IMPORTANCE OF COMMUNICATIONS CHANNELS IN EFFECTIVE GENDER DIVERSITY MANAGEMENT IN THE INFORMATION TECHNOLOGY INDUSTRY

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ABSTRACT

The multiplicity of thoughts, ideas and backgrounds add meaning to a modern society. However, they also generate complex identities that many a time leads to challenges. The Information Technology (IT) labour force is gradually evolving towards a more and more culturally diverse workforce – in terms of gender, age, social system, economic empowerment, linguistic affiliation, multinational and provincial backgrounds. Personal likes & dislikes and ethnic backgrounds lead to discrimination, prejudice, and ethnocentrism which in turn creates a barrier in promoting diversity friendly culture in an ecosystem. The Organisation's objective is to create an inclusive environment where there is no bias to promote anyone and no one is compromised over another - an effort to create an inclusive environment which aims to nurture everyone. The overall success heavily depends on using effective communications tool to sensitise people, educate and create awareness to leverage the potential of complete nation's human power. This is an exploratory study to find out the importance of communications channels in effective Gender Diversity Management in the organisation and the intensity of problems that may be associated with them.

The study adopted a mixed approach. Besides, an exhaustive review of existing literature both qualitative and quantitative methods were used.

Key Words: Diversity and Inclusion, Gender, Internal Communications, Mass Media, Culture

Introduction

The multiplicity of thoughts, ideas and backgrounds add meaning to a modern society. However, they also generate complex identities that many a time leads to challenges. Different viewpoints, diverse backgrounds and divergent approaches often require to be consciously acknowledged and made an integral part of organisational policies (Alaganandan & Chandrashekhar, 2016). Diversity Management evolved as a topic of discussion triggered off by global development and soon became an essential part of Human Resource function (HR) to maintain a sustainable productive environment. In organisations, common problems due to diversity are discrimination and harassment. Recruitment of diverse employees continues to be a challenge. To develop a long-term improvement in operational excellence and build a profitable business model, a corporation needs to understand tactics on how to engage, encourage and create an inclusive work culture for a different generation at the workplace. Often HR managers evaluate and try to implement common tactics to hire, sustain and engage all employees in their organisation. At present we are able to leverage the potential of only half of the population.

In the era of the globalisation, multi-generational diversity is also an area of concern for growing organisations. Every age group has a diverse set of beliefs and behavioural pattern which is often shaped by the values and environment people grow up in. With largely different beliefs and behavioural patterns in an ecosystem, conflicts tend to hinder productive environment of an organisation. A young professional may not get along with older co-workers which may lead to conflicts. The minor interest-based differences soon develop to undesirable generational stereotypes (NASSCOM, 2016). A mature and developing organisation is required to address all generations' needs. Multinational Corporations (MNC) are working towards bridging this gap by using effective communication channels and sensitising their employees about generational and cross-cultural behaviour.

The Information Technology (IT) and BPO labour force are gradually evolving towards a more and more culturally diverse

workforce – in terms of gender, age, social system, economic empowerment, linguistic affiliation, multinational and provincial backgrounds. One of the main doctrines of diversity states that an organisation that has significant diversity ratio has a better understanding of the international market (Bedi, Lakra, & Gupta, 2014).

Currently, the information technology-business process management (IT-BPM) industry employs around 3.7 million people and generates indirect employment for more than 10 million employees. This makes it the largest private employer in India. The industry, which is fast growing, enjoys worldwide demand for its services. In the financial year (FY) 2016, it clocked an estimated revenue of 143 billion USD. This, in turn, has given rise to challenging job opportunities as well as roles and has made the industry an attractive place for millennials and young minds, who view the sector as a viable career option, irrespective of gender, disability and location (Alaganandan & Chandrashekhar, 2016).

Research studies help to understand the various challenges in endorsing diversity and inclusion in the organisation. Only a limited number of personnel appear excited to leverage the power of diversity. Personal thoughts, likes & dislikes and ethnic backgrounds lead to discrimination, prejudice, and ethnocentrism which in turn creates a barrier in promoting diversity friendly culture in an ecosystem (Pant & Vijaya, 2014).

Table 1: Dimensions of Diversity

Primary dimensions	Secondary dimensions	Tertiary dimensions
• Race • Ethnicity • Gender • Age • Disability	• Religion • Culture •Sexual orientation • Thinking style • Geographic origin • Family status • Lifestyle • Economic status • Political orientation •Work experience • Education • Language • Nationality	• Beliefs • Assumptions • Perceptions •Attitudes • Feelings • Values • Group norms

Source: Rijamampianina, R., & Carmichael, T. (2015). A pragmatic and holistic approach to managing diversity. Problems and Perspectives in Management, 110.

The above table indicates that diversity has various significant dimensions. These may interlink to produce unique syntheses of human profiles, made up of both differences and similarities. Long-term strategies to address gender diversity should be designed to withstand political cycles or business investment horizons (Mazur, 2010).

Present Scenario and Facts

Diversity management programmes are important but most of the times it is not taken seriously by the leadership. Over time, many organisations witnessed the positives and negatives of this double-edged sword. The leadership began to carefully evaluate the diversity initiatives after a few high-profile lawsuits against big companies in the financial sector were filed. Morgan Stanley had to pay $54 million in the 1990s and 2000s to settle the sex discrimination claims. Bank of America Merrill Lynch has to pay $160 million as a penalty for race discrimination in 2013 (Dobbin & Alexandra Kalev, 2016).
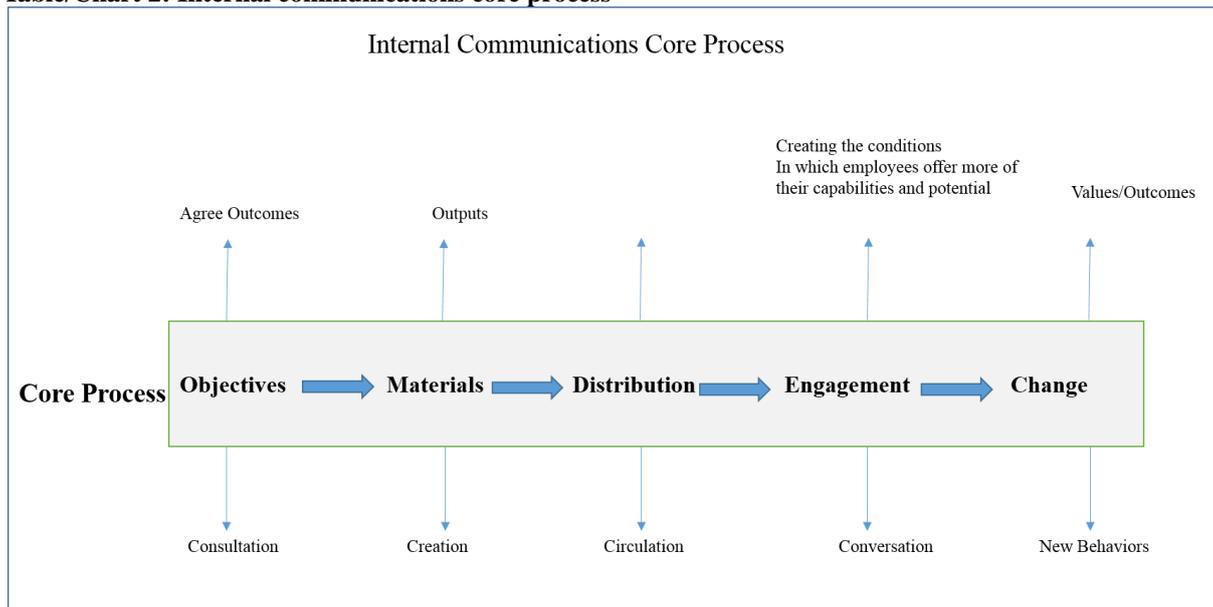
The basic challenge in addressing issues of women inequality is that one needs to deal with   deep-rooted social and workplace stereotypes. Women are mainly considered best suited for desk jobs and role that does not require much physical and intellectual capability. They are often placed at process-oriented roles which does not require much intellectual ability

The present study was undertaken to explore the role played by communication channels to address the need for gender diversity. Activities undertaken by the organisations, leadership and its effect on the attitudes of employees toward diversity at the workplace are assessed. The study also tried to understand the need of gender sensitisation and various approaches to creating a cultural shift within organisations in other to receive better employee's acceptance of diversity initiatives. (Shastri 2004; Shastri 2006; Patrick and Kumar, 2012).

Most of the studies conducted on Diversity Management are limited to policies but do not focus on educating and sensitising employees. The role played by communications channels in propagating diversity policies are often ignored.

The formal and non-formal modes of communications channels adopted by organisations are listed below and often formal communication supplemented by non-formal modes of communications helps to achieve the desired outcome (Classroom Discussion).

Table/Chart 2: Internal communications core process

Internal Communications Core Process

Agree Outcomes   Outputs   Creating the conditions In which employees offer more of their capabilities and potential   Values/Outcomes

Core Process   Objectives → Materials → Distribution → Engagement → Change

Consultation   Creation   Circulation   Conversation   New Behaviors

Source: www.richarddennison.wordpress.com

Table 3: Channels/ modes of communications (Thornton, 2014).

Formal channels of communication:	Non- formal channels of communications
• Emails	• Internal Social media Network (Yammer)
• Employee Intranet	• SMS
• Memos/Letters	• Face-to-face interaction
• Large group meetings/ Town halls	• Live Chat
• Bulletin board	• Flash Mob
• Videos	• Floor walk
• Webinars	• Mobile Apps
• Displays/Exhibits	• Employee ambassador programmes
• Media articles/ leaders interview	• Gamification
• Digital signage	

Source: Thornton, S. (2014). Effective Business Communications.

The study adopted a mixed approach. Besides, an exhaustive review of existing literature both qualitative and quantitative methods were used. A quantitative study with descriptive simple random survey method was used to provide empirical evidence and a qualitative method of in-depth interviews with different stakeholders helped to provide insights and responses to questions that remain unanswered after the quantitative data analysis.

Description of Population
In this study the target population are:
Category 1
   • Employees of Corporate Sector
Category 2
   • Corporate Communications Department
   • Head of Diversity and Inclusion
   • Human Resource Department

Procedures for Data Collection

To meet these objectives, it was thought that both qualitative and quantitative methods should be used. This procedure is called Triangulation. (Wimmer & Dominick, 2010). It was intended that application of both the methods would give a complete view of reality.

Quantitative Analysis:
- **Sample Size:** One hundred respondent chosen through a simple random sampling process.

Qualitative Analysis:
A qualitative study was conducted through in-depth interviews to conduct a sentiment analysis of the company culture and people's mindset.

- Qualitative interview head of Corporate Communications
- Qualitative interview with head of Diversity and Inclusion
- Qualitative interview with head of Human Resources

Sample Size: Ten leaders from HR, corporate communications and Diversity & Inclusion departments of various companies.
Period: The data collection for this study was carried out from July to August 2016.
Place: Bengaluru
Hypothesis
- Diversity is received well when its implementation is headed by the CEO or Leadership Team.
- Various modes of sustained communication play a major role in educating and sensitising employees about the needs of diversity.

Objective 1: To study and evaluate the significance of communication patterns in addressing gender diversity issues at the workplace.
Hypothesis 1: Diversity is received well when its implementation is headed by the CEO or Leadership team.

In the above statement, communications patterns mean various tactics adopted by management to communicate with employees. This may include behavioural patterns and practices showcased in practice by leadership and human resource teams. It signifies that what is communicated be actually practised within the organisation by leaders and people can look up to their leaders.

The above-mentioned objective and hypothesis will be tested with the help of quantitative data analysis and qualitative in-depth interviews.

Table 4: Employees perception of company's communications patterns in addressing diversity at the workplace.

Employees perception of company's communications patterns in addressing diversity at the workplace.	Agree	Neutral	Disagree	N
a) The leadership team is actively involved in driving diversity initiatives.	58	23	18	99
b) The organisation takes adequate actions to promote a diversity friendly company culture.	60	26	14	100
c) The leadership team truly represents diversity.	43	32	23	98
d) The organisation is using human resource practices that encourage equal opportunity.	68	10	20	98
e) The organisation creates work teams to capitalise on strengths of diversity.	47	32	20	99
f) The company has a culture of openness and listening to diverse views of employees.	60	17	22	99
g) The workplace design ensures accessibility to the differently abled individuals.	57	27	15	99
h) The management appoints champions of diversity management change who act as employee representatives.	46	23	31	100
i) Different opinions are appreciated and considered as legitimate in my organisation.	57	28	15	99
j) The organisation monitors diversity management progress and performance.	45	21	33	99
k) The organisation annually assesses diversity climate through attitude surveys.	43	22	34	99

Source: Author's compilation from field data.
Data represented in per cent and N is the actual numbers of respondents

The data in Table 4 reflects an organisation's desire to promote and leverage diversity to get maximum benefits from the diverse workforce. Most of the respondents accepted that their employer is taking all the possible efforts to create a diversity friendly work culture and they believe in diversity management.

The result reflects that above half the respondents admit that organisation and the leadership team believes in diversity and they are actively involved in driving this initiative. Similarly, six of every ten respondents admit that their organisation takes adequate actions to promote a diversity friendly company culture.

The above data clearly shows that most of the organisations are successful in driving diversity initiatives and creating a diversity friendly work culture in the organisation. It is evident through all the above communications patterns that how organisations act on diversity and employees are vocal about it.

In contrast, it is also important to notice that one-thirds of the respondents are neutral and a little over one-fourth of the respondents disagree that leadership team truly represents diversity.

The quantitative data analysis clearly illustrates that though organisations are trying to adopt various communications patterns to communicate their commitment towards diversity initiatives they are found wanting when it comes to diversity in the leadership team or employees perceptions of leadership teams actually acting on Diversity Management initiatives. It is also evident from the data that less than half the respondents agree that the management appoints champions of diversity management change who act as employee representatives. It shows that a robust formal structure is missing in most of the organisations to manage diversity. It could be possibly due to lack of funds and resources in mid-size organisations.

Table 5: Gender Perception: Only Affirmative Responses

Gender Perception: Only Affirmative Responses	**Male** Out of 100% male respondents	**Female** Out of 100% female respondents
a) The leadership team is actively involved in driving diversity initiatives.	66	45
b) The organisation takes adequate actions to promote a diversity friendly company culture.	67	50
c) The leadership team truly represents diversity.	46	39
d) The organisation is using human resource practices that encourage equal opportunity.	73	60
e) The organisation creates work teams to capitalise on strengths of diversity.	56	35
f) The company has a culture of openness and listening to diverse views of employees.	71	43
g) The workplace design ensures accessibility to the differently abled individuals.	63	46
h) The management appoints champions of diversity management change who act as employee representatives.	48	43
i) Different opinions are appreciated and considered as legitimate in my organisation.	63	48
j) The organisation monitors diversity management progress and performance.	51	38
k) The organisation annually assesses diversity climate through attitude surveys.	46	38

Source: Author's compilation from field data. Data represented in per cent for each gender.

The data in table 5 illustrates that there are few significant opinion differences between men and women respondents. While two-thirds of male respondents agree that the leadership team is actively involved in driving Diversity Initiatives, less than half the women respondents affirm to this. Similarly, over two-thirds of the male respondents agree that the organisation takes adequate actions to promote a Diversity friendly company culture but only half the women respondents are in agreement with this statement. It is evident that there is a significant gap in perceptions of men and women in the workforce with regard to diversity management initiatives led by the organisations. While male respondents think that organisation is doing quite a lot to drive the diversity management initiatives. On the other hand, women respondents are possibly not as satisfied with it. Women respondents probably think that the diversity friendly initiatives are mostly on paper and there is a lot to be done on the ground to safeguard their interest in the organisation.

Qualitative Analysis

The qualitative data analysis supports the above statement as all the interviewees agreed that implementation of gender diversity agenda becomes easier and communications around diversity are received well when its implementation is headed by the CEO or leadership team. When there are strong conviction and commitment at the leadership level, teams become more active and they get all the support in terms of funds, resources and putting policies in place.

In the qualitative interview, seven out of every ten respondents mentioned that leaders should not only talk about gender diversity but they must show it in their action. If people witness leaders practising these values and policies their conviction becomes stronger.

In the qualitative interview, eight out of every ten respondents mentioned that informal networking groups are a big hurdle on the way of successful implementation of gender diversity policies. One of the HR heads mentioned that he received a complaint from a women colleague that her manager takes important project decisions while he goes for a smoke break with other team members and she is not part of this smoke group. The same HR head further added that sometimes informal networking and personal bonding within the team may be perceived as a reason for being treated in a biased way by others. This could be applicable irrespective of gender. One of the Communication leaders mentioned that a colleague when talking about leadership team stated that important business decisions are often taken when they go for playing golf. She cannot join them in this informal networking due to family responsibilities. Such situations can be seen in any team irrespective of gender. Informal networking sometimes leads to subconscious bias because of personal bonding among team members and leaders. The same leader also mentioned that we all have certain sub conscious biases and it certainly influences one's objective decision-making ability. Four out of every ten respondents mentioned during the qualitative interviews, that they conduct special training and sensitization workshops to educate leaders about dos and don'ts. These are specific and recurring annual training which is mandatory for all the people managers.

The quantitative and qualitative analysis clearly reflects that Diversity is received well when its implementation is headed by the CEO or leadership team and thus proves the hypothesis.

Objective 2: To assess the role played by communications channels in propagating gender diversity policies and sensitising employees.

Hypothesis 2: Various modes of sustained communication play a major role in educating and sensitising employees about the needs of diversity

In the above statement, communication channels mean various forms of formal channels of connecting with employees. This can be documented policies, mission and vision, established forums, communication medium (audio-visuals, electronic and written), specific initiatives, campaigns and training etc.

Every company is working towards making profit and efforts are often made to usher in best practices. Diversity Management is one among them. While some sectors and companies are more mature in this direction others are still evaluating if they need to allocate resource and funds for this initiative. The above statement and significance of communication channels in driving diversity management can be evaluated by quantitative and qualitative data analysis.

Table 6: Employees Perception of the communications channels employed by the company to propagate Diversity Policies and Sensitising

Employees Perception of the communications channels employed by the company to propagate Diversity Policies and Sensitising	Agree	Neutral	Disagree	N
a) A written policy to protect "whistle-blowers" is in place in the organisation.	57	24	17	98
b) The objectives and mission to leverage diversity are very clear.	56	19	25	100
c) The organisation has an established grievance redressal procedure to deal with diversity related concerns.	56	19	24	99
d) The leadership frequently communicates to employees on diversity management progress.	53	24	23	100
e) The leadership supplies information in a manner and format that is accessible to all employees.	64	20	16	100

f) The leadership facilitate employee-socialization in the form of Informal networking, internal social media network, collaborative events etc.	53	29	17	99
g) The leaders clearly explain the diversity management strategy and reasoning behind Diversity management initiatives.	51	22	27	100
h) The leadership keeps employees informed about diversity management vision & initiatives.	57	21	22	100
i) The Communication/campaigns around the importance of Diversity is very important.	70	16	14	100
j) The Organisation conducts diversity sensitivity training.	45	24	31	100
k) Specific trainings for managers is required on how to manage a diverse team.	47	13	30	100

Source*:* Author's compilation from field data.
Data represented in per cent and N is the actual numbers of respondents.

In this survey, an overwhelming high seven of every ten respondents agreed that the communication/campaigns around the importance of Diversity are very important. The quantitative data clearly shows the importance of communications channels in driving diversity management initiatives.

In this survey close to two-thirds of respondents agreed that the leadership team supplies information in a manner and format that is accessible to all employees. Over half of the respondents also agreed that there are a formal structure and governing body in their organisation to protect whistle-blowers or address any diversity related concerns.

It also very evident that employees believe in the communication channels and messages delivered by the leadership team. The researcher also observed a gap here as over four of every ten respondents were neutral or in the disagree category which shows either they don't believe in what is getting communicated and/or what they actually witnessed in practice.

Table 7: Gender perception: Only affirmative Responses

Employees Perception of the communications channels employed by the company to propagate Diversity policies and Sensitising	Male Out of 100% male respondents	Female Out of 100% female respondents
a) A written policy to protect "whistle-blowers" is in place in the organisation.	62	50
b) The objectives and mission to leverage diversity are very clear.	62	48
c) The organisation has an established grievance redressal procedure to deal with diversity related concerns.	68	40
d) The leadership frequently communicates to employees on diversity management progress.	62	40
e) The leadership supplies information in a manner and format that is accessible to all employees.	73	50
f) The leadership facilitate employee-socialization in the form of Informal networking, internal social media network, collaborative events etc.	58	43
g) The leaders clearly explain the diversity management strategy and reasoning behind Diversity management initiatives.	58	40

h) The leadership keeps employees informed about diversity management vision & initiatives.	67	44
i) The Communication/campaigns around the importance of Diversity is very important.	72	66
j) The Organisation conducts diversity sensitivity training.	47	41
k) Specific trainings for managers is required on how to manage a diverse team.	77	53

Source*:* Author's compilation from field data. Data represented in per cent for each gender.

In this study, a very high percentage, over three-fourths, of male respondents agreed that specific trainings managers are required on how to manage a diverse team. On the other hand, just over half the women respondents took this line. This could possibly be on account of women being mentally prepared since childhood that after marriage they need to move to another city, accept the cultural practices followed in the husband's family and the like. The social system might be getting them prepared for accepting diversity from the family system itself.

It also found in the above table that while close to three-fourth of male employees agreed that the leadership supplies information in a manner and format that is accessible to all employees, only half the women employees took this position. Similarly, a little over two-thirds of male employees agreed that the organisation has an established grievance redressal procedure to deal with diversity related concerns while only four of every ten women respondents took this line.

The above data analysis shows that there is fifteen to twenty percentage point difference in the opinions of men and women employees. This reflects that though men think that organisations and society are doing much more to address the gender gap, women are not convinced with the same intensity, about the same. This could possibly be due to the fact that the majority of men may not be subjected to gender discrimination. Quantitative data analysis shows that only four of every ten women employees believe in the authenticity of grievance redressal procedure to deal with diversity related concerns.

Qualitative Analysis

All the respondent agreed that different modes of sustained communication play a major role to educate and sensitise employees about the needs of diversity. During qualitative interview seven out of every ten respondents mentioned that their organisation is taking active efforts to leverage all the possible channels of communication to propagate and sensitise people about the need for diversity.

Four out of every ten respondents mentioned that their organisation takes active efforts to sensitise all the people managers about the special needs of women employees and why they should be treated differently. These training sessions are specially designed for people managers and they had to complete these training before managing a team.

Nine out of every ten respondents mentioned that their organisation conducts specific programmes to support gender diversity at the workplace. These include networking sessions, special projects for women, building leadership pipeline for women, special training and development for women.

One of the Communication heads and industry leaders mentioned that gender diversity programmes should be inclusive and it should not be kept exclusive for women. If these programmes are exclusive and men are not part of these initiatives, women will not be able to join the overall workforce and men may consider it inappropriate. By including men in this journey, organisations can educate and sensitise men about the need for diversity and there might be more acceptance in the system.

Another industry leader mentioned about Stuartpuram village in Guntur district of Andhra Pradesh where all the members of the village were dacoits since 1940s. The main source income for the villagers was train robbery. Gradually this village was considered dacoit infested and discarded by society. Even the benefits provided by government bodies were not reaching the people and no one was offering jobs to the people of this village. The villagers were keen to destroy the whole village and migrate to the main city. Sometimes it is important to join the mainstream society as being exclusive means you not inclusive and alienated from society.

A social activist Lavanam, visited Stuartpuram in 1974 along with wife to bring a change in this village and after lots of efforts, they managed to bring a change in the culture of crime (Varma, 2014).

One of the Diversity and Inclusion Heads mentioned that diversity councils are often headed by women and there is the majority of women in the governing team. Organisations must ensure equal participation from men and women in this Council.

The above qualitative and quantitative analysis prove the hypothesis that different modes of sustained communication play a major role to educate and sensitise employees about the needs of diversity.

Findings

The Importance of Communications: Quantitative data analysis illustrates that respondents agreed that the communication campaigns around the importance of Diversity are very important. All the leaders also affirmed to the above statement during qualitative interviews.

The Role of Leaders: Qualitative interviews revealed that all the respondents agreed that Diversity is received well when its implementation is headed by the CEO or Leadership Team. Qualitative data analysis also supplements this statement as an overwhelmingly high percentage agreed to various questions related to the involvement of leadership team.

Building Culture by Involving Employees: Half the respondents agreed that management appoints champions of diversity management change. The above statement reflects that there is a need to formulate a formal structure within the organisation for Diversity initiatives.

The Role of HR to Promote Diversity: A significantly high number of respondents agreed that organisation takes adequate actions to promote a diversity friendly culture. There was, of course, a gender gap in terms of the response of men and women in this regard with women being more lukewarm in their response as compared to men.

Evaluation/measurement: The study found support for the view that organisation monitors diversity management progress and performance while a majority disagreed or expressed neutrality on the issue.

Leveraging Diversity: While close to a majority agreed that their organisation creates work team to capitalise on strengths of diversity there was a significant chunk of those who remained neutral or expressing their disagreement with the position.

Diversity Training for Managers: There was a difference in the response of men and women with men being more enthusiastic of the outcomes of specific training for managers.

Personal Opinions of Employees: It is important to notice that employees personal mindset or perception does not change much even if organisations take many required steps. The journey of cultural change is deep-rooted in the family system. Since the childhood, family and social system define the roles and responsibilities of men and women.

Recommendations

Building an Inclusive Diverse Work Place: Ensuring that there is top management commitment to gender diversity is very important and the first step to building workplace inclusion.
Sensitization/awareness/education: One of the biggest challenges with gender diversity is the level of awareness and understanding of the subject is limited. Therefore, the first step is to create awareness on the subject on the whole.
Communications: Use town halls, social media, internal mailers, newsletters, posters, signages, intranet pages etc. to communicate to all employees about how the company values and supports Diversity and Inclusion.
Induction training: Having a module specifically focused on gender and sexual orientation at the time of orientation for new joiners.
Creating "go to" Persons and Champions: Creating employee champions who could talk about gender diversity and could go to people within the organisation for information could ensure access, especially for people who want to talk through sensitive issues with respect to gender harassment.
Use Informal Settings, Movies, Gatherings and Fun Activities to Create Awareness. This ensures it is fun and there are greater engagement and participation. Activities which promote the breaking of gender stereotypes.
Slow Process: One must remember that building a culture of inclusion is a journey and does not happen immediately – the key to success is a relentless focus on implementation and constant monitoring of success.
Constant Monitoring and Improvement: One could use anonymous surveys to check the overall pulse of the organisation with respect to the inclusion of gender.

A successful diversity management process can be started by establishing a robust formal structure to deal with diversity and inclusion initiatives. This may require to follow the following guidelines:

1. Get leadership buy-in and involvement at an early stage.
2. Define a clear objective for diversity programme.
3. Design and deploy hyper-specialised and robust initiatives to meet the needs of the target segment.
4. Appoint the champions of diversity management initiative from across various levels of hierarchy.
5. Establish the diversity management council.
6. Leverage the various modes of communications to engage with the target audience.
7. Build the right infrastructure to support diversity programme with a clear governance and accountability model.
8. Sustain the initiatives for a longer time to get the benefits of diversity.

Conclusion

The current study shows that when managed properly, diverse groups and organisations have performance advantages over homogeneous ones. This study suggests realistic and complete analysis for managing diversity within the set environment of an organisation. It is also debated in the present research study, that diversity management initiatives need to be well planned and thought through or else they have the potential to backfire. Any organisation thinking of adopting diversity management initiatives needs to first put in place the required policies, infrastructure, framework and guidelines on addressing complaints and the internal marketing to create awareness among employees. In the dynamic and ever-evolving era of digital revolution, only organisations that can anticipate and respond to change will be able to survive. Often managements think that diversity management is a liability and they barely wants to keep aside a budget for it. There are numerous examples when an organisation lost market and talent due to lack of talent management.

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