Research Article

Effects Of Diversity Management On Employee Attitude And Behaviour - A Study With Special Reference To IT Industries In India

Mrs. Shuba. N[1], Dr. G. Vadivalagan[2]

Abstract

With the rise of globalization, diversity management has become a critical workplace problem, even in developing countries in India. The study's main goal is to determine the possible impact of diversity management on employee attitude and behaviour. To test the hypothesis, primary data was analyzed from a survey of 107 respondents from 3 Indian IT organizations. According to the findings of the study, incorporating diversity management in the context of equality-based HR practices and providing training for cross cultural practices, leads to increased organizational commitment among employees employed in Indian companies. The current study outlines the realities of diversity management strategies in Indian IT sector and investigates how these practices affect employees' attitudes at work. The findings show that diversity management strategies have a positive impact on employees' organizational commitment, which is mediated by effective diversity management programs.

Keywords: Diversity management, Employee attitude, IT sector, Organizational commitment, Cross cultural practices.

1. Introduction

To accomplish its goal, organizations that are social systems must maintain their workers by fulfilling their individual standards.[2] Individual preferences of workers that are different from one another are bound to differ. Organizations would be much more successful if they could assess and properly handle employee discrepancies. It can be said that managing diversity is a requirement for organizational success, particularly in today's changing conditions and competitive environment. Successful diversity management improves organizational efficiency by empowering workers to collaborate and enabling them to use their full range of skills. Apart from organizational contributions, organizations that respect diversity and offer opportunities for their members to maximize their ability provide individual contributions such as employee

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[1]Research Scholar, Department of Commerce, Bon Secours College for Women, Tanjavur, Affiliated to Bharathidasan University
[2]Assistant Professor in Commerce, Bon Secours College for Women, Tanjavur, Affiliated to Bharathidasan University

[2] Barnard CI (1982). The Functions of the Executive. Cambridge: Harvard University Press

comfort and trust, productivity, job satisfaction, successful communication, collaboration, high efficiency, and loyalty.[3]

2. Background of the Study

Workforce diversity experts have emphasized the importance of measuring diversity aspects in a more comprehensive manner. India's economic, social, and political fabric has changed dramatically over the last few decades. A young demographic profile status as a major player in the world economy, increased participation of women in the media, increased global visibility, and attitudinal shifts in conflation with enduring aspects of India's socio-cultural structure is all intriguing aspects of modern India. The workforce includes a significant number of women, people of various nationalities, people of various faiths and customs, people of various languages, people of various abilities, and people of various orientations. Global exposure as a result of the opening up of the economy, as well as social and cultural changes caused by factors such as evolving mindsets, expanded educational opportunities, legislation, and governmental initiatives, have fuelled this phenomenon. Despite the fact that many research and discussions on workforce diversity have been conducted in the Indian IT industry, the current study attempts to capture the impact of diversity management on employee attitude and behaviour in Indian IT industries.

3. Diversity in workforce

In today's globalized world, workforce diversity is extremely significant. Professionals are constantly communicating and collaborating with people from various countries, economies, communities, geographies, and generations as a result of globalization and the development of Multi-national Corporations. The way people vary from one another is referred to as diversity. Age, gender, race, ethnicity, personality, educational background, organizational structure, and tenure all contribute to these differences among people. Employees have a range of interactions in terms of work efficiency, motivation, style, and contact preferences with their boss as a result of these differences.[4]

3.1 Benefits of workforce diversity

Organizations that wish to broaden or develop operations in international, national, regional, or local markets may benefit from having a diverse workforce with multilingual employees and employees from various ethnic backgrounds. The workplace benefits from diversity in a variety of ways. One of the most important diversity values is that an organization with a diverse workforce has a better view of the global marketplace.[5] Because of company cultures that inspire workers to perform to their full potential, diverse companies benefit from a range of perspectives, higher efficiency, and profit. Employers can also see the advantages of workplace diversity right away. Customers who speak multiple languages or who are from another country can require customer service in their native tongue. Knowing what customers from various backgrounds want is critical to success in sectors such as marketing and advertisement.

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[3] Barutcugil I (2011). Managing cross cultural diversity [Kulturler arasi farkliliklarin yonetimi. İstanbul: Kariyer Publishing.

[4] Harvey, Carol. P. and Allard, M. June. 2009. Understanding and Managing Diversity: Readings, Cases and Exercises. New Jersey : Pearson

[5] Mullins, R. (2010) Management and Organizational Behaviour New Jersey; Prentice–Hall.

3.2 Definition of Diversity Management

Diversity management has been described as the use of human resources management methods to retain variations in human capital while ensuring that such variations do not impede the achievement of organizational goals and objectives.[6] Diversity management is described as valuing employees' differences and their effectiveness in using those differences.[7] There are a variety of diversity management schemes, with the most important elements being initiatives for recruiting, promoting, and retaining a diverse workforce.[8] Diversity management refers to the ability to make sound choices in the context of the previously described differences and similarities.[9] Diversity management can be characterized as "creating an atmosphere based on teamwork and mutual respect among employees, as well as recognizing and evaluating each employee's contributions to the organization".[10]

3.3 Effects of Diversity Management

Managing diversity will help you gain a competitive edge. Better decision-making, higher creativity and innovation, greater performance in marketing to international and domestic ethnic minority groups, and a better distribution of economic opportunities are all potential benefits of diversity. Diversity management that is done well improves the impact of diversity on organizational success. Diverse human resource management policies will improve the diversity–performance relationship. Diversity-friendly organizational culture and managerial behaviours can also help boost efficiency.

3.4 Advantages of Diversity Management

- **High Productivity:** The organizational productivity has long been a major problem for managers and executives, as well as the business as a whole. Different tactics may be used to question or approach the business in order to maximize efficiency, due to the fact that every organization has its own specific company structure and goals. One of these tactics is to embrace and successfully manage organizational diversity. When management prioritizes the well-being of its employees through proper pay, health insurance, and employee evaluation, workers feel a sense of belonging to the organization, regardless of their cultural context, and are more loyal and hardworking, resulting in increased productivity and benefit.
- **Learning and Growth:** Organizational diversity provides opportunities for employees to develop personally. When employees are exposed to new cultures, concepts, and experiences, they can mentally reach out and gain a better understanding of their position

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[6] Olsen JE, Martins LL (2012) Understanding organizational diversity management programs: a theoretical framework and directions for future research. Journal of Organisational Behaviour 33 (8): 1168-1187. https://doi.org/10.1002/job.1792

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[8] Jayne MEA, Dipboye RL (2004) Leveraging diversity to improve business performance: research findings andChildren and Youth Services Review 28: 548-577. https://doi. org/10.1016/j.childyouth.2005.06.003

[9] Thomas RR (2010). World class diversity management: A strategic approach. San Francisco: Berrett-Koehler Publishers. Inc.

[10] Herrera R (2008). Topic: A study of the relationships between attitudes toward diversity management and cultural preferences. (Ph. D. Thesis. Our Lady of the Lake University. 2008). Published by ProQuest Dissertations. UMI Number: 3339600

in the global world, and therefore their immediate surroundings. The more time spent with culturally diverse co-workers, the more xenophobia and ethnocentrism are gradually broken down, allowing staff to become more experienced members of society.

- **Efficient Communication:** By making communication more effective, workplace diversity can greatly improve a company's relationship with a particular community of customers. One of the fields where good communication is critical is the customer service department. Customers from their particular region or venue may be matched with customer service agents or representatives, making the customer feel at ease with the representative and therefore with the business.
- **Diverse Experience:** During teamwork or group assignments, employees and co-workers from various backgrounds bring a variety of specific perspectives and experiences to the table. Bringing together the diverse skills and experience of culturally diverse workers will greatly benefit the organization by increasing the team's responsiveness and efficiency in adapting to changing circumstances.
- **Teamwork and the Exchange of Different Ideas:** In recent years, companies and organizations have continually promoted teamwork as a way of achieving better results on projects as well as for the distribution of goods and services. Since a single individual performing several tasks cannot function at the same speed as a team, each team member contributes various ideas and perspectives to problem solving in order to arrive at the best solution in the shortest amount of time.

3.5 Tools for managing a diverse workforce

Managers must recognize the skills that are essential for maintaining an efficient and prosperous diverse workforce while managing diversity. Leaders and administrators must realize that recognizing prejudice and its ramifications will still win the day in the workplace. Managers must be aware of their own cultural biases. They must see diversity as individual differences and value the fact that each person is unique in their own way. Furthermore, in order to be competitive in the future, managers must be prepared to shift the organizational culture as the need arises, as well as learn how to efficiently handle a diverse workforce. Unfortunately, there is no universal formula that an organization can use to be successful; thus, it is up to the manager to determine what is best for the company based on teamwork and workplace dynamics. Diversity management refers to the whole process of establishing a collaborative working environment that includes everybody. Managers must first concentrate on personal knowledge while building an effective and successful diverse workforce. Employers and staff must both disclose their personal biases.[11] Organizations must actively create, execute, and sustain ongoing training and knowledge formation because a one-day training session is insufficient to change people's minds and behaviours.

3.6 Transformation measures in diversity management

Because of the implications of a shift in people's attitudes toward change, leadership will be required to follow change management principles.[12] According to Kotler, management should incorporate change management by considering the following factors: Management must provide

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[11] R. Roosevelt Thomas, Jr.(2001), Beyond race and gender. Unleashing the power of your total workforce by managing diversity. Lois J. Zachary, Ed.D. , Leadership Development Services, LLC lzachary@leadservs.com
[12] Kreitner, R & Kinicki, A, 2001, Organizational Behaviour: 5th Edition, New York: McGraw-Hill.

a compelling argument for diversity management concepts to be accepted. As employees are familiar with the diversity management philosophy, they are more likely to adopt it. This transition must be led by people with clout and money. Chief executive officers, heads of divisions, business mentors, and other influential and reputable members of the organization or community are typically the best candidates to lead change because they have more experience and can be trusted to know what is right and wrong. It is essential to develop a strategic strategy with the intention of effectively integrating diversity into day-to-day operations. This will aid the organization in tracking its operations and ensuring that they are pursued and executed effectively. This mission and vision must be regularly conveyed in transparent terms to all involved parties in order for them to understand and accept the transition. Small, attainable targets should also be set to ensure that it is implemented successfully.

4. Statement of the Problem

Integrating a diverse workforce and their experiences has become a significant challenge for all businesses, large and small. If diversity is not effectively handled, it will result in lack of skills, competencies, teamwork, and collaboration among employees, which will ultimately lead to increased employee turnover and, as a result, a reduction in the overall performance of the company. Organizations that successfully handle diversity, on the other hand, benefit from more dedicated, happy, cooperative, creative, and high-performing workers. The IT sector was chosen for the study because, following liberalization, the Indian IT sector has experienced tremendous growth. Being a knowledge-based industry with a pool of highly qualified developers, India has been able to dominate the global market. Globally, the industry employs nearly 15 million Indians and has fuelled the country's economic growth. With this in mind, the current research used a perception study of IT professionals to determine the relationship between workforce diversity parameters such as age, ethnicity, gender, and educational and cultural background and influence of HR practices in organizations.

5. Objectives
- To study the influence of demographic and cultural diversity on employees of IT industry
- To study the influence of HR practices on employees of IT industry
- To analyze the impact of diversity management on attitude and behaviour of employees in IT industry

6. Scope of the Study

Each employee has a distinct working style that influences organizational performance in some way. Thus, in order to determine the influence of workplace diversity on employee performance and, as a result, organizational effectiveness, the aim of this research is to expand research on the impact of workforce diversity by investigating the impact of specific workforce diversity variables such as age, gender, educational background, and culture, along with HR practices adapted in the IT organizations. The study leads to a better understanding of the value of diversity management and the tasks that can be used to address organizational diversity issues. The best outcome of this study is that it will help the IT industry and its workers from various backgrounds, who will find the knowledge in this study useful in understanding the value of workforce diversity in their organizations.

7. Review of literature

Wenjing Li et al. (2020)[13] looked into the effects of workforce diversity management on job match, employee performance, and job performance; they evaluated the influencing influence of job match on job satisfaction and job performance; and they looked into the mediating role of a person's job match on the relationship between workforce diversity management and employee outcomes (job performance and job satisfaction). Employees of China's five-star hotels were sent structured questionnaires. To arrive at the statistical result, 324 valid responses were analyzed using AMOS-SEM. Overall, workforce diversity management was found to be positively linked to job match, job satisfaction, and job success. **Ganesh and Sathish (2020)[14]** discussed the organization's diversity management strategy. This research looks at one example of diversity management and describes what to do and what not to do in any situation. It is focused on secondary information. The case study was done with the tools that were already on hand. It shows one's success in a stressful situation and incorporates one's own creativity. As a result, it is beneficial to settle issues and take appropriate measures. It would be beneficial in reducing employee tension. The impact of diversity management and inclusion on organizational outcomes were investigated by **Ohunakinet al (2019)[15]**. The value of diversity management and inclusion in the workplace is enormous, especially in multinational corporations where diversity and inclusion are core values. However, in the sense of the country being named Africa's most populous, there is a need to determine how the management and integration of these diverse workers will support organizational operations, given the paucity of studies on these constructs in the literature. The effects of diversity management and inclusion on organizational outcomes (job satisfaction and performance) among Shell Corporation employees were examined in this research. The findings revealed that diversity management and inclusion have a positive impact on employee job satisfaction and performance. It implies that diversity management and inclusion have the ability to assist organizations in developing an environment where employees want to work harder and are eager to stay with the company.

8. Indian IT Sector

The IT and ITES industries in India play a significant role in the modern Indian economy. It functions in the context of a global climate. The amount of money earned is directly proportional to how well you do on the job. The workforce composition of the Indian IT and ITES sector is an intriguing feature. The Indian IT sector and industry, which employs 2.5 million people, is a melting pot of different cultures. The growing trend of Indian IT companies hiring foreigners results in a diverse group of nationalities. Working in an environment of constant change, rich in diversity – values, gender, capability, orientation, and generation wise – is the result of strong adherence to diverse culture through onsite deputation and influx of expatriates among the team.

9. Research methodology

Research design, target population, sampling technique, research instrument, and data collection procedure are all part of the research methodology.

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[13] Wenjing Li , Xuhui Wang, Md Jamirul Haque ,Muhammad Noman Shafique and Muhammad Zahid Nawaz (2020) Impact of Workforce Diversity Management on Employees' Outcomes: Testing the Mediating Role of a person's Job Match, SAGE Open January-March 2020: 1–16

[14]Sudha Ganesh and Thangajesu Sathish (2020) Diversity Management in an Organization, In book: An Anthology of Caselets (pp.32-33)

[15] Folakemi Ohunakin, Anthonia Adeniji, Olaleke Oluseye Ogunnaike, Friday Igbadume And Dayo Idowu Akintayo (2019) The effects of diversity management and inclusion on organisational outcomes: a case of multinational corporation, business: theory and practice, issn 1648-0627 / eissn 1822-4202, 2019 20: 93–102

Research Design: A research design is a model for conducting a research study; it lays out the process and methods for identifying and gathering the data needed to solve the research problem and achieve the study's objectives. In this analysis, a descriptive survey design was used.

Target Population: Target population comprises of the HR managers and employees working in selected IT industries in India namely Infosys, HCL, Wipro and TCS.

Sample Size: The number of individual samples measured in a survey is determined by the sample size. The current research has a sample size of 107 people.

Method of sampling: The participants were chosen using a probability simple random sampling procedure for the primary data collection in order to meet the study objective.

Questionnaire: A standardized questionnaire was distributed to the 107 respondents in order to collect primary data. To obtain ratings from the respondents, the questionnaire was also prepared in a five-Likert scale format (i.e., 5 strongly agree to 1 strongly disagree). Descriptive and inferential statistics were used to analyze the results.

Data collection: Primary data was gathered using a standardized questionnaire that covered a wide range of topics related to diversity management and its effect on employee attitudes and behaviour in Indian IT firms. Variables include: Demographic diversity, cultural diversity, HR practices, Diversity Programs and Organizational commitment. Other sources of secondary data include books, authorized websites and other related documents such as magazines, journals, and articles.

Data Analysis: Various statistical tools such as; chi square, Regression and correlation were used to examine the relationship between the study variables. The statistical methods used in this analysis were chosen based on the data requirements. Statistical Package for Social Sciences (SPSS) and AMOS version 20 were used to enter and analyze the data.

10. Analysis

The association between the study variables were analysed with the help of various statistical tool such as Regression, Chi Square and Correlation. The collected data was entered and analysed using Statistical Package for Social Sciences (SPSS) version 20.

H_{01} - There is no relationship between Age and Experience of the respondents

Chi-Square Test

Table – 1

Factor	Value	Df	Symp. Sig. (2-sided)	Statistical Inference
Pearson Chi-Square	137.773[a]	6	.000	**Rejected**
Likelihood Ratio	137.342	6	.000	
Linear-by-Linear Association	16.402	1	.000	

N of Valid Cases	107			

a. **6 cells (50.0%) have expected count less than 5.**
b. **The minimum expected count is 1.68**

Interpretation

The above table shows that the P value is lesser than our chosen Significance level (5%), the null hypothesis is rejected. Pearson Chi-square value is 137.73, at 6 degrees of freedom and it is concluded that there is an association between age and experience factors.

Correlation Coefficient between Demographic Diversity, Cultural Diversity, HR Practices, Diversity Programs, Organizational Commitment

Table – 2: Pearson Correlation Coefficient

Factors	Demographic Diversity	Cultural Diversity	HR Practices	Diversity Programs	Organizational Commitment
Demographic Diversity	1	.588**	.467**	.099	.872**
Cultural Diversity	-	1	.477**	.093**	.651
HR Practices	-	-	1	.166**	.511**
Diversity Programs	-	-	-	1*	.111*
Organizational Commitment	-	-	-	-	1**

The Correlation Coefficient between demographic diversity and cultural diversity factor is 0.588, indicating a 58 percent positive relationship between demographic diversity and cultural diversity that is significant at the 1% level. The Correlation Coefficient between cultural diversity and HR practices is 0.477, indicating a 47 percent positive relationship between cultural diversity and HR practices and is significant at the 1% level. The Correlation Coefficient between HR practices and diversity program factors is 0.166, representing a 16% percentage positive relationship between HR practices and diversity program which is significant at the 1% level. The Correlation Coefficient between diversity programs and organizational commitment factors is 0.111, indicating an 11% positive relationship between diversity programs and organizational commitment which is significant at the 1% level.

Regression Analysis

H_{02} – There is no significant relationship between demographic diversity, cultural diversity and HR practices with Organizational commitment

Table – 3

Model Summary

Model	R	R Square	Adjusted R	Std.Error

			Square	
	.302[a]	.091	.065	6.60831

a. **Predictors: (Constant), HR practices, Demographic Diversity, Cultural Diversity**

ANOVA

Model	Sum of Squares	df	Mean Square	F	Sig
Regression	451.861	3	150.620	3.449	.0019[b]
Residual	4497.989	103	0.43.670		
Total	4949.850	106			

Dependent Variable: Organizational Commitment

Predictors: (Constant), Hr Practices, Demographic diversity, cultural diversity

Co-efficient

Model	Unstandardized Coefficients		Standardized Coefficient	t	Sig.
	B	Std.Error	Beta		
(Constant)	10.003	4.944		2.023	0.046
Demographic Diversity	0.505	0.163	0.294	3.098	0.003
Cultural Diversity	0.060	0.160	0.036	0.374	0.709
HR practices	-0.115	0.189	-0.058	-0.608	0.545

Dependent Variable: Organizational Commitment

Inference:

Demographic Diversity is an independent variable Organizational Commitment is a dependent variable. It is clear that the P Value is 0.003, Demographic Diversity influence the Organizational Commitment, as the P value is lesser than 0.05. Hence null hypothesis is rejected.

Cultural Diversity is an independent variable Organizational Commitment is a dependent variable. It is clear that the P Value is 0.709 Cultural Diversity does not influence the Organizational Commitment, as the P value is greater than 0.05. Hence null hypothesis is accepted.

HR Practices is an independent variable Organizational Commitment is a dependent variable. It is clear that the P Value is 0.545 HR Practices does not influence the Organizational Commitment, as the P value is greater than 0.05. Hence null hypothesis is accepted.

11. Findings

- Chi-square test depicts that the P value is lesser than our chosen Significance level (5%), the null hypothesis is rejected. Pearson Chi-square value is 137.73, at 6 degrees of

freedom and it is concluded that there is an association between age and experience factors.

- The Correlation Coefficient between demographic diversity and cultural diversity factor is 0.588, indicating a 58 percent positive relationship between demographic diversity and cultural diversity that is significant at the 1% level. The Correlation Coefficient between cultural diversity and HR practices is 0.477, indicating a 47 percent positive relationship between cultural diversity and HR practices and is significant at the 1% level. The Correlation Coefficient between HR practices and diversity program factors is 0.166, representing a 16% percentage positive relationship between HR practices and diversity program which is significant at the 1% level. The Correlation Coefficient between diversity programs and organizational commitment factors is 0.111, indicating an 11% positive relationship between diversity programs and organizational commitment which is significant at the 1% level.

- Regression Analysis Shows that the P Value is 0.003, Demographic Diversity influence the Organizational Commitment, as the P value is lesser than 0.05. Hence null hypothesis is rejected. It is clear that the P Value is 0.709, Cultural Diversity does not influence the Organizational Commitment, as the P value is greater than 0.05. Hence null hypothesis is accepted. It is obvious that the P Value is 0.545 HR Practices does not influence the Organizational Commitment, as the P value is greater than 0.05. Hence null hypothesis is accepted.

12. Suggestion and Conclusion

Many Indian IT companies now hire a wide range of talent and are attentive to the needs of various employees. Employees are encouraged to accept assignments in other countries. Employees form communities to exchange ideas and mentor one another. Many companies employ a diversity specialist to help them with their diversity efforts. To overcome issues related to diversity, the following suggestions can be followed: When working with workers from various cultural backgrounds, management should be neutral. It is preferable to take an unbiased approach. The management should take special care to conduct a fair recruitment and selection process based on merit. This technique can be used to close a large distance. Management should place a greater emphasis on maintaining effective and timely contact with all employees. There is room for improvement in this area. To close the gap, timely and appropriate policy changes and clarification of job requirements should be made at the workplace. Management can genuinely and on a regular basis provide cross cultural education and training to employees at their workplace. Dealing with the crucial topic of diversity needs extra attention.

The effect of the above-mentioned suggestions would be tremendous on various aspects if they are implemented honestly and timely by the management of the selected IT companies. Workers' perceptions and attitudes, feelings of teamwork and team spirit, employee capacity growth, individual performance and motivation levels, job satisfaction level development, company performance, overall effectiveness of the organization, and so on are all affected. HR management must devote sufficient time and attention to strategies and their execution in their organizations. Diversity management (DM) is a strong long-term growth strategy for IT companies including Infosys, TCS, and Wipro among others. According to diversity management experts, it leads to increased sales, increased enforcement, and decreased risk

exposure. It improves corporate reputation and encourages businesses to lead with integrity. When diversity is properly handled, it can be a source of development, learning, and intuition.

13. Limitation and future scope

The findings of this study cannot be generalized because it only looked at Indian IT industries and only looked at a few dimensions relevant to the impact of diversity management. In the future, a similar study could be conducted in various perspectives, such as with more dimensions, different regions, different sectors, or different job environments, and the results could be compared.

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