

# **IMPACT OF WORKPLACE DIVERSITY ON WORKPLACE RELATIONS IN ZOHO CORPORATION**

Submitted in partial fulfillment of the requirements for the award of Degree in

**MASTER OF BUSINESS ADMINISTRATION**

by

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**DEPARTMENT OF BUSINESS ADMINISTRATION**

**SCHOOL OF MANAGEMENT STUDIES**

## **SATHYABAMA**

**INSTITUTE OF SCIENCE AND TECHNOLOGY**

**(DEEMED TO BE UNIVERSITY)**

**Accredited with Grade "A" by NAAC | 12B Status by UGC | Approved by AICTE  
JEPPIAAR NAGAR, RAJIV GANDHI SALAI, CHENNAI - 600 119**

**MAY 2023**



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## **BONAFIDE CERTIFICATE**

This is to certify that this Project Report is the bonafide work of **R.S.PRADIKSHAA 41410225** who carried out the project entitled "**Impact of Workplace Diversity On Workforce Relations In Zoho Corporation**" under my supervision from January 2023 to March 2023.

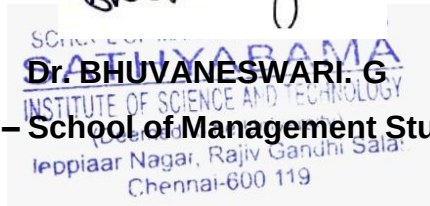
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Yours Sincerely,

For Zoho Corporation Private Limited

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**Associate HR**

Date of issue: 22 Mar 2023

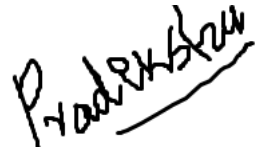


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## DECLARATION

I **R.S.PRADIKSHAA (41410225)** hereby declares that the Project Report entitled "**Impact of Workplace Diversity On Workforce Relations In Zoho Corporation** " Done by me under the guidance of **DR. S. Joyce Associate Professor** is submitted in partial fulfillment of the requirements for the award of Master of Business Administration degree.

**DATE 05.05.2023**

A handwritten signature in black ink, appearing to read 'PradiKshaa', with a horizontal line underneath it.

**R.S.PRADIKSHAA**

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## **ACKNOWLEDGEMENT**

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**R.S.PRADIKSHAA**

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## **ABSTRACT**

A diverse and inclusive workplace is one that makes everyone, regardless of who they are or what they do for the business, feel equally involved in and supported in all areas of the workplace. In recent times, conversations in India around Diversity and Inclusion (D&I) have been strengthened by the explosion of social media, increased awareness of global events, policy initiatives, efforts by advocacy and consultancy organizations and some progressive judgments from the Indian judiciary. During the ongoing Pride Month, several India Inc. members came forward to discuss the importance of D&I and the measures they have put in place to ensure a more supportive and collaborative work environment.

Building a workplace culture that is truly diverse and inclusive, especially in a country that is fraught with multiple divisions and prejudices, is not for the faint hearted. What is inspiring however are the persistent efforts made by various stakeholders, especially those from the marginalized communities themselves, who are vocal about their experiences and are unafraid to challenge the status quo

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## **CHAPTER-1**

### **Industry Profile**

Information applied science (IT) industry in India has played a key role in putting India on the global map. The IT industry in India has been one of the most substantial growth contributors for the Indian economy. The industry has played a significant role in transforming India's image from a slow moving bureaucratic economy to a land of groundbreaking entrepreneurs and a global player in providing world-class technology solutions and business services. The industry has helped India transform from a rural and farming-based economy to a knowledge based economy. Information Technology has made possible information access at gigabit speeds. It has made a tremendous impact on the lives of millions of people who are poor, marginalized and living in rural and far-flung topographies. The Internet has made radical changes with possibilities of e-government measures like e-health, e-education, e-agriculture, etc. Today, whether it's filing Income Tax returns or applying for passports online or railway e-ticketing, it just needs a few clicks of the mouse. India's IT potential is on a steady march towards global competitiveness, improving defense capabilities and meeting up energy and environmental challenges amongst others. The IT-ITeS sector in India, with the main focus on increasing technology adoption, and developing new delivery platforms, has aggregated revenues of USD 88.1 billion in FY2011, while generating direct employment for over 2.5 million people. Out of 88.1 billion, export revenues (including Hardware) reached USD 59.4 billion in FY2011 while domestic revenues (including Hardware) of about USD 28.8 billion.

## Company Profile

Zoho Company Profile, Wiki, Owner, Products & Services, Technology, Information technology, Software development and Cloud computing, CRM, Mail, Creator and more

Zoho is an Indian company in Technology, Information technology, Software development and Cloud computing. The company headquarter is in Chennai, Tamil Nadu, India. Zoho builds beautiful software to produce a real work of art. The company has 7,000 employees across the globe. Zoho was established in 1996 by Sridhar Vembu and Tony Thomas. It is one of the leading companies in the IT sector in India. The company provides different services like sales, Finance, Custom solutions, BI & Analytics, IT and many more. It is the best opportunity for people who want to create businesses.

The company has various products and services which include CRM software: Zoho CRM empowers a global network of over 250,000 businesses in 180 countries to convert more leads, engage with customers, and grow their revenue. Transform your business with the world's favorite customer relationship management software

Zoho Books: Zoho Books is online accounting software that manages your finances, keeps you GST compliant, automates business workflows, and helps you work collectively across departments.

Mail: Zoho Mail hosts your business email on a secure, encrypted, privacy-guaranteed, and ad-free email service.

Creator: Zoho Creator is a low-code platform that gives you the power to make the shift quick, secure, and seamless—regardless of the complexity of your requirements and coding expertise.

## Introduction

Workplace diversity is the term used for the workplace composed of employees with varying characteristics, such as different sex, gender, race, ethnicity, sexual orientation,

Enabling diversity in the workplace simply means making an effort to employ a broad cross-section of people from different demographics. Workplace diversity may be defined as a trait of company culture wherein the workforce composition includes employees of different genders, age, sexual orientation, religions, languages, abilities, professional backgrounds, socioeconomic backgrounds, and educational backgrounds. As the global population becomes increasingly mobile, diversity is now a critical factor in most communities. The World Economic Forum (WEF) noted Opens a new window that some of the world's most prosperous business centers like New York, Dubai, London, and Singapore have one thing in common: they all boast of a high degree of diversity. At a micro-level, diversity brings in varying points of view and disruptive thought processes, preventing companies from stagnating or becoming complacent. A 2019 survey of 6,600+ Americans Opens a new window found that a sizable 75% believe it is very/somewhat important for companies to promote racial and ethnic diversity. Together, diversity, inclusion, and equity Opens a new window help to build a workplace that's conducive and welcoming to every employee – opening the company up to the best talent out there, without bias. A company with workplace diversity is a company who has employees with a wide range of characteristics and experiences. A diverse workplace adds new ideas and inputs. This diversity of talent means a broader range of skills among employees and a variety of experiences and perspectives, which increases the potential for increased productivity. As various cultures and backgrounds work together, the opportunity for creativity increases. Here are the two most cited statistics related to the benefits of workplace diversity. According to McKinsey's research, racially and ethnically diverse companies outperform industry norms by 35% According to a survey conducted by

Glassdoor, 67% of job seekers said a diverse workforce is important when considering job offers and 57% of employees think their companies should be more diverse. There are many different types of workplace diversity. In the beginning, the term diversity was used primarily to address racial and ethnic diversity.

### **Characteristics of Diversity**

- Race
- Ethnicity
- Gender
- Age
- Geographical location
- Physical Abilities and Specially Abled
- Sexual orientation
- Political beliefs
- Education
- Socioeconomic background
- Geographical orientation
- Language
- Culture
- Military service.

## **Need of Research**

A diverse workplace is an important asset, since it acknowledges the individual strengths of each employee and the potential they bring. Valuing the differences of others is what ultimately brings us all together and can be the secret to a successful, thriving workplace and a fair work culture. Diversity in the workplace will also increase employee morale and instill a desire to be more effective and work more efficiently. This will greatly increase the productivity of your business. A workplace that encourages diversity and inclusion will make employees feel valued and accepted. As a student, learning and understanding the diversity in the workforce would help in understanding the differences better and work with them and work efficiently. When you put a variety of individuals together in the same room, you'll get different perspectives and opinions that can benefit your business. This will allow your business to grow in a number of ways. Workplace diversity fosters mutual respect among employees. Whether employees work in groups or teams composed of co-workers with varied work styles, disabilities or who represent different cultures or generations, a synergistic work environment becomes the norm. Although an idyllic atmosphere may be difficult to achieve, employees nevertheless recognize the many strengths and talents that diversity brings to the workplace and they gain respect for their colleagues' performance. A diverse workforce mirrors the changing demographics of our marketplace. Customers make increasing demands upon businesses to understand their unique needs. Businesses that adopt diverse perspectives and ideas from a well-rounded workforce will be positioned to build a competitive edge through new product development and growth into new markets. At the same time, the work culture will become more collaborative with an emphasis on teaching, learning and sharing information. Successful businesses hasten to identify tools and training designed to educate their workforce about the benefits of diversity.

## **Scope of Research**

There has been a steady evolution in the workplace in terms of how businesses regard diversity. Historically, diversity was associated with affirmative action plans requiring some businesses to hire and promote under-represented groups of women and minorities. The goal of affirmative action was to assure that the workforce demographics of businesses were representative of the population demographics in the communities where the businesses operated. One of the biggest shifts the world of work is about to witness over the next 12 to 24 months is talent prioritizing skill building versus just acquiring an academic degree.

Businesses are getting disrupted and technology is transforming the way businesses operate at all levels in an enterprise. There is a huge demand for new technical skills from people who did engineering degrees probably 10, 15, or 20 years ago. Innovation is the need of the hour for businesses to stay ahead of the curve and hence they look out for these new age skills to innovate solutions and make most of the opportunities technology comes with.

The individuals who've honed their technical skills, are tech savvy and have the drive to put those skills to use and make a difference will be highly valued. The field of work could be marketing, it could be sales, supply chain or finance, all of them will value the tech savvy, highly driven workforce. A workplace environment that is inclusive and diverse is more likely to result in all the traditional benefits of a standout team for a number of reasons, including:

- Higher productivity.
- More rewarding interpersonal relationships.
- Improvements in work quality.

Today, a diverse workforce has a much broader definition, including differences in ethnic and cultural groups, generational variety, language, education, sexual preference or lifestyle choices, physical abilities and even organizational position. While most employers appreciate the changing scope of diversity, there remains a great deal of untapped potential in how businesses can leverage diversity. To create sustainable change, business leaders must first make a personal commitment to promote diversity within their businesses and communities. A diverse workforce can help a business gain a competitive edge, however, the cooperation and participation of the entire management team are essential to support a culture of inclusion among employees.

Like all quality initiatives, inclusion requires an ongoing focus. Business leaders must be more innovative in their approach to recruiting, developing and leveraging diversity to hire and retain top talent in a shrinking labor market. When diversity becomes a core value, business opportunities emerge, communication improves and collaborative work environments develop. Diversity creates an environment where employees are empowered to contribute competitive ideas and share in access to opportunities and challenges. These dynamics influence business growth and profitability while reducing attrition and absenteeism.

## **Objectives**

This project is designed mainly to identify and evaluate the impact of workforce diversity on workforce relations

### **1.5.1 Primary objective:**

1. To study the relationship between Workplace Diversity and Workplace relations

### **1.5.2. Secondary objectives:**

1. To understand the dynamics of workplace relations
2. To analyze the influence of diversity in relations within employees
3. To recognize the effects of difference in cultural factors in a work setting
4. To comprehend the impact of language and religion into group formation

## **Review of Literature**

### **2.1.INTRODUCTION**

In this Chapter, the researcher has made an attempt to study and understand the impact of workplace diversity on workplace relations. This attempt includes understanding the basic concepts of Workplace diversities, its importance and its role. For this, the researcher has used various books, research Journals and websites. The detailed list is further elaborated in the Bibliography. Through this Literature Survey researcher wants to find out which are the important parameters of Workplace diversities and the role played in purchase of goods

Al-Jenaibi, B. (2012). The scope and impact of workplace diversity in the United Arab Emirates—A preliminary study. *Geografia*, 8(1). Managing workplace diversity has become a priority concern among organizations in the United Arab Emirates (UAE) today. Due to the nature of the UAE workplace, which is dominated by a foreign workforce, this study critically analyzes the benefits organizations enjoy and the challenges they face in the diverse workplaces of the United Arab Emirates. His research found a generally favorable view toward workplace diversity from the perspective of surveyed employees. However, when asked more detailed questions about company policy, a significant segment of respondents expressed reservations about their employer's ability to implement successful intercultural communication and diversity practices.

Chrobot-Mason, D., & Aramovich, N. P. (2013). Workforce diversity has been described as a double-edged sword; it has the potential for positive and negative outcomes. To better understand why and how diversity leads to positive outcomes, we examined the relationship between employee perceptions of diversity climate perceptions and intent to turnover. We explored the role of four psychological outcome variables (organizational commitment, climate for innovation, psychological

empowerment, and identity freedom) as possible mediators of this relationship. Racial and gender subgroup differences were also examined. Survey data were collected from 1,731 public employees. Findings suggest that when employees perceive equal access to opportunities and fair treatment, intent to turn over decreases. Furthermore, these relationships are significantly mediated by psychological outcomes. Implications for diversity management and training are discussed.

Dike, P. (2013)- The impact of workplace diversity on organisations. The research answers the question whether workplace diversity contributed to organizational success. Because diversity covers a wide range of human attributes and qualities, The research is limited to the required tools for managing workplace diversity, and the advantages and disadvantages of managing a diverse workforce. Five companies in Finland and Ghana have been studied to acquire answers to the question that is being focused on. To answer the research question as well as obtain practical and relevant information on each company, the author interviewed three of the companies and gathered information on the internet on two of the Companies.

Foma, E. (2014). Impact of workplace diversity. *Review of Integrative Business and Economics Research*, -Diversity is an important part that all employees have to deal with at one point during their careers. There are many positive aspects to diversity in the workplace, such as the exchange of ideas because of the diverse cultures of employees, the development of friendship without discrimination, workers learning to cope with the diverse environment, stereotyping is eliminated, and the retention of employees is more likely due to healthy competition. On the other side, there are negative parts which include communication gaps due to language barriers and resistance to change. Diversity is any dimension that can be used to differentiate groups and people from one another, in which these dimensions can be visible or invisible. The existence of workplace diversity, within an organization, indicates that the workplace is heterogeneous in terms of gender, race, and ethnicity, in which employees possess distinct elements and qualities, differing from one another.

Hye Kyoung Kim, Ung Hee Lee, Young Hyung Kim (2015). The purpose of this paper is to, first, examine gender differences in response to the presence of diversity management and in the level of organizational commitment, second, to investigate the influence of diversity management practices on organizational commitment, and third, to examine the relationships among gender, diversity management, organizational commitment, and job performance in a more highly male-dominated culture.

Guillaume, Y. R., Dawson, J. F., Otaye-Ebede, L., Woods, S. A., & West, M. A. (2017). To account for the double-edged nature of demographic workplace diversity (i.e., relational demography, workgroup diversity, and organizational diversity) effects on social integration, performance, and well-being-related variables, research has moved away from simple main effect approaches and started examining variables that moderate these effects. While there is no shortage of primary studies of the conditions under which diversity leads to positive or negative outcomes, it remains unclear which contingency factors make it work. Using the Categorization-Elaboration Model as our theoretical lens, we review variables moderating the effects of workplace diversity on social integration, performance, and well-being outcomes, focusing on factors that organizations and managers have control over (i.e., strategy, unit design, human resource, leadership, climate/culture, and individual differences). We point out avenues for future research and conclude with practical implications.

Osborne, S., & Hammoud, M. S. (2017). Disengaged employees typically cost U.S. corporations \$350 billion annually. The purpose of this case study was to explore strategies that some communication business leaders use to engage their employees. The target population consisted of four communication business leaders in Jackson, Mississippi, who possessed at least 1 year of successful employee engagement experience. The self-determination theory served as the study's conceptual framework. Semi Structured interviews were conducted, and the participating company's archived documents were gathered. Patterns were identified through a

rigorous process of data familiarization, data coding, and theme development and revision. Interpretations from the data were subjected to member-checking to ensure trustworthiness of the findings. Based on the methodological triangulation of the data collected, prominent themes emerged from thematically analyzing the data: rewards and recognition, empowering employees, and building a bond between leaders and employees

Goswami, S., & Goswami, B. K. (2018). Exploring the relationship between workforce diversity, inclusion and employee engagement. This paper aims to analyze the relationship between workplace inclusion (WI) and employee engagement (EE) and the effect of workplace diversity, managerial support, and trust in the leader on workplace inclusion. The study used a survey to collect data from employees working in private telecom companies in India, using a structured questionnaire (n=383) from the National Capital Region (NCR), India. To identify the factors which determine workplace inclusion and employee engagement multiple regression models have been used and further, the Karl Pearson correlation has been used to establish the correlation between variables. This paper found three factors that determined workplace inclusion: workforce diversity; managerial support, and trust in the leader. The results point out that workforce diversity has a significant positive relationship with workplace inclusion

Chernyak-Hai, L., & Rabenu, E. (2018). Changes in workplace characteristics over the last few decades may affect work relationships and call for adjustments in the traditional theoretical framework used to understand them. Since the last quarter of the 20th century, there have been theories regarding changes in labor relationships following technological, political, globalization, and economical changes. However, we examine the changes in light of psychological theories rather than labor or industrial approaches. We review four main areas where social exchange theory (SET) has been implemented, address recent changes that challenge the traditional SET

perspective, and propose alternative models. We refer to these models as “hybrid” as they integrate traditional SET premises with new-era workplace characteristics. First, we describe several changes in workplace characteristics. Next, we review some of the most conventional applications of SET to work relationships. Finally, we critically examine whether this theory meets the requirements of work relationships in the new world of work and conclude by arguing that SET needs to be adjusted to reflect the assumption that frequent changes in employee and organizational characteristics in the new workplaces require similar frequent adjustments in exchange relationships.

Helen Eboh Cletus, Nor Asiah Mahmood, Abubakar Umar and Ahmed Doko Ibrahim (2018) Workplace diversity (WPD) is a holistic concept that denotes the differences that exist between people working within an organization. It describes the complex physical, sociological or psychological attributes such as gender, ethnicity, sexual orientation, religious or political beliefs that define an individual or group. The paper presents the critical issues currently impacting WPD in modern day organizations. It identified and highlighted the various prospects and challenges of WPD. The results revealed that diversity in the workplace enhances critical thinking, problem solving, and employee professional skills. Consequently, modern day organizations need to address the causes of these issues to exploit the benefits of WPD. These can be addressed strategies that foster an empowerment culture, build communication and team spirit with organizations.

Luu, T. T., Rowley, C., & Vo, T. T. (2019)..Employee diversity, when effectively managed, can fuel employees to add value to the organization. Our primary research aim entails the investigation into how diversity-oriented HR practices that address and value employee diversity contribute to employee work engagement. Employees and their managers from diverse manufacturing industries in Ho Chi Minh City, Vietnam

participated as providers of the data for the current research. Our data analysis supported the positive relationship between diversity-oriented HR practices and work engagement among employees. The role of diversity climate as a mediator for this relationship was also substantiated. Besides, the results provided evidence for the moderating roles of diversity-oriented leadership as well as group diversity in our research model.

Roberson, Q. M. (2019). Fueled by socioeconomic trends that changed the composition of organizational workforces, the term workforce diversity was coined in the 1990s. Since then, both researchers and practitioners have strived (and struggled) to understand the concept, its effects in and on organizations, and strategies for managing such effects. In this article, I provide an overview and interpretation of the current literature to examine its purpose, progress, and direction. Highlighting key conceptualizations of the construct, theoretical foundations, and empirical findings on diversity and diversity management, I discuss the evolution and current state of the field and synthesize this information to propose a future research agenda. In doing so, I seek to identify theoretical, empirical, and practice areas of opportunity for advancing scientific knowledge about the meaning, substance, and outcomes of diversity as well as the implementation of diversity science in organizations.

Otoo, F. N. K. (2019). The purpose of this paper is to examine the mediating role of employee competencies in the relationship between human resource management (HRM) practices and organizational performance. The results indicate that some HRM practices impact organizational performance through their influence on employee competencies. The study further revealed that employee competencies mediate the relationship between HRM practices and organizational performance.

Hossain, M., Atif, M., Ahmed, A., & Mia, L. (2020). the U.S. anti-discriminatory laws prohibiting discrimination in the workplace based on sexual orientation and gender identity (i.e. lesbian, gay, bisexual, and transgender (LGBT) identities) spur innovation, which ultimately leads to higher firm performance. We use the Human Rights Campaign's Corporate Equality Index (CEI) of 398 (1592 firm-year observations) U.S. firms between 2011 and 2014, and find a significantly positive relationship between CEI and firm innovation. We also find that an interacting effect of CEI and firm innovation leads to higher firm performance. We use our understanding of Rawls' Theory of Justice and stakeholder theory to show that firms with workplace diversity policies are likely to be more innovative and perform better than those without such policies. Our results are robust to endogeneity, reverse causality and simultaneity issues. Our results will trigger debate in similar markets around the globe on the economic benefits of LGBT workplace diversity policies for firms.

Ng, E. S., & Sears, G. J. (2020). have theorized the CEO's beliefs about diversity to reduce the operational testing of an integrated model that predicts the implementation of diversity practices. The model also proposed a mitigating effect, such that CEOs holding higher moral values exhibited more pro-diversity behavior when CEOs held less positive beliefs about diversity. The results supported the proposed model. Taken together, our findings show that the CEO's words and actions alone are insufficient for diversity management practices. HR managers should ensure that the CEO is committed to diversity in the workplace and enable diversity management practices to be implemented

Moon, K. K., & Christensen, R. K. (2020).Conventional wisdom in diversity research holds that biodemographic diversity is harmful to performance, whereas job-related diversity is beneficial to performance. Empirical evidence in this area, however, remains mixed and inconclusive. Due to this inconsistency, scholars have recently called for a search for moderators of the relationship between diversity and

performance to expand the theoretical perspectives on organizational diversity. In this context, we examine how biodemographic (gender, race, and age) and job-related (function and tenure) diversity influence organizational performance and how a diversity climate as a potential moderator shapes the relationships between the two dimensions of diversity and performance. Using panel data from the U.S. federal government, we find that racial and tenure diversity have positive relationships with organizational performance, whereas functional diversity has a negative relationship. Further analysis reveals that a diversity climate positively moderates the relationship between racial diversity, functional diversity, tenure diversity, and organizational performance. Theoretical and practical implications are discussed.

Câmara, A., & Petrenko, O. (2021). The influence of diversity and employee relations on corporate philanthropy and performance. *Business and Society Review*, 126(4), 407-431. Drawing on corporate social responsibility (CSR) and diversity literatures, this study found that a diverse workforce is a driver of corporate philanthropy and that positive employee relations have a strengthening effect on the association between corporate philanthropy and firm performance. These results disclose that progressive and fair relationships between firms and their employees may be one reason why socially responsible practices have an impact on financial outcomes. Findings confirm that managerial focus on building positive relationships with employees through the adoption of diversity policies and fair labor relations improves the effects of corporate philanthropy on the financial performance of firms.

## **CHAPTER 3 – RESEARCH METHODOLOGY**

### **3.1.METHODOLOGY:**

Research methodology is mainly needed for the purpose of framing the research process and the designs and tools that are to be used for the project purpose. Research methodology helps to find customer satisfaction based on product. This time research methodology is framed for understanding the impact of workforce diversity in workforce relations

### **3.2. RESEARCH DESIGN:**

#### **Descriptive Research Design**

Descriptive research is a study designed to depict the participants in an accurate way. More simply put, descriptive research is all about describing people who take part in the study

### **3.3. SAMPLING TECHNIQUE:**

#### **Convenience sampling method**

A convenience sample is one of the main types of non-probability sampling methods. A convenience sample is made up of people who are easy to reach.

### **3.4. SOURCES OF DATA:**

Data collection is the term used to describe a process of preparing and collecting data.

- Primary Data – Questionnaire given to respondents
- Secondary Data - Websites and online journals, Published reports & Review of literature from published articles

### **3.5. STRUCTURE OF QUESTIONNAIRE:**

Questionnaire was divided into two sections. First part was designed to know the general information about customers and the second part contained the respondent's opinions about Workplace diversity - its impact and importance

#### **Types of questions**

- Direct questions
- Multiple choice questions
- Likert scaling questions
- Rank questions

### **3.5 Sample size**

Sample size- 150

Period of the study- 2 months

Location and Targeted people of the study- Chennai city.

### **3.6 Hypothesis Framework:**

Hypothesis testing

H0 – Null hypothesis (there is no significant relationship between the variables).

H1 – Alternative hypothesis (there is significant relationship between the variables)

After analyzing the data, hypothesis testing is done. It will result in either accepting or rejecting the hypothesis

## **TOOLS FOR ANALYSIS:**

### **HYPOTHESIS ANALYTICAL TOOLS(SPSS)**

#### **Percentage analysis**

Research questions are always answered with a descriptive statistic: generally either percentage or mean. Percentage is appropriate when it is important to know how many of the participants gave a particular answer. Generally, percentage is reported when the responses have discrete categories.

#### **Chi Square**

A chi-square test is a statistical test used to compare observed results with expected results. The purpose of this test is to determine if a difference between observed data and expected data is due to chance, or if it is due to a relationship between the variables you are studying

#### **Anova**

ANOVA is to test for differences among the means of the population by examining the amount of variation within each sample, relative to the amount of variation between the samples. Analyzing variance tests the hypothesis that the means of two or more populations are equal.20-Feb-2023

## Chapter - 4 DATA ANALYSIS AND INTERPRETATION

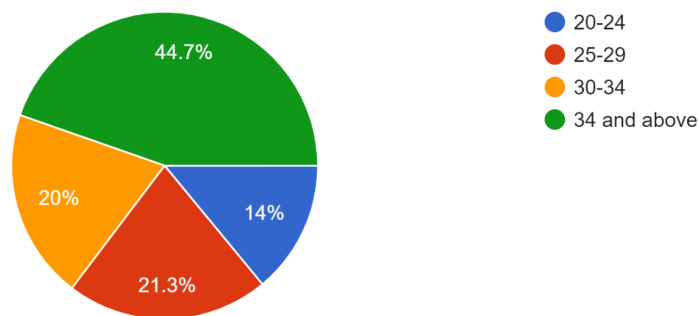
### 4.1PERCENTAGE ANALYSIS

**Table 4.1.1- Age of the respondents**

| S.NO | AGE          | NO.OF RESPONDENTS |
|------|--------------|-------------------|
| 1    | 20-24        | 21                |
| 2    | 25-29        | 32                |
| 3    | 30-34        | 30                |
| 4    | 34 and Above | 67                |

**Chart 4.1.1- Age of the respondents**

Age  
150 responses



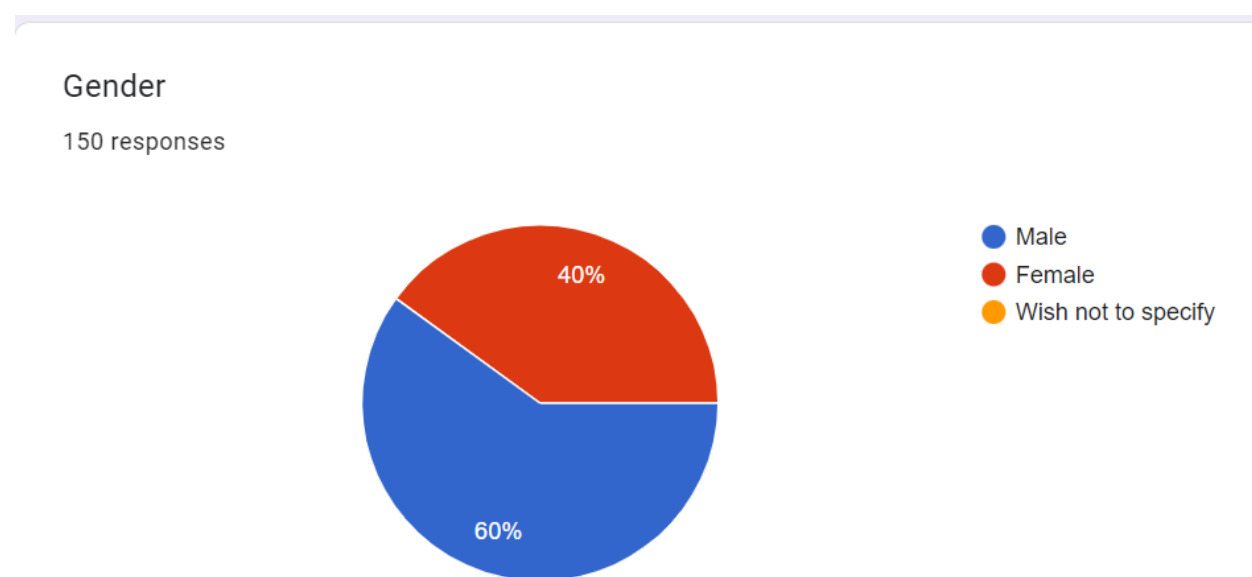
**Interpretation:** It is inferred that 44.7% of the respondents are within the age group 34 and above. 20% of the respondents belong to the age group of 30-34. 21.3% of the respondents belong to the age group of 25-29. 14% of the respondents are within the age group of 20-24

**Inference:** Majority of the respondents belong to the age group 34 and above

**Table no- 4.1.2- Gender of the respondents**

| S.NO | GENDER | NO OF RESPONDENTS |
|------|--------|-------------------|
| 1    | MALE   | 90                |
| 2    | FEMALE | 60                |

**Chart 4.1.2- Gender of the respondents**



**Interpretation:** It is inferred that 60% of the respondents are Male. 40% of the respondents are female.

**Inference:** Majority of the respondents are Male

**Table 4.1.3-Mother tongue of the respondents**

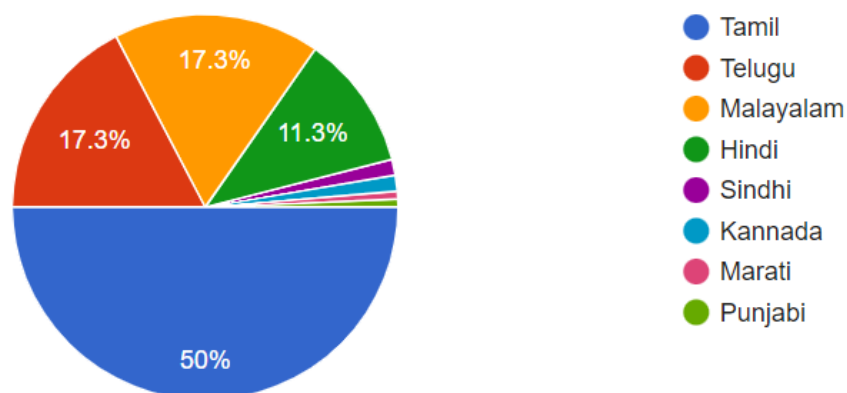
| <b>S.NO</b> | <b>MOTHER TONGUE</b> | <b>NO OF RESPONDENTS</b> |
|-------------|----------------------|--------------------------|
| <b>1</b>    | <b>Tamil</b>         | <b>75</b>                |
| <b>2</b>    | <b>Telugu</b>        | <b>26</b>                |
| <b>3</b>    | <b>Malayalam</b>     | <b>26</b>                |
| <b>4</b>    | <b>Hindi</b>         | <b>17</b>                |
| <b>5</b>    | <b>Kannada</b>       | <b>2</b>                 |
| <b>6</b>    | <b>Sindhi</b>        | <b>2</b>                 |
| <b>7</b>    | <b>Marathi</b>       | <b>1</b>                 |
| <b>8</b>    | <b>Punjab</b>        | <b>1</b>                 |

**Chart No 4.1.3-Mother tongue of the respondents**

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Mother Tongue

150 responses



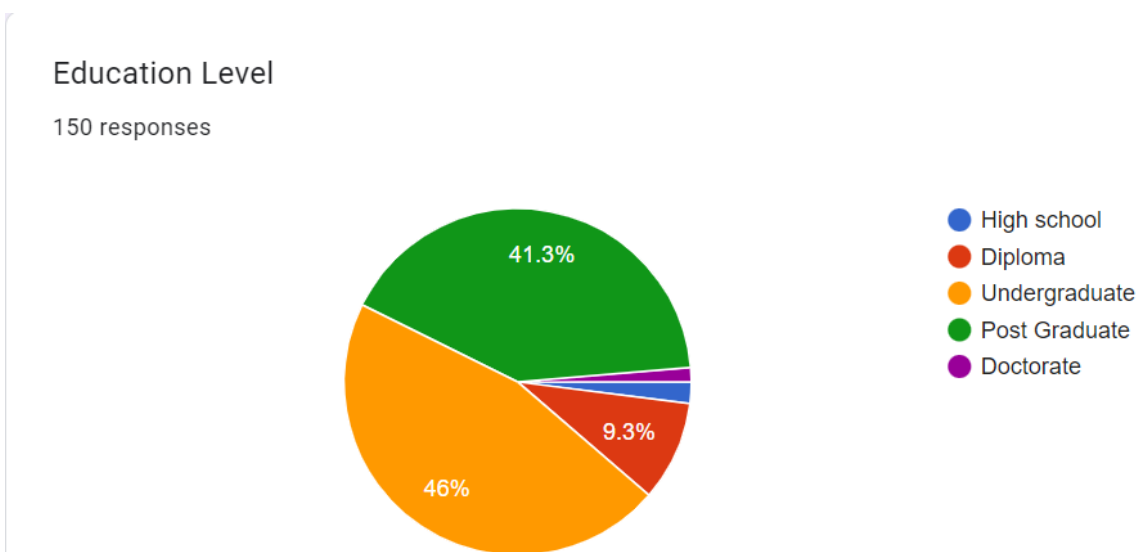
**Interpretation:** It is inferred that 50% of the respondents have Tamil as their mother tongue. 17.3% of the respondents have Telugu as their mother tongue. 17.3% of the respondents have Malayalam as their mother tongue. 11.3% of the respondents have Hindi as their mother tongue. 1.3% of the respondents have Kannada as their mother tongue. 1.3% of the respondents have Sindhi as their mother tongue. 0.7% of the respondents have Marathi as their mother tongue.

**Inference :** Majority of the respondents speak Tamil

**Table No 4.1.4- Education Level of the respondents**

| S.NO | EDUCATION LEVEL | NO OF RESPONDENTS |
|------|-----------------|-------------------|
| 1    | High School     | 3                 |
| 2    | Diploma         | 14                |
| 3    | Undergraduate   | 69                |
| 4    | Post Graduate   | 62                |
| 5    | Doctorate       | 2                 |

**Chart No 4.1.4- Education Level of the respondents**



**Interpretation:**It is inferred that 2% of the respondents have completed only till their high school. 9.3% of the respondents have completed till their Diploma. 46% of the respondents have completed till undergraduation. 41.3% of the respondents have completed till post graduation. 1.3% of the respondents have completed their doctorate.

**Inference :** Majority of the respondents have completed only graduation

**Table 4.1.5- Position in the company**

| <b>S.NO</b> | <b>POSITION IN THE COMPANY</b>        | <b>NO OF RESPONDENTS</b> |
|-------------|---------------------------------------|--------------------------|
| <b>1</b>    | <b>Recruiter</b>                      | <b>13</b>                |
| <b>2</b>    | <b>Content Writer</b>                 | <b>15</b>                |
| <b>3</b>    | <b>Admin</b>                          | <b>6</b>                 |
| <b>4</b>    | <b>Sales Manager</b>                  | <b>23</b>                |
| <b>5</b>    | <b>Business Development Executive</b> | <b>10</b>                |
| <b>6</b>    | <b>Technical Support Engineer</b>     | <b>8</b>                 |
| <b>7</b>    | <b>Software Developer</b>             | <b>46</b>                |
| <b>8</b>    | <b>Finance and Accounts</b>           | <b>16</b>                |
| <b>9</b>    | <b>Partner Management</b>             | <b>13</b>                |

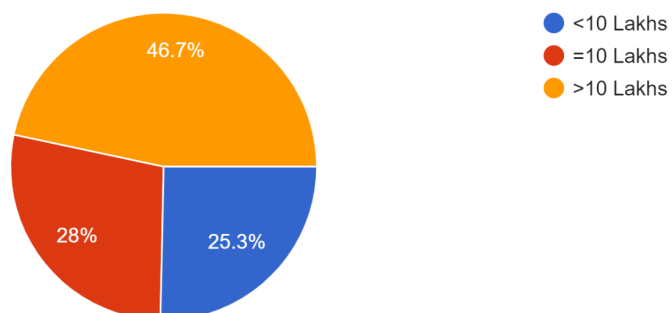
**Inference :** Majority of the respondents are Software engineers

**Table no 4.1.6- Annual Income Range**

| S.NO | INCOME RANGE | NO OF RESPONDENTS |
|------|--------------|-------------------|
| 1    | <10 Lakhs    | 38                |
| 2    | =10 Lakhs    | 42                |
| 3    | >10 Lakhs    | 70                |

**Chart no. 4.1.6- Annual Income Range**

Income Range  
150 responses



**Interpretation:** It is inferred that 25.3% of the respondents have the income range below 10 lakhs per annum. 28% of the respondents have the income range equal to 10 Lakhs. 46.7% of the respondents have an income range above 10 Lakhs

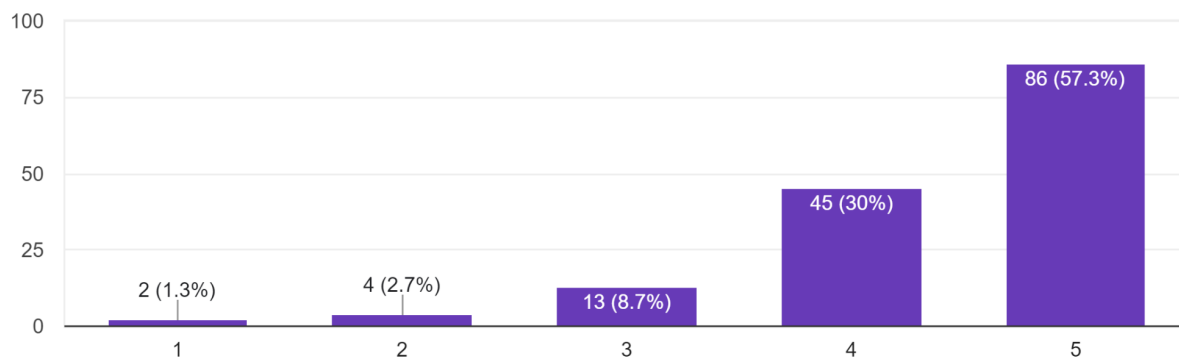
**Inference** : It is inferred that 46.7% of the respondents have an income range >10 Lakhs

**Table 4.1.7-The leadership encourages diversity**

| S.NO | LEADERSHIP AND DIVERSITY | NO. OF RESPONDENTS |
|------|--------------------------|--------------------|
| 1    | STRONGLY DISAGREE        | 2                  |
| 2    | DISAGREE                 | 4                  |
| 3    | NEUTRAL                  | 13                 |
| 4    | AGREE                    | 45                 |
| 5    | STRONGLY AGREE           | 86                 |

**Chart No 4.1.7-The leadership encourages diversity**

The leadership at this company encourages diversity  
150 responses



**Interpretation** : It is inferred that 1.3% of the respondents strongly disagree that their leaders encourage diversity. 2.7% of the respondents disagree. 8.7% of the respondents are neutral .30% of the respondents agree. 57.3% of the respondents strongly agree.

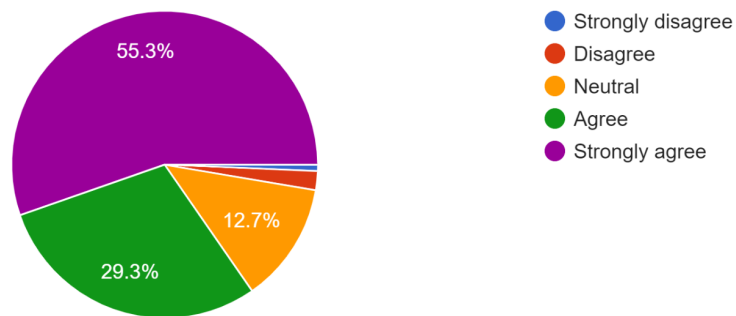
**Inference** : It is inferred that 57.3% of the respondents strongly agree that the leadership in the company encourage diversity

**Table no-4.1.8-The workplace respects individuals and values their differences**

| S.NO | WORKPLACE TO BE THEMSELVES | NO. OF RESPONDENTS |
|------|----------------------------|--------------------|
| 1    | STRONGLY DISAGREE          | 1                  |
| 2    | DISAGREE                   | 3                  |
| 3    | NEUTRAL                    | 19                 |
| 4    | AGREE                      | 44                 |
| 5    | STRONGLY AGREE             | 83                 |

#### Chart no-4.1.8-The workplace respects individuals and values their differences

This company fosters a workplace that allows employees to be themselves at work without fear.  
150 responses



**Interpretation:** It is inferred that 0.7% of the respondents strongly disagree that their leaders encourage diversity. 2% of the respondents disagree. 12.7% of the respondents are neutral. 29.3% of the respondents agree. 55.3% of the respondents strongly agree.

**Inference:** It is inferred that 55.3% of the respondents strongly agree that their company fosters a workplace that allows themselves at work without fear

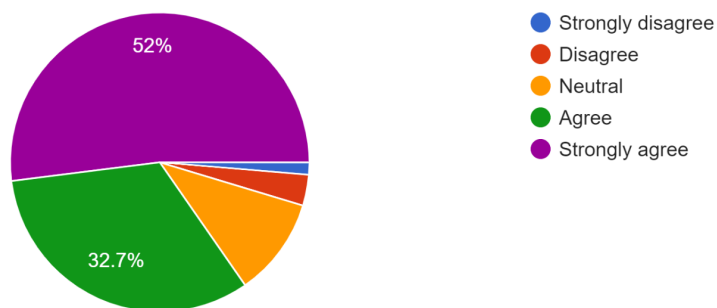
**Table No 4.1.10- Company respects individuals and values their differences**

| S.NO | INDIVIDUAL DIFFERENCES | NO. OF RESPONDENTS |
|------|------------------------|--------------------|
| 1    | STRONGLY DISAGREE      | 2                  |
| 2    | DISAGREE               | 5                  |
| 3    | NEUTRAL                | 16                 |
| 4    | AGREE                  | 49                 |
| 5    | STRONGLY AGREE         | 78                 |

**Chart No 4.1.10- Company respects individuals and values their differences**

This company respects individuals and values their differences.

150 responses



**Interpretation:** It is inferred that 1.3% of the respondents strongly disagree.3.3% of the respondents disagree. 10.7% of the respondents stand neutral.32.7% of the respondents agree and 52% of the respondents strongly agree that the company respects individual differences

**Inference :** It is inferred that 52% of the respondents strongly agree that their company respects individuals and values their differences

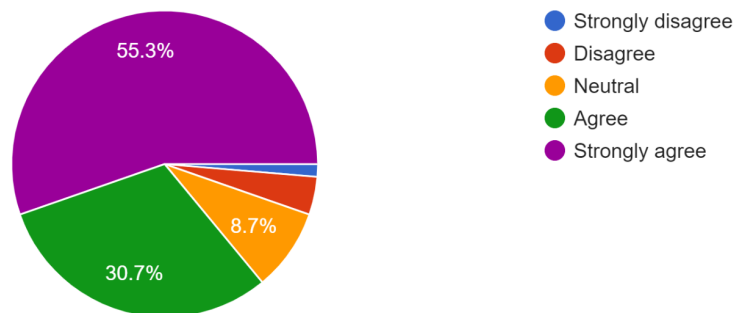
**Table No 4.1.11- Employees appreciate others whose backgrounds, beliefs and experiences are different from their own**

| S.NO | EMPLOYEES APPRECIATE OTHERS WHOSE BACKGROUNDS, BELIEFS AND EXPERIENCES ARE DIFFERENT FROM THEIR OWN | NO.OF RESPONDENTS |
|------|-----------------------------------------------------------------------------------------------------|-------------------|
| 1    | STRONGLY DISAGREE                                                                                   | 2                 |
| 2    | DISAGREE                                                                                            | 6                 |
| 3    | NEUTRAL                                                                                             | 13                |
| 4    | AGREE                                                                                               | 46                |
| 5    | STRONGLY AGREE                                                                                      | 83                |

#### Chart No 4.1.11- Employees appreciate others whose backgrounds, beliefs and experiences are different from their own

At this company, employees appreciate others whose backgrounds, beliefs and experiences are different from their own

150 responses



**Interpretation:** It is inferred that 1.3% of the respondents strongly disagree. 4% of the respondents disagree. 8.7% of the respondents stand neutral. 30.7% of the respondents agree and 55.3% of the respondents strongly agree that employees appreciate others whose backgrounds, beliefs and experiences are different from their own

**Inference :** It is inferred that 55.3% of the respondents strongly agree that employees appreciate others whose backgrounds, beliefs and experiences are different from their own

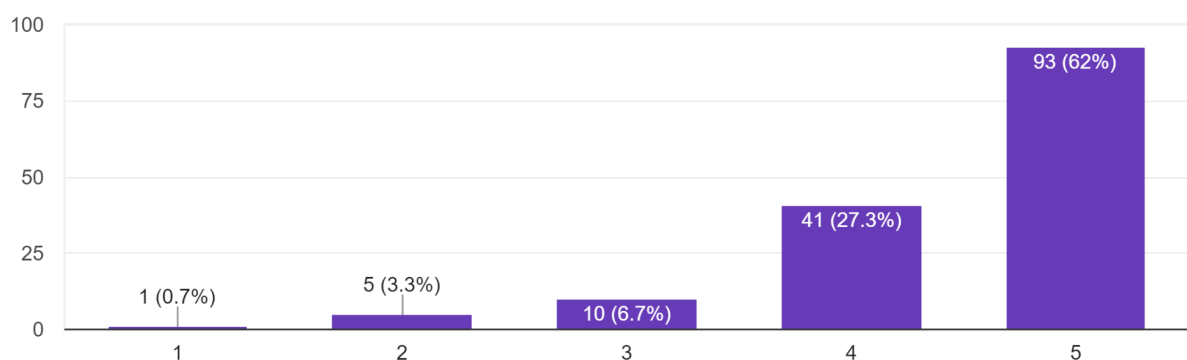
**Table No - 4.1.12 Experiences at this company have led me to become understanding of differences among my co workers**

| <b>S.NO</b> | <b>EXPERIENCES AT THIS COMPANY HAVE LED ME TO BECOME MORE UNDERSTANDING OF DIFFERENCES AMONG MY COWORKERS</b> | <b>NO OF RESPONDENTS</b> |
|-------------|---------------------------------------------------------------------------------------------------------------|--------------------------|
| <b>1</b>    | <b>STRONGLY DISAGREE</b>                                                                                      | <b>1</b>                 |
| <b>2</b>    | <b>DISAGREE</b>                                                                                               | <b>5</b>                 |
| <b>3</b>    | <b>NEUTRAL</b>                                                                                                | <b>10</b>                |
| <b>4</b>    | <b>AGREE</b>                                                                                                  | <b>41</b>                |
| <b>5</b>    | <b>STRONGLY AGREE</b>                                                                                         | <b>93</b>                |

**Chart No - 4.1.12 Experiences at this company have led me to become understanding of differences among my co workers**

My experiences at this company have led me to become more understanding of differences among my coworkers

150 responses



**Interpretation:** It is inferred that 1.3% of the respondents strongly disagree.4% of the respondents disagree. 8.7% of the respondents stand neutral.30.7% of the respondents agree and 55.3% of the respondents strongly agree that the company respects individual differences

**Inference :** It is inferred that 62% of the respondents feel that their experiences at this company have led me to become more understanding of differences among my coworkers

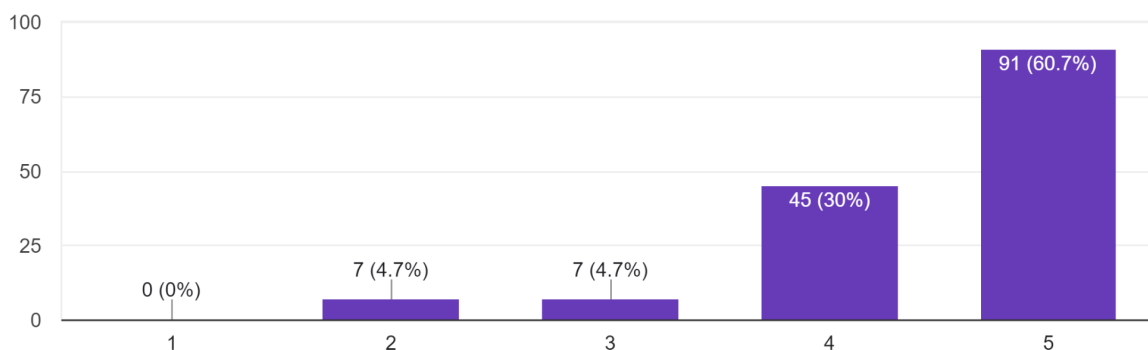
**Table No- 4.1.13- Getting to know people with backgrounds different from my own has been easy at this company**

| <b>S.NO</b> | <b>GETTING TO KNOW PEOPLE WITH BACKGROUNDS DIFFERENT FROM MY OWN HAS BEEN EASY AT THIS COMPANY.</b> | <b>NO OF RESPONDENTS</b> |
|-------------|-----------------------------------------------------------------------------------------------------|--------------------------|
| <b>1</b>    | <b>STRONGLY DISAGREE</b>                                                                            | <b>0</b>                 |
| <b>2</b>    | <b>DISAGREE</b>                                                                                     | <b>7</b>                 |
| <b>3</b>    | <b>NEUTRAL</b>                                                                                      | <b>7</b>                 |
| <b>4</b>    | <b>AGREE</b>                                                                                        | <b>45</b>                |
| <b>5</b>    | <b>STRONGLY AGREE</b>                                                                               | <b>91</b>                |

**Chart No- 4.1.13- Getting to know people with backgrounds different from my own has been easy at this company**

Getting to know people with backgrounds different from my own has been easy at this company.

150 responses



**Interpretation:** It is inferred that none of the respondents strongly disagree. 7% of the respondents disagree. 7% of the respondents stand neutral. 30% of the respondents agree and 60.7% of the respondents strongly agree that getting to know people with backgrounds different from my own has been easy at this company.

**Inference:** It is inferred that 60.7% of the respondents feel that getting to know people with backgrounds different from my own has been easy at this company

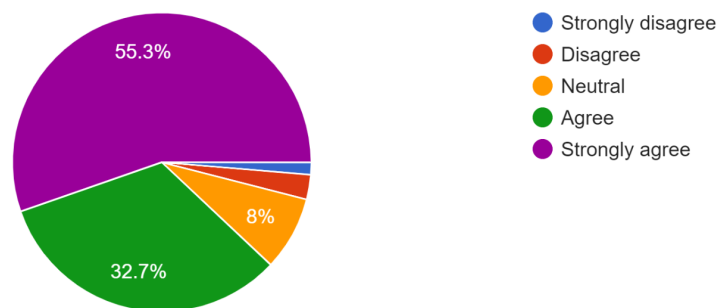
**Table No 4.1.14 - Aware of and understand the procedures for reporting incidents of discrimination and/or bias in the workplace**

| <b>S.NO</b> | <b>AWARE OF AND UNDERSTAND THE PROCEDURES FOR REPORTING INCIDENTS OF DISCRIMINATION AND/OR BIAS IN THE WORKPLACE</b> | <b>NO OF RESPONDENTS</b> |
|-------------|----------------------------------------------------------------------------------------------------------------------|--------------------------|
| <b>1</b>    | <b>STRONGLY DISAGREE</b>                                                                                             | <b>2</b>                 |
| <b>2</b>    | <b>DISAGREE</b>                                                                                                      | <b>4</b>                 |
| <b>3</b>    | <b>NEUTRAL</b>                                                                                                       | <b>12</b>                |
| <b>4</b>    | <b>AGREE</b>                                                                                                         | <b>49</b>                |
| <b>5</b>    | <b>STRONGLY AGREE</b>                                                                                                | <b>83</b>                |

**Chart No 4.1.14 - Aware of and understand the procedures for reporting incidents of discrimination and/or bias in the workplace**

I am aware of and understand the procedures for reporting incidents of discrimination and/or bias in the workplace

150 responses



**Interpretation :** It is inferred that 1.3 of the respondents strongly disagree.2.7% of the respondents disagree.8% of the respondents stand neutral.32.7% of the respondents agree and 55.3% of the respondents strongly agree that getting to know people with backgrounds different from my own has been easy at this company.

**Inference :** It is inferred that 55.3% of the respondents are aware of and understand the procedures for reporting incidents of discrimination and/or bias in the workplace

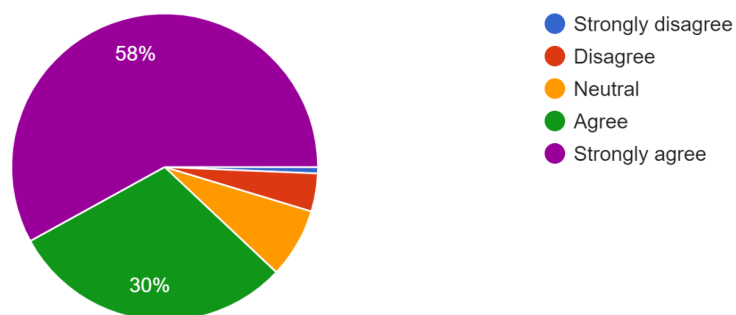
**Table No- 4.1.15- Believe the company will take appropriate action in response to incidents of discrimination and/or bias**

| <b>S.NO</b> | <b>BELIEVE THE COMPANY WILL TAKE APPROPRIATE ACTION IN RESPONSE TO INCIDENTS OF DISCRIMINATION AND/OR BIAS</b> | <b>NO OF RESPONDENTS</b> |
|-------------|----------------------------------------------------------------------------------------------------------------|--------------------------|
| <b>1</b>    | <b>STRONGLY DISAGREE</b>                                                                                       | <b>1</b>                 |
| <b>2</b>    | <b>DISAGREE</b>                                                                                                | <b>6</b>                 |
| <b>3</b>    | <b>NEUTRAL</b>                                                                                                 | <b>11</b>                |
| <b>4</b>    | <b>AGREE</b>                                                                                                   | <b>45</b>                |
| <b>5</b>    | <b>STRONGLY AGREE</b>                                                                                          | <b>87</b>                |

**Chart No- 4.1.15- Believe the company will take appropriate action in response to incidents of discrimination and/or bias**

I believe the company will take appropriate action in response to incidents of discrimination and/or bias.

150 responses



**Interpretation:** It is inferred that 0.7% of the respondents strongly disagree. 4% of the respondents disagree. 7.3% of the respondents stand neutral. 30% of the respondents agree and 58% of the respondents strongly agree that they believe the company will take appropriate action in response to incidents of discrimination and/or bias.

**Inference:** It is inferred that 58% of the respondents believe the company will take appropriate action in response to incidents of discrimination and/or bias.

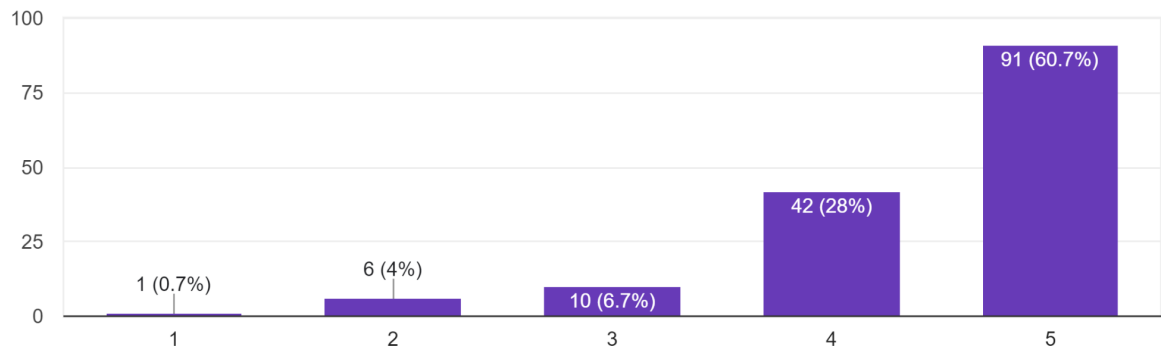
**Table No- 4.1.16 The Company's policies or procedures encourage diversity equity and inclusion**

| <b>S.NO</b> | <b>THE COMPANY'S<br/>POLICIES OR<br/>PROCEDURES<br/>ENCOURAGE<br/>DIVERSITY, EQUITY<br/>AND INCLUSION</b> | <b>NO OF RESPONDENTS</b> |
|-------------|-----------------------------------------------------------------------------------------------------------|--------------------------|
| <b>1</b>    | <b>STRONGLY DISAGREE</b>                                                                                  | <b>1</b>                 |
| <b>2</b>    | <b>DISAGREE</b>                                                                                           | <b>6</b>                 |
| <b>3</b>    | <b>NEUTRAL</b>                                                                                            | <b>10</b>                |
| <b>4</b>    | <b>AGREE</b>                                                                                              | <b>42</b>                |
| <b>5</b>    | <b>STRONGLY AGREE</b>                                                                                     | <b>91</b>                |

**Chart No- 4.1.16 The Company's policies or procedures encourage diversity equity and inclusion**

The company's policies or procedures encourage diversity, equity and inclusion.

150 responses



**Interpretation:** It is inferred that 0.7% of the respondents strongly disagree, 4% of the respondents disagree, 6.7% of the respondents stand neutral, 28% of the respondents agree and 60.7% of the respondents strongly agree that the company's policies or procedures encourage diversity, equity and inclusion.

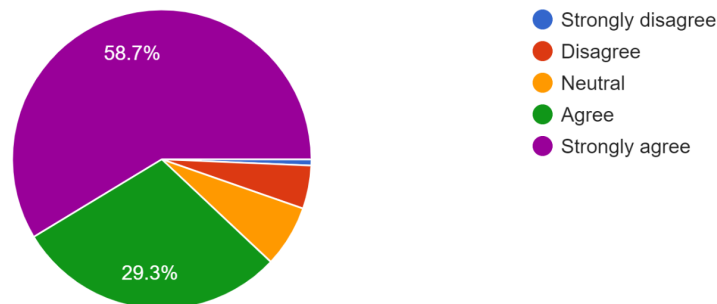
**Inference:** It is inferred that 60.7% of the respondents believe that the company's policies or procedures encourage diversity, equity and inclusion.

**Table No - 4.1.17- Employees of different backgrounds interact well in this company**

| <b>S.NO</b> | <b>EMPLOYEES OF DIFFERENT BACKGROUNDS INTERACT WELL IN THIS COMPANY</b> | <b>NO OF RESPONDENTS</b> |
|-------------|-------------------------------------------------------------------------|--------------------------|
| <b>1</b>    | <b>STRONGLY DISAGREE</b>                                                | <b>1</b>                 |
| <b>2</b>    | <b>DISAGREE</b>                                                         | <b>7</b>                 |
| <b>3</b>    | <b>NEUTRAL</b>                                                          | <b>10</b>                |
| <b>4</b>    | <b>AGREE</b>                                                            | <b>44</b>                |
| <b>5</b>    | <b>STRONGLY AGREE</b>                                                   | <b>88</b>                |

**Chart No - 4.1.17- Employees of different backgrounds interact well in this company**

Employees of different backgrounds interact well in this company.  
150 responses



**Interpretation:** It is inferred that 0.7% of the respondents strongly disagree, 4.7% of the respondents disagree, 6.7% of the respondents stand neutral, 29.3% of the respondents agree, 58.7% of the respondents strongly agree that employees of different backgrounds interact well in this company.

**Inference:** It is inferred that 58.7% of the respondents believe that employees of different backgrounds interact well in this company

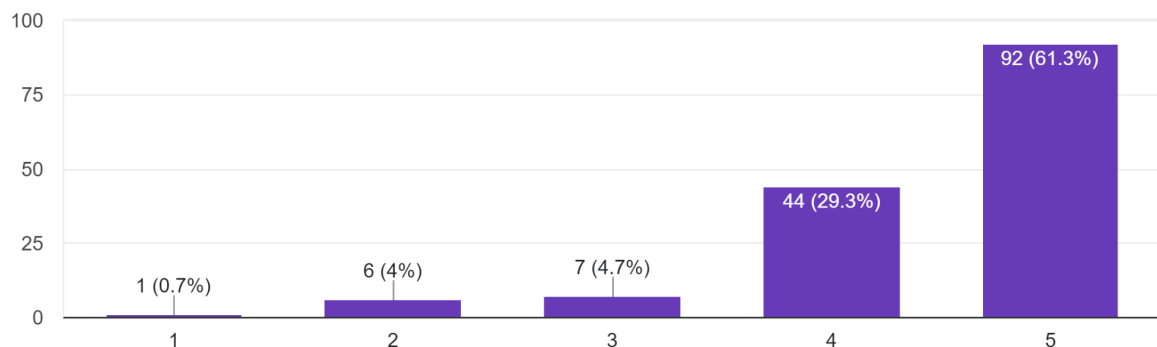
**Table No-4.1.18-Management of this company demonstrates a commitment to meeting the needs of employees with disabilities**

| <b>S.NO</b> | <b>MANAGEMENT OF THIS COMPANY DEMONSTRATES A COMMITMENT TO MEETING THE NEEDS OF EMPLOYEES WITH DISABILITIES</b> | <b>NO OF RESPONDENTS</b> |
|-------------|-----------------------------------------------------------------------------------------------------------------|--------------------------|
| <b>1</b>    | <b>STRONGLY DISAGREE</b>                                                                                        | <b>1</b>                 |
| <b>2</b>    | <b>DISAGREE</b>                                                                                                 | <b>6</b>                 |
| <b>3</b>    | <b>NEUTRAL</b>                                                                                                  | <b>7</b>                 |
| <b>4</b>    | <b>AGREE</b>                                                                                                    | <b>44</b>                |
| <b>5</b>    | <b>STRONGLY AGREE</b>                                                                                           | <b>92</b>                |

**Chart No-4.1.18-Management of this company demonstrates a commitment to meeting the needs of employees with disabilities**

Management of this company demonstrates a commitment to meeting the needs of employees with disabilities

150 responses



**Interpretation:** It is inferred that 0.7% of the respondents strongly disagree, 4% of the respondents agree, 4.7% of the respondents stand neutral, 29.3% of the respondents agree and 61.3% of the respondents strongly agree that the management of this company demonstrates a commitment to meeting the needs of employees with disabilities

**Inference :** It is inferred that 61.3% of the respondents feel that the management of this company demonstrates a commitment to meeting the needs of employees with disabilities

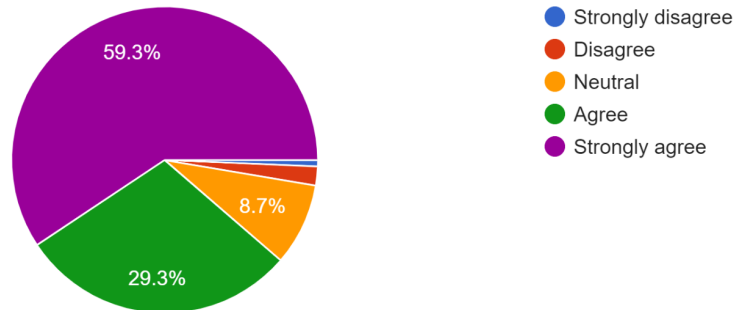
**Table No - 4.1.19- Company provides an environment for the free and open expression of ideas,opinions and beliefs**

| <b>S.NO</b> | <b>COMPANY PROVIDES AN ENVIRONMENT FOR THE FREE AND OPEN EXPRESSION OF IDEAS, OPINIONS AND BELIEFS</b> | <b>NO OF RESPONDENTS</b> |
|-------------|--------------------------------------------------------------------------------------------------------|--------------------------|
| <b>1</b>    | <b>STRONGLY DISAGREE</b>                                                                               | <b>1</b>                 |
| <b>2</b>    | <b>DISAGREE</b>                                                                                        | <b>3</b>                 |
| <b>3</b>    | <b>NEUTRAL</b>                                                                                         | <b>13</b>                |
| <b>4</b>    | <b>AGREE</b>                                                                                           | <b>44</b>                |
| <b>5</b>    | <b>STRONGLY AGREE</b>                                                                                  | <b>89</b>                |

**Chart No - 4.1.19- Company provides an environment for the free and open expression of ideas,opinions and beliefs**

This company provides an environment for the free and open expression of ideas, opinions and beliefs

150 responses



**Interpretation:** It is inferred that 0.7% of the respondents that strongly disagree, 2% of the respondents disagree, 8.7% of the respondents stand neutral, 29.3% of the respondents agree and 59.3% of the respondents strongly agree that the company provides an environment for the freehand open expression of ideas, opinions and beliefs.

**Inference:** It is inferred that 59.3% of the respondents strongly agree that this company provides an environment for the free and open expression of ideas, opinions and beliefs

## SPSS Findings

### ANOVA

#### Testing Hypothesis

**H0-** There is no significant impact made by workplace diversity on workplace relations

**H1-** There is a significant impact made by the workplace diversity on workplace relations

```
ONEWAY /VARIABLES= Diversitypolicy BY Gender
/STATISTICS=DESCRIPTIVES .
```

#### Descriptives

|                 |        | N   | Mean | Std. Deviation | Std. Error | 95% Confidence Interval for Mean |             | Minimum | Maximum |
|-----------------|--------|-----|------|----------------|------------|----------------------------------|-------------|---------|---------|
|                 |        |     |      |                |            | Lower Bound                      | Upper Bound |         |         |
| Diversitypolicy | Gender | N   | Mean | Std. Deviation | Std. Error | Lower Bound                      | Upper Bound | Minimum | Maximum |
|                 | Female | 60  | 4.32 | .87            | .11        | 4.09                             | 4.54        | 1.00    | 5.00    |
|                 | Male   | 90  | 4.52 | .72            | .08        | 4.37                             | 4.67        | 2.00    | 5.00    |
|                 | Total  | 150 | 4.44 | .79            | .06        | 4.31                             | 4.57        | 1.00    | 5.00    |

#### ANOVA

|                 |                | Sum of Squares | df  | Mean Square | F    | Sig. |
|-----------------|----------------|----------------|-----|-------------|------|------|
| Diversitypolicy | Between Groups | 1.52           | 1   | 1.52        | 2.46 | .119 |
|                 | Within Groups  | 91.44          | 148 | .62         |      |      |
|                 | Total          | 92.96          | 149 |             |      |      |

## **CHI SQUARE**

### **Testing Hypothesis**

**H0- There is no significant impact made by policies based on workplace diversity on workplace relations**

**H1- There is a significant impact made by policies based on workplace diversity on workplace relations**

**Diversepolicies**

| Value      | Observed N | Expected N | Residual |
|------------|------------|------------|----------|
|            | 1          | 25.17      | -24.17   |
| Agree      | 44         | 25.17      | 18.83    |
| Disagree   | 3          | 25.17      | -22.17   |
| Neutral    | 13         | 25.17      | -12.17   |
| Strongly a | 89         | 25.17      | 63.83    |
| Strongly d | 1          | 25.17      | -24.17   |
| Total      | 151        |            |          |

**Appreciatebackground**

| Value      | Observed N | Expected N | Residual |
|------------|------------|------------|----------|
|            | 1          | 25.17      | -24.17   |
| Agree      | 49         | 25.17      | 23.83    |
| Disagree   | 4          | 25.17      | -21.17   |
| Neutral    | 12         | 25.17      | -13.17   |
| Strongly a | 83         | 25.17      | 57.83    |
| Strongly d | 2          | 25.17      | -23.17   |
| Total      | 151        |            |          |

**respectsinddiff**

| Value      | Observed N | Expected N | Residual |
|------------|------------|------------|----------|
|            | 1          | 25.17      | -24.17   |
| Agree      | 49         | 25.17      | 23.83    |
| Disagree   | 4          | 25.17      | -21.17   |
| Neutral    | 12         | 25.17      | -13.17   |
| Strongly a | 83         | 25.17      | 57.83    |
| Strongly d | 2          | 25.17      | -23.17   |
| Total      | 151        |            |          |

**Fostersworkplaceno fear**

| Value      | Observed N | Expected N | Residual |
|------------|------------|------------|----------|
|            | 1          | 25.17      | -24.17   |
| Agree      | 49         | 25.17      | 23.83    |
| Disagree   | 4          | 25.17      | -21.17   |
| Neutral    | 12         | 25.17      | -13.17   |
| Strongly a | 83         | 25.17      | 57.83    |
| Strongly d | 2          | 25.17      | -23.17   |
| Total      | 151        |            |          |

**Fostersworkplaceno fear**

| Value      | Observed N | Expected N | Residual |
|------------|------------|------------|----------|
|            | 1          | 25.17      | -24.17   |
| Agree      | 49         | 25.17      | 23.83    |
| Disagree   | 4          | 25.17      | -21.17   |
| Neutral    | 12         | 25.17      | -13.17   |
| Strongly a | 83         | 25.17      | 57.83    |
| Strongly d | 2          | 25.17      | -23.17   |
| Total      | 151        |            |          |

**Test Statistics**

|                         | Chi-square | df | Asymp. Sig. |
|-------------------------|------------|----|-------------|
| freedomofexpression     | 247.82     | 5  | .000        |
| Diversepolicies         | 247.82     | 5  | .000        |
| Appreciatebackground    | 224.70     | 5  | .000        |
| respectsinddiff         | 224.70     | 5  | .000        |
| Fostersworkplaceno fear | 224.70     | 5  | .000        |

## **Chapter-5 FINDINGS,SUGGESTIONS AND CONCLUSION**

### **Findings**

- It is inferred that majority of the responses are within the age group 34 and above
- It is inferred that 60% of the respondents are male
- It is inferred that 50% of the respondents are tamilians
- It is inferred that 46% of the respondent's maximum education level is undergraduation
- It is inferred that 46.7% of the respondents have an income range >10 Lakhs
- It is inferred that 57.3% of the respondents strongly agree that the leadership in the company encourage diversity
- It is inferred that 55.3% of the respondents strongly agree that their company fosters a workplace that allows themselves at work without fear
- It is inferred that 52% of the respondents strongly agree that their company respects individuals and values their differences
- It is inferred that 55.3% of the respondents strongly agree that employees appreciate others whose backgrounds, beliefs and experiences are different from their own
- It is inferred that 62% of the respondents feel that their experiences at this company have led me to become more understanding of differences among my coworkers

- It is inferred that 60.7% of the respondents feel that getting to know people with backgrounds different from my own has been easy at this company
- It is inferred that 55.3% of the respondents are aware of and understand the procedures for reporting incidents of discrimination and/or bias in the workplace
- It is inferred that 58% of the respondents believe the company will take appropriate action in response to incidents of discrimination and/or bias.
- It is inferred that 60.7% of the respondents believe that the company's policies or procedures encourage diversity, equity and inclusion.
- It is inferred that 58.7% of the respondents believe that employees of different backgrounds interact well in this company
- It is inferred that 61.3% of the respondents feel that the management of this company demonstrates a commitment to meeting the needs of employees with disabilities
- It is inferred that 59.3% of the respondents strongly agree that this company provides an environment for the free and open expression of ideas, opinions and beliefs

## SUGGESTIONS & RECOMMENDATIONS

The first step in improving your company's workplace diversity is **hiring more diversified employees.**

In order to make that happen, you should **make your hiring process more inclusive** and inviting for people with different characteristics.

Here are 3 actionable advice you can implement right now to make your hiring process more inclusive:

- Recruiting from diverse talent pools Recruiting from diverse talent pools will give you access to a greater range of talent.
- Diverse panel interview.A more diversified recruiting team will be more attentive to diversity issues.
- Sensitivity training for interviewers.Provide training for your interviewers in order to help them become more aware of workplace diversity issues.
- Diversity can also lead to miscommunication, dysfunctional adaptation behaviors and the creation of barriers that reduce the benefits diversity can bring to the organization.- so will have to be careful while recruiting

## **LIMITATIONS OF STUDY**

- The respondents are restricted only to Zoho Corporation only
- Due to policy restrictions the study could be conducted only on the basis of the online tools
- Due to storage of time and other constraints, the study has been limited to 150 respondents only.
- The data collected for the research is fully on primary data given by the respondents. There is a chance for personal bias. So the accuracy is not true

## **Conclusion**

According to a recent demographic analysis conducted by the Pew Research Center, by 2055, the U.S. will no longer have a single racial or ethnic majority. This shift towards a more diverse population will have major impacts on the workforce and how organizations address diversity in the workplace.

In the coming years, organizations that understand how to manage diversity in the workplace effectively will hold a distinct advantage when it comes to recruiting and hiring talent. This post outlines how organizations can best approach and manage diversity in the workplace with actionable tips and advice

Workforce diversity means similarities and differences among employees in terms of age, cultural background, physical abilities and disabilities, race, religion, gender, and sexual orientation. No two humans are alike. People are different in not only gender, culture, race, social and psychological characteristics but also in their perspectives and prejudices. Society had discriminated on these aspects for centuries. Diversity makes the workforce heterogeneous. In the current scenario, employing a diversified workforce is a necessity for every organization but to manage such a diversified workforce is also a big challenge for management. This paper critically analyzes the workforce diversity and its impact on productivity of an organization. The researcher, after examining the literature and various research papers, concluded that workforce diversity is strength for any organization but people still stick to their views related to caste, religion etc and so consider diversity as a problem but if managed properly, can increase productivity.

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## **Annexure**

### **Questionnaire**

1. Full Name \*

2. Age \*

- 20-24
- 25-29
- 30-34
- 34 and above

3. Gender \*

- Male
- Female
- Wish not to specify
- Other:

4. Mother Tongue \*

- Tamil
- Telugu
- Malayalam
- Hindi
- Other:

5. Education Level \*

- High school
- Diploma
- Undergraduate
- Post Graduate
- Doctorate

6. Which of the following best describes your role in the organization? \*

7. Income Range \*

- <10 Lakhs
- =10 Lakhs
- >10 Lakhs

8. The leadership at this company encourages diversity \*

9. This company fosters a workplace that allows employees to be themselves at  
\* work without fear.

- Strongly disagree
- Disagree Neutral
- Agree
- Strongly agree

10. This company respects individuals and values their differences. \*

- Strongly disagree
- Disagree
- Neutral
- Agree
- Strongly agree

11. At this company, employees appreciate others whose backgrounds, beliefs and  
\* experiences are different from their own Mark only one oval.

- Strongly disagree
- Disagree
- Neutral
- Agree
- Strongly agree

12. My experiences at this company have led me to become more understanding  
of differences among my coworkers

- Strongly disagree
- Disagree
- Neutral
- Agree
- Strongly agree

13. Getting to know people with backgrounds different from my own has been easy  
at this company.

- Strongly disagree
- Disagree
- Neutral
- Agree

- Strongly agree

14. I am aware of and understand the procedures for reporting incidents of \* discrimination and/or bias in the workplace Mark only one oval.

- Strongly disagree
- Disagree
- Neutral
- Agree
- Strongly agree

15. I believe the company will take appropriate action in response to incidents of discrimination and/or bias.

- Strongly disagree
- Disagree
- Neutral
- Agree
- Strongly agree

16. The company's policies or procedures encourage diversity, equity and \* inclusion.

- Strongly disagree
- Disagree
- Neutral
- Agree
- Strongly agree

17. Employees of different backgrounds interact well in this company. \*

- Strongly disagree
- Disagree
- Neutral
- Agree
- Strongly agree

18. Management of this company demonstrates a commitment to meeting the \*  
needs of employees with disabilities

- Strongly disagree
- Disagree
- Neutral
- Agree
- Strongly agree

19. This company provides an environment for the free and open expression of \*  
ideas, opinions and beliefs Mark only one oval.

- Strongly disagree
- Disagree
- Neutral
- Agree
- Strongly agree

20. What improvements, if any, can be made to improve the diversity, equity and  
\* inclusion efforts in our company