results show partial support for the positive linear and inverted U-shaped curvilinear predictions as well as for the proposed moderating effect of industry type. The curvilinear relationship indicates that different proportions of organizational gender diversity have different effects on organizational performance, which may be attributed to different dynamics as suggested by the resource-based view and self-categorization and social identity theories. The results help reconcile the inconsistent findings of past research that focused on the linear gender diversity-performance relationship. The findings also show that industry context can strengthen or weaken the effects of organizational gender diversity on performance.

[84]. Gaze, J.P. (2010), "A diversity audit in a hospital setting", a thesis work from Touro University International, NewYork.

[85] Ali M, Kulik, C.T., Metz, I.(2011), "The gender diversity performance relationship in services and manufacturing organizations", *The International Journal of Human Resource Management*, Vol. 22,(7), pp.1464-1485

The research work on "Diversity and inclusion in the Information Technology industry: relating perceptions and expectations to demographic dimensions", by Wikina (2011)[86] was conducted in Indiana. In the study, the intention was to examine whether differences in the perceptions and expectations of diversity and inclusion efforts in IT organizations are influenced by demographic variables, such as race/ethnicity, gender, education, and position. The major findings from this study shows that there is no significant difference in perceptions and expectations of diversity efforts in IT organizations based on race/ethnicity, gender, level educational, and position of the group member. Although this result is surprising, given the demographic differences within the IT industry, it seems to be in line with some of the expressions by individuals within the industry in their feelings that more weight should be attached to what a group member has to offer to the organization rather than on demographic factors. The study suggests for future researches on perceptions of IT employees in different dimensions of diversity.

Patrick and Kumar (2011)[87], in the research work, "Managing Workplace Diversity: Issues and challenges", investigate the strategies to enhance workplace diversity and potential barriers to workplace diversity in IT industry, Bangalore. The result of the study provides considerable insight on present diversity management practices in IT industry. The study suggests about importance of acceptance of diversity among employees of the organization for effective diversity inclusiveness. Findings show that most of the employees are positive that they can cope with diversity (diversity realists), while a few of the employees want to work and leverage positive workplace diversity (diversity optimists). The authors investigate the barriers for accepting workforce diversity, According to this study; it was found that the most prevalent barrier was discrimination, followed by prejudice, and ethnocentrism. The results of the study provide considerable insight on present diversity management practices in the IT industry. The study reveals there is difference in perceptions of male and female employees towards accepting diversity in workplace.

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[86] Wikina, S.B., 2011, "Diversity and inclusion in the information technology industry: Relating perceptions and expectations to demographic dimensions", Ph.D. thesis, Indiana State University, Indiana
[87] Patrick, H.A., and Kumar, V.R. (2012), "Managing workplace diversity: Issues and challenges", *Sage open*, http://sgo.sagepub.com.

The research paper, "Paradigm of Workforce Cultural Diversity and Human Resource Management", by Kautish (2012)[88], discusses the principles of cultural diversity in work environment and human resource management. It is a case study which explains the cultural conflicts faced by the employees after merging with another company. The paper gives insight on the extent to which managers and employees accept cultural diversity relates with organization's strategy to manage cultural diversity. It also discusses the two approaches of trainings which organizations can use in managing diversity. The first approach is to train diverse groups of employees for an entry level skill. The second approach is to provide training to managers and other employees who work with diverse employees. The case explains managing cultural differences by providing diversity trainings in an environment of merger or collaboration of two culturally diverse organizations.

Thomas et al. (2012)[89], examine the relationship between gender diversity and internationalization in Mexican firms. The research identifies that gender diversity is a organizational strategy aimed at dealing with the uncertainties of internationalization. The results find that the internationalization will be positively related to firm performance and international diversification is positively related to gender diversity in organizations. Another important outcome of the study is that there is positive relationship between gender diversity and the firm performance in emerging market context. The paper describes gender diversity is the result of increased internationalization.

An exploratory research work by Meena and Wanka (2013)[90], throw light on the practices and strategies being adopted by big IT organizations, which are recognized for commitment to diversity & inclusion in India. By taking the examples of Infosys, Wipro, Sap India Limited, Sodexo India Ltd and Genpact companies, authors explore different diversity programs. Their study reveals that diversity training, mentoring, diversity networks, diversity forums and diversity councils as the important diversity programs of the Indian organizations. The paper

[88] Kautish, P. (2012), "Paradigm of workforce cultural diversity and Human Resource Management", *The Indian Journal of Management*, Vol.5 (1), 37-39

[89] Thomas, D.E., Arthur, M.M., and Hood, J.N. (2012), "Internationalization, TMT Gender diversity and firm performance in Mexican firms", *International Journal Of Strategic Management*, Vol. 12 (2), pp. 13-25

[90] Meena, K. and Wanka, S (2013), "Diversity management and human resource development: A study of Indian Organizations", *Pacific Business Review International,* Vol. 5 (7), pp. 45-51.

concludes that Indian companies are quick to realize and value diversity and are continuously focused on creating a truly inclusive workplace to accommodate employees from diverse background. The literature review is explained in brief in following Table 2.1

Table 2.1: Brief explanation of review of literature

Sl No	Author	Area of Work	Year	Type of research and outcome
1	Deepthi Bhatnagar	A study of attitudes towards women managers in Banks	1987	Empirical study on attitudes towards managerial diversity. There is significant difference in perceptions of male and female employees towards accepting female managers in high positions.
2	Watson, Kumar, and Michaelsen	Cultural diversity's impact on interaction process and performance comparing homogeneous and diverse groups	1993	Empirical study on undergraduate students. Cultural diversity has negative impact on interaction processes and performance. Culturally diverse groups relative to homogeneous groups are less effective both in the interaction process and job performance.
3	Kossek and Zonia	Assessing diversity climate: A field study of reactions to employer efforts to promote diversity	1993	Field study. Gender diversity is significantly related to acceptance of diversity. Women have more acceptances employees to diversity and diversity management practices than male in organizations.
4	Cox, T	Cultural Diversity in Organizations: Theory, Research and Practice	1993	Elaborated Text book. Narrates importance diversity management to create positive 'Diversity climate'. Focus on visible dimensions of diversity.
5	Woods and Sciarini	Diversity programs in chain restaurants	1995	Field study on chain restaurants. Identifies the importance of managing diversity to attract and retain skills. Identify positive relationship between acceptance of diversity among employees and success in diversity management practices

6	Dobbs, M.F	Managing diversity: Lessons from the private sector	1996	Qualitative research at three private companies in USA. Identifies positive perception of employees to diversity, as a prerequisite for diversity programs.
7	Riordhan and Shore	Demographic diversity and employee attitudes: An empirical examination of relational demography within work units	1997	Empirical study in Life Insurance Company. Demographic variables (gender and tenure) have no significant impact on attitudes towards diversity.
8	Williams and O'Reilly	Demography and diversity in organizations: A review of 40 years of research	1998	Qualitative research. Exploration of 40 years of researches on diversity and concludes with the importance of understanding perceptions of employees to get the benefits of diversity.
9	Kramar, R	Managing Diversity: Beyond affirmative action in Australia	1998	Study conducted in Australian organizations. Explains importance of building a culture to support diversity through strategic process.
10	Cascio, W. F	Managing Human Resources- Productivity, Quality of work life, profits	1998	Conceptual research. Identifies need of diversity for organization to enter into international competition. Also explains need of strategic plan to create organization culture and to initiate diversity programs.
11	Thomas, R.R	Diversity Management: Some measurement Criteria	1999	Conceptual research. Identifies the role of HR managers in diversity assessment for the success of diversity programs.

12	Hayes, E	Winning at diversity	1999	Conceptual research. Identifies the fair treatment and openness as important factors for successful diversity management. Paper identifies diversity network as a facilitator for the diversity inclusion.
13	Devoe & Deborah	Managing a diverse workforce	1999	Elaborated text book. Identifies the challenges in managing a diverse work force. Explain negative attitude and behavior will be barrier to organizational diversity. Identifies prejudice, stereotyping, discrimination as important negative attitudes of work force.
14	Gilbert, & Ivancevich	Diversity Management: A New Organizational Paradigm	2000	Conceptual study. Identifies the significance of implementing various approaches of diversity. Explains the need of new approach in managing diversity that encourages the collaboration between scholars and industries. Identifies the need of evaluation of diversity management initiatives.
15	Richard, O.C	Racial Diversity, Business Strategy, and Firm Performance: A Resource-Based View	2000	This conceptual work identifies the need of diversity strategy. This work identifies organizational strategies as a moderating variable in between the relationship of diversity and performance.
16	Soni, V	A Twenty First Century Reception for diversity in the public sector: A case study	2000	Empirical study at public sector in USA. Identifies female employees hold more positive view towards racial and gender diversity than male employees. Employee perceptions towards diversity significantly vary

				across demographic characteristics.
17	Ely and Thomas	Making differences matter: A new paradigm for managing diversity	2001	Qualitative research in three professional services firms. Examines three approaches to diversity. Identifies need of cultural diversity as a resource for learning to achieve benefits from diversity.
18	Sonia Ospina	Managing Diversity in Civil Service: A Conceptual Framework for Public Organizations	2001	Conceptual research. Recognizes the importance of members of organization and their positive perception to recognize the benefit of diversity.
19	Nurzarina, A.A	A research work conducted towards Women Managers and barriers in their Career advancement	2001	This empirical study in Malaysia. Finds that majority respondents have positive attitude towards managerial diversity.
20	Kundu, S.C	Workforce diversity status: a study of employees' reactions	2003	Empirical research in 80 companies from different sectors in India. The study reveals the prevalence of discrimination in Indian organizations. Identifies the significant difference in attitude and perception towards diversity. Female employees have more acceptance of diversity.
21	Kochan, et al.	The effects of diversity on business performance: Report of the diversity research network	2003	Extensive survey at 4 large firms in USA. All the 4 studies found that racial and gender diversity do not have the positive effect on performance. Training and development have mitigated negative effect of racial diversity.
22	Gudmundson and Hartenian	Workforce Diversity in Small Manufacturing Firms:	2003	Examine diversity and benefits in small manufacturing firms. Diversity training has positive relationship with

		The Complex Relationship Between Workforce Diversity and Firm Performance		revenue and net income of firms.
23	Friday and Friday	Managing diversity using a strategic planned change approach	2003	This conceptual paper identifies the need of planed corporate diversity strategies for the success of diversity programs in organization.
24	Berzukova et al.	A field study of group diversity, work group context, and performances	2004	Gender diversity negatively related to individual and group performance rating. Tenure diversity is positively related to performances. Diversity and functional background are positively related to individual and group performances. Educational diversity is negatively related to individual and group performances.
25	Allen, et al.	Diversity Practices, learning responses for modern organizations	2004	Conceptual research. Identifies legal importance of diversity initiatives. Research work identifies that diversity inclusion gives organization legally defensives position.
26	Mike Bagshaw	Is diversity divisive?	2004	Conceptual research. Explores the need of proper diversity program and diversity training courses. Points out the importance of awareness to adopt cultural and gender diversity

27	Woodard and Debi	Diversity Management Issues In USA and India: Some Emerging prospective	2005	Comparative study of diversity management in USA and Indian organizations. Identifies that diversity management in India is at the stage of equal opportunity. Paper points out masculine and patriarchal, male dominated corporate structure in Indian organizations. Identifies women stereotypes, discrimination and prejudices in Indian organizations.
28	Patricia A. Kreitz	Best Practices for managing organizational diversity	2007	Identifies importance of clearly defined goals to reap the diversity advantages in organization.
29	Kulik, C.T et al.	What organization can expert from diversity, recruitment, diversity training and formal mental training	2008	This text book explains the importance of diversity training and mentoring program as important practices to improve diversity.
30	Soldan and Dickie	Employee receptivity to diversity management: Perceptions in a federal government agency	2008	Findings from this research reveals Employees receptivity to diversity varies among gender group, with females having more positive attitude towards diversity management programs than male employees.
31	Pitts, D.W.	Diversity Management, Job Satisfaction, and Performance: Evidence from U.S. Federal Agencies	2009	Empirical research. Findings indicate diversity management is strongly linked to group performance and job satisfaction.

32	NASSCOM-Mercer report	Gender inclusivity and diversity in the Indian IT, BPO industry & gender inclusivity in India, building empowered organization & work force in inclusivity Indian IT industry	2008-2009	Identifies IT industry as major recruiter of female work force in India. Report identifies that, in spite of a number of diversity practices, presence of several problems to gender diversity in Indian organizations.
33	Bakr.et al.	Employees attitude towards diversity in non western contests	2009	This empirical study investigates inclusion of diversity in banks of UAE. Banks' employees feel diversity inclusion has no significant effects on their attitude towards diversity.
34	Pieterse, A.N. et al.	Cultural diversity and team performance, the role of team member goal orientation	2010	Cultural diversity is more positively effecting team performance with the positive attitude and learning approach of employees
35	McKinsey & company report	Women matter: Gender diversity, a corporate performer	2010	Report reveals male dominated corporate word in India. Identifies major of gender diversity not incorporated and gender diversity not perceived properly.
36	Choi and Rainey	Managing Diversity in U.S. Federal Agencies: Effects of Diversity and Diversity Management on Employee Perceptions of Organizational Performance	2010	Racial diversity negatively effects organizational performance, moderated by diversity programmes and practices.
37	NASSCOM-PwC report	Diversity in action	2010	Identifies gender diversity as the predominant diversity in Indian firms. Acceptance of diversity among entry level work force is less compared to aged work forces.

38	Gaze, J.P	A diversity audit in a hospital setting	2010	This research was done in a hospital setting in New York city, and findings reveal that there is no significant difference between male and female employees towards acceptance of cultural diversity.
39	Kulik, C.T et al.	The gender diversity performance relationship in services and manufacturing organizations	2011	This empirical research provides inconsistent results in different industry types. Identifies that gender diversity and performance relationship is affected by industry types.
40	Wikina, S.B	Diversity and inclusion in the information technology industry. Relating perceptions and expectations to demographic dimensions	2011	There is no significant difference between male and female employees in perception of diversity and inclusion effort in IT organization of Indiana state, in USA
41	Patrick and Kumar	Managing workplace diversity: Issues and challenges	2012	This empirical research finds that there is significant difference in perception of male and female employees towards accepting diversity in work place.
42	Kautish, P	Paradigm of workforce cultural diversity and Human Resource Management	2012	This is the case study based research, paper gives insight on the extent to which managers and employees except cultural diversity and advantages relates with diversity management strategies.
43	Thomas, Arthur, and Hood	Internationalization, TMT Gender diversity and firm performance in Mexican firm	2012	Internationalization and diversification positively related to gender diversity in organization.

44	Meena, K. and Wanka, S	Diversity management and human resource development: A study of Indian Organizations	2013	Exploratory study. Identifies diversity networks, forums, councils, diversity training and mentoring as important diversity initiatives in Indian organizations.

2.2 Summary of literature review

The past few years have witnessed a rapid increase in research studies focusing on workforce diversity and management. The literature review provides information about the importance of diversity management in organizations. Many researchers investigated the impact on organizations by diversity inclusion. As diversity has impact on performance, innovativeness, internationalization, and competitiveness of the organization, this is a major field to be studied. Majority of the studies in workforce diversity area focus on impact of diversity and effect of diversity management initiatives in organizational context. Literature review provides information that if diversity is not managed properly; it results in negative impact on organizational culture. Many studies have shown employees attitude differs towards diversity in organization. Acceptance of diversity is very important and it differs among employee groups. Researchers identified that assessing perceptions of employees towards diversity is a prerequisite to the success of diversity management programs. There is difference in attitudes, perceptions of employees in receiving the diversity in organizations. Several diversity management practices have been initiated in IT industry and there is need of studying diversity on the employee perception point of view. Several researches conducted to identify obstacles present in organizational environment and their negative impact on organizations. The findings of the research presents that the cultural and gender diversity are the predominant dimensions of diversity, organizations are interested with. The benefits of diversity have been proved by various studies. The studies on acceptance of diversity among employees, and the difference in attitude of employees towards diversity have been taken by different scholars in western countries.

2.3 Gaps

The present study tries to address the gaps in the studies reviewed.

1. It is found that there have been number of researches focusing more on diversity management and its impact on organizational and individual effectiveness.

2. There are very few researches conducted in the workforce diversity and management in Indian context.

3. There are less number of studies on acceptance of diversity among employees of IT industry.

4. The research focusing on acceptance of diversity and relationship with diversity management programs and obstacles is new and essential in the context of IT organizations.

2.4 Present research study

The literature review gives an elaborated view about diversity; dimensions of diversity, benefits and problems associated with diversity in organizations. The attitudes towards diversity, perceptions of employees towards diversity have direct impact on performance, innovation, and task related activities in organizations. Only a limited number of studies have focused on the area of acceptance to diversity (Soni, 2000, Kundu, 2003, and Patrick and Kumar, 2012). Employee support and acceptance for implemented diversity is very important for the success of inclusion of diversity and diversity management. By identifying this gap in literature, the present study focuses on investigation of acceptance of diversity, difference in perceptions of different employee groups, and relationship between acceptance of diversity and diversity management programs and obstacles. An appropriate methodology would be adopted focusing on the objectives of the study.

Chapter 3

Research Methodology

3.1 Introduction

The chapter focuses on research design and methodology adopted for the present study. The chapter provides information about the statement of the problem, operational definitions of the variables used in the study, theoretical framework, research questions, objectives, research design, sampling procedure, hypothesis framing and statistical tools used. Careful consideration has been provided for the selection of the appropriate tools, collection of data