



Viewpoint of Engineers and Managers on Work Force Diversity and Ethnicity related Policies in IT Sector in India

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Abstract

Workforce diversity refers to inclusion that reflects a globalized economy and a multicultural workforce where diversity of thoughts and perspectives, based on individual differences are leveraged by organizations to grow and progress. Globalization has led organizations to face a highly diversified market. Therefore, it is more critical today than ever to be aware of, and to be sensitive to, the needs of various segments of employees. While catering to the diverse landscape of people, organization needs to become the melting pot of talent and culture. A diverse workforce may help company to understand various markets better, curate customized and relatable products and services, and address customer challenges. Work force diversity is created by including people from different backgrounds i.e. cultures, religions, age etc. in the organization. Managing diverse workforce requires removal of differences in the people working in the organisations. In diversity management, there is respect for each individual irrespective of their background, education, origin etc. Every business needs to recognize the importance of diversity as well as ethnicity and should be ready to spend resources on managing diversity in the organization. Managing diversity is also one of the challenges for human resource managers in India especially in IT industry. An attempt has been made in this research paper to critically analyse viewpoint of IT Engineers and Managers on policies related to Work Force Diversity and Ethnicity in IT Sector in India.

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Keywords:

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Managing diversity;
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1. Introduction

Maximizing and capitalizing on workplace diversity has become a crucial issue for management today. Diversity can be defined as recognizing, understanding, accepting, valuing and celebrating differences among people with respect to age, class, ethnicity, gender, physical and mental ability, race, religion,

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sexual orientation, spiritual practice and public assistance status. These issues are not just regarding discriminatory practices but they modify the nature and demands placed on leadership and management and bring into focus the concept of diversity. How well managers are prepared to invest in the concept of diversity may impact not only on work issues but also on sensitivity to customer's needs, legal compliance, business' ethical issues and profitability.

Diversity management is a strategic process to manage a diverse workforce including the fight against stereotypes, prejudice and all kind of discrimination due to the individual perceptions and assumptions in the manner to maximize the benefit and minimize barriers of different opinions, behaviour and attitudes of human beings within an organization.

Today's diversity issues are considered important and are projected to become even more important in the future because of increasing differences in our population. Organizations need to focus on diversity and look for ways to become totally inclusive organizations because diversity has the potential to increase productivity and competitive advantages (SHRM, 1995). Stephen G. Butler, co-chair of the Business-Higher Education Forum, United States of America believes that diversity is an invaluable competitive asset that any country cannot afford to ignore (Robinson, 2002). Managing and valuing diversity is an important part of effective people management, which can improve workplace productivity (Black Enterprise, 2001). Demographic changes (increasing importance of women in the workplace, organizational restructurings and legislations to provide equal opportunity to men/women) require organizations to revise their management practices and develop creative approaches to manage human resources.

Diversity signifies that there are important and valuable differences between people in the organization. It is generally accepted that there are some differences that are ascribed from birth and cannot change like gender, caste, ethnicity, race and physical abilities. Class is also from birth but in a growing economy, it can change over time. Some other differences like educational background, language, geographic location, religion or political beliefs can also be acquired. The dimensions of diversity vary across countries and cultures and in any given location can change over time. Managing diversity in the workplace is an essential part of change management. If Indian companies have to compete in today's changing global marketplace, it has to learn to manage diversity.

IT sector in India

Information technology industry is one of the fastest growing sectors in India. Indian IT industry has built up brand equity for itself in the global markets and IT industry in India comprises of software industry and information technology enabled services (ITES), which also includes business process outsourcing (BPO) industry. India is developed as a leader in software development and has built a favourite destination for IT-enabled services. Today, Indian information technology companies such as Tata Consultancy Services, Wipro, Infosys and HCL are renowned in the global market for their IT prowess. In the last two decades, the Indian information technology industry has contributed to Indian economic growth in terms of GDP, foreign exchange earnings, per capita income and employment generation. The current role of IT/ITES industry in India's economy is well known now. The sector is proving to be the major growth pillar within the services industry, which in turn drives several economic indicators of growth in the country.

The Indian information technology industry can be classified into the following categories – Information Technology Services, Engineering Services, Business Process Outsourcing (BPO) Services and E-Business. IT Services can further be divided into information services outsourcing, packaged software support and installation, systems integration, data processing services, hardware support and installation



and IT training. Engineering Services constitutes Industrial Design, Electronic System Design, Design Validation Testing, Industrialization and Prototyping. IT Enabled Services are services that use the Internet as a basic infrastructure i.e. Back Office Operations, Data Processing, Call Centers, Business Process Outsourcing (BPO), Medical Transcription etc. IT sector is attracting interest not only as a developed market but also as potential production base by MNCs. Therefore, India is established as a pioneer in software development and a favourite destination for IT-enabled services. The fast growth in the sector is a consequence of access to trained English speaking professionals, educated manpower, cost competitiveness and quality telecommunications infrastructure in India. Companies operating from India are able to leverage the advantage of the Indian time zone to offer 24 x 7 services to their rest of world customers. Many world leaders like General Electric, British Airways and Citibank have outsourced call centre operations to India.

Review of literature

There is no dearth of studies in the areas of work force diversity and also ethnicity. However, viewpoint of engineers and managers on policies related to these in IT sector has not been studied frequently world over. A few related studies are as under:

Tsui, Egan, and O'Reilly (1992) explained that the level of gender diversity impacts the performance of the group and organizational members in different ways depending on the ratio of one gender to the other and the gender of the direct manager.

Pelled's (1996) study was about Demographic Diversity, Conflict, and Work Group Outcomes. This study developed a theoretical model to explain the turnover and mixed performance consequences of demographic diversity in work groups. The model also suggested that each demographic diversity variable with respect to age, gender, race, group tenure, organization tenure, education and functional background can be classified according to its level of visibility and its level of job relatedness, visibility is the extent to which the variable is easily observed by group members and job-relatedness is the extent to which the variable directly shapes perspectives and skills related to cognitive tasks. It was found that the visibility and job relatedness of a diversity variable indirectly influence how much turnover and/or performance enhancement the variable yields.

Latimer(1998) argued that diversity in terms of ethnicity, age, gender, personality and educational background promotes creativity and problem-solving capability. He suggested that groups had been found to be less risk averse than an individual's 'risky shift'. Increased diversity leads to lower levels of risk aversion and better decision-making and problem-solving capability. This arises because diversity promotes a more robust critical evaluation of the first solution to receive substantial support.

Jackson and Joshi (2004) performed multi-attribute, multilevel analysis of team diversity and sales performance. This work demonstrated that an improved understanding of the relationship between team diversity and team performance can be reached by considering the combined effects of team diversity and demographic social context. The three aspects of the social context would moderate the effects of demographic diversity on performance: the combination of diversity dimensions within a team, the demographic characteristics of the team manager and the demography of the work unit. It was found that a team performance was lowest for teams with a combination of relatively high tenure diversity and high gender diversity and high ethnic diversity. It was found that there is a significant relationship between team performance and three dimensions of diversity-gender, ethnicity and tenure.

The study of **Choi and Rainey (2010)** explored the effects of diversity and diversity management on



employee perceptions of organizational performance in U.S. Federal Agencies. The three variables under investigation were diversity, diversity management, and perceived organizational performance. The study showed how managerial efforts and other contextual variables such as organizational culture, demographic characteristics of group members and supervisors moderate the relationship between diversity and organizational outcomes. Levels of diversity of 67 federal agencies have been measure and analyzed as to how diversity management affects the relationship between levels of diversity and perceptions of organizational performance.

Khaled Helaly (2011) explained that diversity is not only about preventing unfair discrimination and improving equality but also valuing differences and inclusion, spanning such areas as ethnicity, age, race, culture, gender, physical disability and religious belief.

Beth K., Judy and Elizabeth (Bess) (2020) concluded that over the past decade, more people have begun to openly acknowledge that their identities don't fit in with existing conceptions of gender, race, and ethnicity.

2. Research Method

The present research study has been conducted with an objective to analyse the viewpoint of IT Engineers and Managers on policies related to work force diversity and ethnicity in IT Sector in India. The sample included in the study has been drawn from different IT companies situated in different places in India. The sample size of the research consisted of 243 managers, executives and engineers working in different areas in IT companies at top level and middle level in the organization. Out of these 65% were males and 35% were females. 97% were Indians and 3% were Non-Indians. Primary data have been collected using well structured questionnaire.

The questionnaire was individually made available to respondents through e-mails, by Indian post, by courier, by hand according to availability of respondents. The respondents were approached at their respective work place or residence and their willingness to participate in the study was sought and objectives of the study were made clear to them. It was explained to the respondents that these items of information were needed for research purpose only and will kept confidential. So respondents were requested to provide genuine and correct view. The sample was selected from IT companies situated throughout India i.e. Gurgaon, Delhi, Noida, Hyderabad, Bangalore, Chandigarh etc. Both Indian and non-Indian IT professionals from top level and middle level were included for the study. Convenient Sampling technique was used to choose sample unit from IT companies.

The data was tabulated and analysed, using appropriate statistical tools and techniques that included ANOVA and Semantic Differential Scales etc., using SPSS 16.0 version software package.

Reliability analysis

The reliability analysis has been conducted for the study. It is important and widely used in measuring the accuracy of a study. Below are the descriptions of how coefficient alpha is labelled.

Table 1 Internal Consistency (Coefficient Alpha)

Coefficient alpha	Level of reliability
0.8-0.95	Very good reliability
0.7-0.8	Good reliability
0.6-0.7	Fair reliability
< 0.6	Poor reliability

Source: Adapted from Hair, Money, Samouel and Babin (2003). *Essential of Business Research Methods*. Wiley International Edition: Leyn Publishing LLC, (page 172).



Table 2: Reliability Test

Sr. No.	Constructs	Coefficient Alpha
1	Questionnaire: Impact of diversity with regards to ethnicity	.892

Source: Data generated by SPSS version 16.0

From the table 2, the Cronbach's alpha was used to test the internal consistencies and stability of the multi-item scale. The closer the Cronbach's alpha to value of 1 the higher the internal consistency of the particular item.

The constructs which is "Impact of diversity with regards to ethnicity" show coefficient alpha at 0.892. Questionnaire gives a very good reliability. In conclusion, the reliability coefficient (coefficient alpha) of all examined constructs in the questionnaire is acceptable. The constructs shows a Cronbach's alpha more than 0.6 which signifies the consistency and reliability of the questionnaire.

3. Results and Analysis

Every organization is pool of many talents, personalities, thoughts, demographical environment and success of any organization depends on combination/mixture of these. Management of work force diversity is crucial for the success of the organization and cannot be ignored. Analysis of the research work has been presented below:

Table 3: Existing Framework of Work Force Diversity in IT Sector

Sr. No.	Statements	SA	A	UD	D	SD	Mean	SD
1	My organization has policies on harassment and discrimination.	21.00	19.80	16.80	28.40	14.00	3.05	1.37
2	My organization displays its policy on harassment/human rights/discrimination to staff or communicates its policy in other ways.	32.90	37.50	16.00	10.70	2.90	3.87	1.08
3	The organization has developed an open communication system.	18.50	37.00	28.90	11.50	4.10	3.54	1.05
4	My staff is aware of systems for raising complaints against inequality.	19.80	46.90	21.80	10.30	1.20	3.74	0.93
5	There is less formal procedure for raising issues without being identified like complaint box, telephone, e-mails etc.	18.50	40.30	25.10	11.20	4.90	3.56	1.07
6	There is a process for reviewing practices and policy that consider input from employees without discrimination.	24.70	44.00	16.90	9.50	4.90	3.74	1.08
7	There is staff in my organization that could assist someone to pursue a complaint of harassment based on gender status or otherwise.	25.10	40.70	18.10	13.20	2.90	3.72	1.07



8	There is staff in my organization that could assist someone to pursue a complaint of discrimination based on gender status or otherwise.	23.50	39.90	22.20	12.30	2.10	3.70	1.03
9	I feel lonely at office because I don't know the local language.	19.80	20.60	21.00	20.10	18.50	3.03	1.38
10	There is feel at home environment among employees in the organization.	23.00	43.60	21.00	9.90	2.50	3.75	1.00
11	My problem and complaints are not entertained in the organization because I belong to certain class or minority.	21.00	24.30	14.80	24.30	15.60	3.11	1.39
12	My colleagues do not behave properly with me because I belong to a certain class or minority.	19.80	23.90	15.60	23.40	17.30	3.05	1.40
13	In my view work force diversity is good for employees.	31.70	39.90	16.10	7.00	5.30	3.86	1.11
14	In my view work force diversity is good for organization.	31.70	43.60	13.60	7.40	3.70	3.92	1.04

Source: Primary Data

(Generated by SPSS version 16.0)

(i) Policies on Harassment and Discrimination - The above table reveals that 19.80 percent respondents agreed that their organization has policies on harassment and discrimination and 21.00 percent strongly agreed with this statement. Overall 40.8 percent respondents agreed that their organization has policies on harassment and discrimination. While 16.80 percent respondents neither agreed nor disagreed with this statement and 42.40 percent respondents disagreed that their organization has policies on harassment and discrimination. On the basis of above tabulated data it is drawn that almost half of the companies have policies on harassment and discrimination. Many companies in IT sector don't have policies to safeguard their employees against harassment and discrimination. Not only workplace discrimination and harassment affect employees' productivity, it can divert organization individual employees.

(ii) Display of Policy - Table 3 shows that 37.50 percent respondents agreed that their organization displays its policy on harassment/human rights/discrimination to staff or communicates its policy in other ways and 32.90 percent respondents strongly agreed with this statement. Overall 70.40 percent respondents agreed that their organization displays its policy on harassment/human rights/discrimination to staff or communicates its policy in other ways. While 16.00 percent respondents neither agreed nor disagreed with this statement and 13.60 percent respondents disagreed with this statement that their organization displays its policy on harassment/human rights/ discrimination to staff or communicates its policy in other ways. Study, therefore, revealed that most of the organization display policy on harassment/human rights/discrimination to staff or communicates its policy in other ways. Not only it is important to make policies on harassment/human rights/discrimination but it is also most important to display these policies properly.

(iii) Open Communication System - 37.00 percent respondents agreed that their organization has developed an open communication system and 18.50 percent respondents strongly agreed with this statement. Overall 55.50 percent respondents agreed that organization has developed an open communication system. 28.90 percent respondents neither agreed nor disagreed with this statement and



15.60 percent respondents believed that their organization has not developed an open communication system. From above data it is concluded that about half of the organizations in IT industry has developed an open communication system while remaining half of companies don't have open communication system in their organization. Top level commitment, continuous evaluations of communication system, lack of training, closed and ineffective communication are some of the possible reasons responsible for ineffective open communication system in Indian IT sector.

(iv) Systems for Raising Complaints - It is concluded from table 3 that 46.90 percent respondents agreed that their staff is aware of systems for raising complaints against inequality and 19.80 percent respondents strongly agreed with this statement. Overall 66.70 percent respondents agreed that their staff is aware of systems for raising complaints against inequality. 21.80 percent respondents neither agreed nor disagreed with this statement and 11.50 percent respondents disagreed with this statement that their staff is aware of systems for raising complaints against inequality. It is drawn that most of the staff is aware of systems for raising complaints against inequality in IT industry.

(v) Procedure for Raising Issues - It is drawn that 40.30 percent respondents agreed that there is less formal procedure for raising issues without being identified like complaint box, telephone, e-mails etc. and 18.50 percent respondents strongly agreed with this statement. Overall 58.80 percent respondents agreed that there is less formal procedure for raising issues without being identified like complaint box, telephone, e-mails etc. 25.10 percent respondents neither agreed nor disagreed with this statement and 16.10 percent respondents disagreed with this statement that there is less formal procedure for raising issues without being identified like complaint box, telephone, e-mails etc. Therefore, it is revealed that more than half of the companies in IT industry have less formal procedure for raising issues without being identified like complaint box, telephone, e-mails etc.

(vi) Process for Reviewing Practices and Policy - 44.00 percent respondents agreed that there is a process for reviewing practices and policy that consider input from employees without discrimination and 24.70 percent respondents strongly agreed with this statement. Overall 68.70 percent respondents agreed that there is a process for reviewing practices and policy that consider input from employees without discrimination. 16.90 percent respondents neither agreed nor disagreed with this statement and 14.40 percent respondents disagreed with this statement that there is a process for reviewing practices and policy that consider input from employees without discrimination. Thus study indicated that mostly companies in IT industry have process for reviewing practices and policy that consider input from employees without discrimination.

(vii) Assistance to Pursue a Complaint of Harassment - 40.70 percent respondents agreed that there is staff in their organization that could assist someone to pursue a complaint of harassment based on gender status or otherwise and 25.10 percent respondents strongly agreed with this statement. Overall 65.80 percent respondents agreed that there is staff in their organization that could assist someone to pursue a complaint of harassment based on gender status or otherwise. 18.10 percent respondents neither agreed nor disagreed with this statement and 16.10 percent respondents disagreed with this statement that there is staff in their organization that could assist someone to pursue a complaint of harassment based on gender status or otherwise. Thus study indicated that mostly companies in IT industry have staff that could assist someone to pursue a complaint of harassment based on gender status or otherwise.

(viii) Staff to Assist to Pursue Complaint of Discrimination - It is observed that 39.90 percent respondents agreed that there is staff in their organization that could assist someone to pursue a



complaint of discrimination based on gender status or otherwise and 23.50 percent respondents strongly agreed with this statement. Overall 63.40 percent respondents agreed that there is staff in their organization that could assist someone to pursue a complaint of discrimination based on gender status or otherwise. 22.20 percent respondents neither agreed nor disagreed with this statement and 14.40 percent respondents disagreed with this statement that there is staff in their organization that could assist someone to pursue a complaint of discrimination based on gender status or otherwise. Study, therefore, revealed that almost half of the companies in IT industry have staff that could assist someone to pursue a complaint of discrimination based on gender status or otherwise.

(ix) Feel Lonely at Office - It is revealed that 20.60 percent respondents agreed that they feel lonely at office because they don't know the local language and 19.80 percent respondents strongly agreed with this statement. Overall 40.40 percent respondents agreed that they feel lonely at office because they don't know the local language. 21.00 percent respondents neither agreed nor disagreed with this statement and 38.60 percent respondents disagreed with this statement that they feel lonely at office because they don't know the local language.

(x) Feel at Home Environment - 43.60 percent respondents agreed that there is feel at home environment among employees in the organization and 23.00 percent respondents strongly agreed with this statement. Overall 60.60 percent respondents agreed that there is feel at home environment among employees in the organization. 21.00 percent respondents neither agreed nor disagreed with this statement and 12.40 percent respondents disagreed with this statement that there is feel at home environment among employees in the organization. It is concluded from study that more than half of the respondents feel like home among employees in the organization.

(xi) Entertainment of Problems and Complaints - From table 3 it is concluded that 24.30 percent respondents agreed that their problems and complaints are not entertained in the organization because they belong to certain class or minority and 21.00 percent respondents strongly agreed with this statement. Overall 45.30 percent respondents agreed that their problems and complaints are not entertained in the organization because they belong to certain class or minority. 14.80 percent respondents neither agreed nor disagreed with this statement and 39.90 percent respondents disagreed with this statement that their problems and complaints are not entertain in the organization because they belongs to certain class or minority.

(xii) Behaviour of Colleagues - 23.90 percent respondents agreed that their colleagues do not behave properly with them because they belong to a certain class or minority and 19.80 percent respondents strongly agreed with this statement. Overall 43.70 percent respondents agreed that their colleagues do not behave properly with them because they belong to a certain class or minority. While 15.60 percent respondents neither agreed nor disagreed with this statement and 40.70 percent respondents disagreed with this statement that their colleagues do not behave properly with them because they belongs to a certain class or minority.

(xiii) Diversity is Good for Employees - It is observed that 39.90 percent respondents agreed that work force diversity is good for employees and 31.70 percent respondents strongly agreed with this statement. Overall 71.60 percent respondents agreed that work force diversity is good for employees. 16.10 percent respondents neither agreed nor disagreed with this statement and 12.30 percent respondents disagreed with this statement that work force diversity is good for employees. Study, therefore, revealed that most of the respondents support work force diversity because they agreed that work force diversity is good for



employees.

(xiv) Diversity is Good for Organization - 43.60 percent respondents agreed that in their view work force diversity is good for organization and 31.70 percent respondents strongly agreed with this statement. Overall 75.30 percent respondents agreed that in their view work force diversity is good for organization. 13.60 percent respondents neither agreed nor disagreed with this statement and 11.10 percent respondents disagreed with this statement that in their view work force diversity is good for organization. Study, therefore, revealed that most of the respondents support work force diversity because they agreed that work force diversity is also good for organization.

“In my view work force diversity is good for organization” is the statement with highest mean i.e. 3.92 because to manage work force diversity is the key to success. Three fourth of total respondents agreed that work force diversity is good for organization. A well diverse company can attract employees from all sections of the society. If company not respects diversification then there will be high employee's turnover ratio. Turnover is exclusive and unproductive. Moreover, stakeholders are now demanding that organization in which they invest must conform to practices that encourage low employee turnover, provide a healthy work atmosphere that rewards team performance and empowers workers to express themselves with an open mind.

The statement with second highest mean i.e. 3.87 is “My organization displays its policy on harassment/human rights/discrimination to staff or communicates its policy in other ways”. Most of the organizations display policy on harassment/human rights/discrimination to staff or communicates its policy in other ways. Companies display policies on proper place and express policies through every possible media to its employees.

“In my view work force diversity is good for employees” is the statement with third highest mean i.e. 3.86. Study reveals that most of the respondents support work force diversity because they agreed that work force diversity is good for employees. If an organization is well diversified their employees can give their best and can get right place without discrimination. Employees accepted that a diversified organization is the key for their success also.

“I feel lonely at office because I don't know the local language” has the lowest mean among the others (mean 3.03). Study concludes that almost half of the respondents are not comfortable at office because they don't know local language. Due to barrier of local language employees are not able to communicate well with native employees and not treated as part of their organization. This challenge should be addressed by all organizations.

The item “My colleagues do not behave properly with me because I belong to a certain class or minority” has the highest standard deviation, which is 1.40. The item with second highest standard deviation is “My problem and complaints are not entertained in the organization because I belongs to certain class or minority”. “My staff is aware of systems for raising complaints against inequality” has the lowest standard deviation which is 0.93.

The following Null Hypothesis was also developed and tested:

“There is no significant difference between opinion of Indian and non-Indian respondents on diverse



workplace policies in IT sector.”

Table 4: Impact of Diversity with Regard to Ethnicity in IT Sector in India

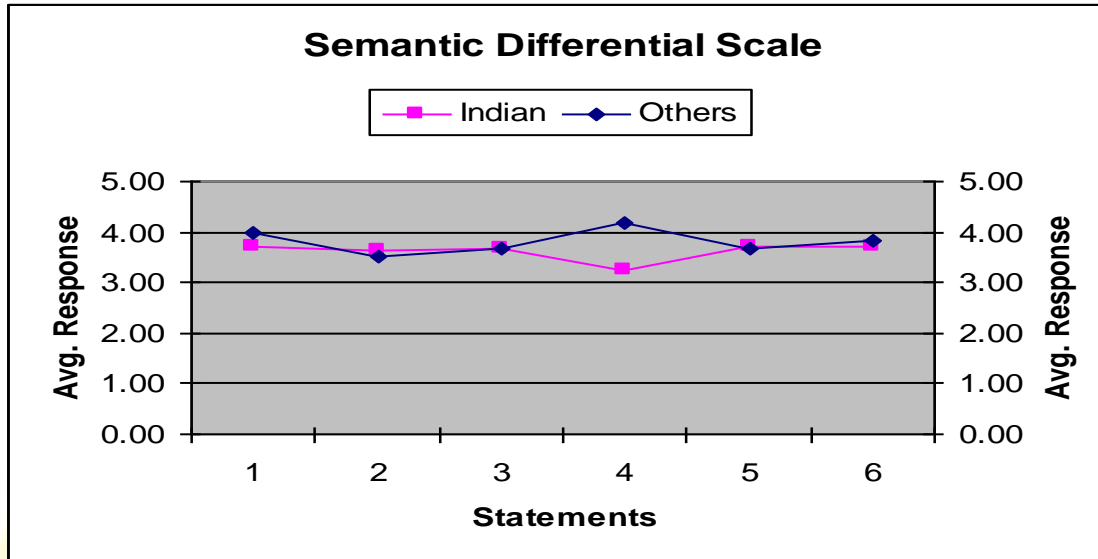
Total Response (243)					
Sr. No.	Statements	Indian		Non-Indian	
		Rank Score	Average Response	Rank Score	Average Response
1	The organization does a good job of attracting and hiring minorities.	876	3.70	24	4.00
2	Opportunities for growth and advancement exist for minorities in our organization.	862	3.64	21	3.50
3	Different languages that are used to communicate do not create problem among employees.	871	3.68	22	3.67
4	At work, I developed low self-esteem due to my ethnicity.	767	3.24	25	4.17
5	The team leader includes all members at different ethnicity in problem solving and decision making process.	876	3.70	22	3.67
6	I am positive about ethnicity and diversity in this work place.	878	3.70	23	3.83

Source: Field Survey Data Analysis

The table given above and the semantic differential table given below help in the analysis of impact of work force diversity with regard to ethnicity in IT sector in India. Rank score and average responses from Indian and non-Indian IT professionals have been presented in the above table. There were 243 respondents from IT sector who provided their responses on 6 statements given in the above table related to work force diversity specially ethnicity. Rank score is the total on scales (from 1 to 5) of all respondents and average response is calculated by dividing rank score by total number of respondents i.e. 243. Average responses have been plotted on chart below. Line with small rectangular shapes represents respondents from Indian ethnicity and line with small circles represents respondents from other than Indian ethnicity. Pattern of these lines are approximately same, hence conclusion can be drawn that there is no significant difference between opinion of Indian and non-Indian respondents on diverse workplace policies in IT sector.



Figure 1: Analysis of Impact of Diversity with Regard to Ethnicity in IT Sector in India Using Semantic Differential Data



Source: Field Survey

From the above figure it is clear that there is no significant difference between opinion of Indian and non-Indian respondents on diverse workplace policies in IT sector. To confirm this conclusion repeated measures ANOVA test is applied. Repeated measures ANOVAs are used to examine mean differences in related variables. In SPSS, General Linear Model (Test of Between-Subjects Effects) is used to calculate repeated measures ANOVAs. To test the impact of diversity with regard to ethnicity in IT sector, we formulated below mentioned hypothesis and tested:

H_0 : There is no significant difference between opinion of Indian and Non-Indian respondents in the workplace with respect to workplace policies in IT sector.

Table 5: Comparison of Diversity from the Viewpoints of Indian and Non-Indian Respondents of IT Sector

Tests of Between-Subjects Effects	
Source	Sig.
Ethnicity	0.454

Source: Primary Data

(Generated by SPSS version 16.0)

The test of between subject effects has been carried out at 5 percent significance level. Hence it is concluded from the above table that null hypothesis i.e. there is no significant difference between opinion of Indian and non-Indian respondents on diverse workplace policies in IT sector was accepted. From differential scale figure 1 and acceptance of null hypothesis, it is concluded that there is no significant difference between opinion of Indian and non-Indian respondents on diverse workplace policies in IT sector. Opinion of respondents is same irrespective of their ethnicity. Their response is same for 6 statements given in table no. 3.

4. Conclusion

The study revealed that most of the respondents support work force diversity because they agreed that



work force diversity is good for organization and also for employees. Most of the organizations display policy on harassment/human rights/discrimination to staff or communicates its policy in other ways. Study also concluded that almost half of the respondents are not comfortable at office because they don't know local language. This challenge should be addressed by all organizations.

The study revealed that there is no significant difference between opinion of Indian and Non-Indian employees in the workplace with respect to workplace policies in IT sector. Opinion of respondents regarding workplace policies is same irrespective of ethnicity. This is a very interesting conclusion from IT industry. Other industries may also study the same. If the opinions of Indian managers and non-managers; Indian workers and other than Indian workers are same then policies are considered to be excellent and stable and if there is difference in the opinions of Indian and non Indian employees then biasness may be there in diversity and ethnicity related policies and companies may face severe consequences.

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