

---

## **UNIT 7 DIVERSITY MANAGEMENT**

---

### **Objectives**

After going through unit, you should be able to:

- understand the concept of diversity management
- explain the need and levels of diversity
- identify the reason for diversity
- implement diversity management strategy.

### **Structures**

- 7.1 Introduction
- 7.2 Meaning of Diversity Management
- 7.3 Need for Diversity in Organisation
- 7.4 Levels of Diversity
- 7.5 Discrimination
- 7.6 Biographical Characteristics
- 7.7 What is Diversity at Workplace?
- 7.8 The Reason Behind Rise of Diversity
- 7.9 Diversity is a Threat or an Opportunity?
- 7.10 Implementing Diversity Management Strategy
- 7.11 Case Study
- 7.12 Summary
- 7.13 Self Assessment Questions
- 7.14 Further Readings

---

### **7.1 INTRODUCTION**

---

We are not all the same. This obvious fact is sometimes forgotten by managers that these differences need to be recognized and capitalized on so that desired result can be obtained from employees. With effective diversity management an organisation can make the best out of possible pool of employee's skills, abilities and ideas. Apart from taking advantage of these differences, it is a duty of manager to recognise and assess that diversity among workforce can sometimes end up with miscommunication, misunderstanding and conflict. This unit will try to explain how individual differences like gender, race, age, ethnicity and abilities can influence their individual performance and organisation's performance as a whole. This unit will also try to answer a question that how managers can create awareness about characteristics of employees and management of diverse workforce.

---

### **7.2 MEANING OF DIVERSITY MANAGEMENT**

---

The Business dictionary defines diversity as "the practice of addressing and supporting multiple lifestyle and personal characteristics within a defined group.

Management activities include educating the group and providing support for acceptance for various racial, cultural, societal, geographic, economic and political backgrounds”.

Diversity is the vast concept that inculcates various other differences such as educational background, sexual orientation, religion, physical or medical disability, parental status, work experience, pregnancy and age.

Company’s policy must ensure and describe that there should not be any kind of discrimination or harassment on the basis of these difference in workforce. Diversity management is not only about observing legal and political requirements but also promoting culture and comfort within organisation with differences.

Companies need to analyse and recognize that social diversity develops richness to community of company and enhances quality of life of all individual at workplace. Companies should consider and welcome these differences and celebrate achievements and differences. Diversity at workplace can ensure advantageous environment at work with the benefit of Innovation, improved morale, team work, harmony amongst workers.

### 7.3 NEED FOR DIVERSITY IN ORGANISATION

In the recent times the most prominent question in every organisation is that “why should the organisation care about Diversity?”. Several scholar and authors have defined diversity issue in various perspective in the last few decades, and among them J. Fink, D. Pastore and H. Riemer (2003) developed a mechanism or framework that differentiates between non compliant organisation at lower level and pro-active at the highest level, going through “Compliant “ and “Reactive”. The framework is given below in the figure 7.1.

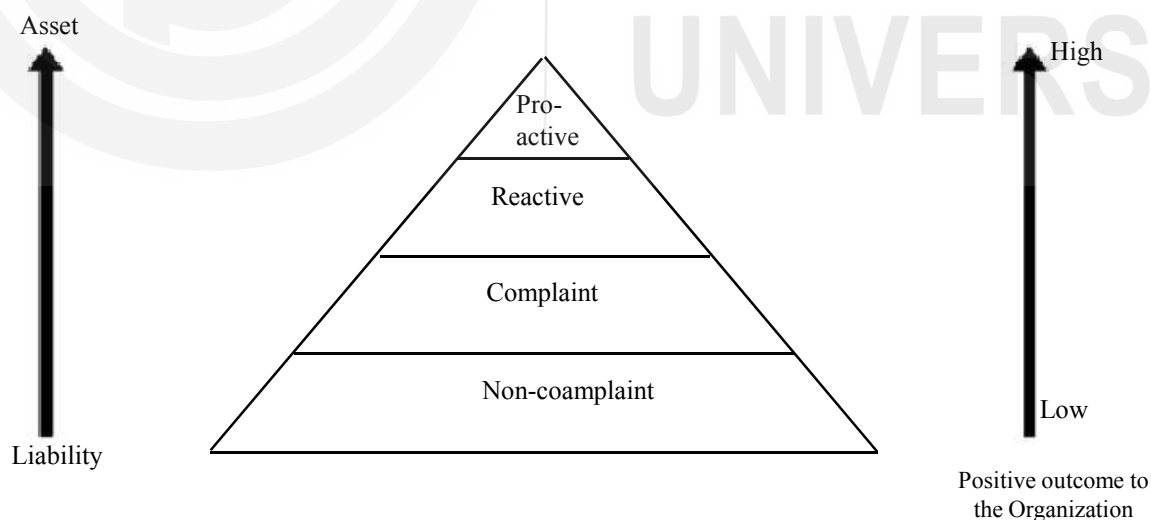


Figure 7.1: Framework of Compliant and Reactive

The framework explains that Diversity “Liability” at inception can be “Asset” to an organisation where diversity management goes from “non compliant” to “proactive”. Diversity is threat to an organisation which is non compliant on the other hand proactive organisation engages in include employees in various decision making process. Proactive organisation reaps the benefit out of Diversity Management and drains profit out of opportunity.

Various facts suggest that diversity management is need of an hour because diversity is an issue all pervasive in an organisation that can prove to be benefit or challenges to them and thus influences performance.

The understanding of diversity in organisation can help management leaders to incorporate their team member’s diversity to manage retaining good employees and attracting good talent.

**Activity 1:** Explain the concept of diversity in workplace in your own words citing examples.

.....

.....

.....

.....

.....

---

## 7.4 LEVELS OF DIVERSITY

---

The most prominent type of diversity visible at most of the organisations is Surface level diversity and Deep level diversity. Let us discuss about each of them with the help of an example.

**Surface level diversity;** the differences that are conspicuous or easily noticeable are called Surface level diversity. These differences can be Age, ethnicity, gender, race, culture, language, disability etc. as this type of diversity is easily noticeable so it can be measured easily and thus recruiters or managers may discriminate on the basis of these differences. For example, assumption of a recruiter that performances decrease as age increases he/she may prefer to hire young professional. Surface level diversity is innate and thus difficult to alter or change. For example racial differences or gender differences cannot be scaled down to zero.

**Deep level diversity;** these differences are communicated through verbal and non verbal behaviour and thus these differences are not easily noticeable and hence cannot be measured. Personal differences in attitudes, values, beliefs and personality are deep level diversity differences. These differences become progressively more important to establish level of similarity as people get to know each other and therefore deep level differences usually starts with identifying surface level differences. For e.g. a person belonging to a minority ethnic group may be treated differently by the others since his culture and language might be different. But as everyone interacts with him more, they seem to forget the surface level differences and then they begin to notice his differing values and beliefs and later on, his personality differences.

---

## 7.5 DISCRIMINATION

---

Diversity develops an opportunity for an organisation and thus diversity management also means efforts to eliminate unfair discrimination. To discriminate is to make a note of Differences, which sometimes in itself isn’t necessarily bad.

Knowing a difference that one employee is more qualified than another helps in making hiring decision. Knowing the leadership ability of an employee helps in making promotional decision. Usually when we talk about discrimination, though, we mean allowing our behaviour to be influenced by stereotypes about *groups* of people. Unfair discrimination assumes everyone in a group same rather looking at individual characteristics. Discrimination can sometimes be hazardous to an organisation and employees. Following Table provides definition and examples of some forms of discrimination in organisations.

**Table 7.1: India's Diversity Concerns**

<b>Diversity attribute</b>	<b>Diversity</b>	<b>Illustrative special concerns of this group</b>
Gender	Gender diversity	New mothers — remote working and networking opportunities
Age	Over half a billion Indians are less than 25 years of age	Youth — mentoring and fair HR practices; older employees — re-skilling on new technologies
City and hinterland	Rapid urbanisation and growing rural economy Over 800-million people spending more than \$425 billion	1. Employees from hinterland - handholding to assimilate within urban areas and culture, e.g. English language training 2. City folks - understanding of rural market
Geography and religion	India is geographically and culturally diverse. Buying patterns are different	Respect and understanding of other cultures
GDP distribution	Agriculture share is reducing, industrial share is around 30%, services over 50%	In such a rapid transition national human force will need orientation to adapt
Physically challenged	Disabled persons constitute about 2% of the total population in India**	1. Equal and fair opportunities and fair promotion policies
Marital status	Single parents, widow(er), divorced, live-in couples	Sensitivity and fairness
Sexual orientation	Here, most of the world is still in the wilderness	1. Life partner benefits 2. Sensitive and non-discriminatory
Nationality	Not a significant area yet	Training to succeed in India

**\*\*Report: Disabled Persons in India by National Sample Survey Organisation; Ministry of Statistics and Programme Implementation, Government of India**

**Source; Nandan Savnal, "Workplace Diversity: Managing a competitive Advantage", Indian Management, Nov 2012, Vol. 51, issue 11, p.22.**

Most of the actions are not part of many organisations as they are prohibited by law, thousands of discrimination cases are filed every year and many more go unreported. As discrimination has increasingly come under both legal scrutiny and social disapproval, most overt forms have faded, which may have resulted in an increase in more covert forms like incivility or exclusion (L.M. Cortina, 2008).

Discrimination can take many shapes and its effect can be varied as organisational context and personal biases of its members.

Exclusion or incivility is difficult to eliminate as they are impossible to observe and may arise because of ignorance of action of actors. Whether intentional or accidental, discrimination can be seriously negative for employers, causing reduced productivity and citizenship behaviour, increased turnover and negative conflicts. Unfair discrimination can eliminate qualified job candidate from initial hiring and promotions.

Diversity is broad term and the phrase workplace diversity can refer to any characteristics that make people different from one another.

---

## 7.6 BIOGRAPHICAL CHARACTERISTICS

---

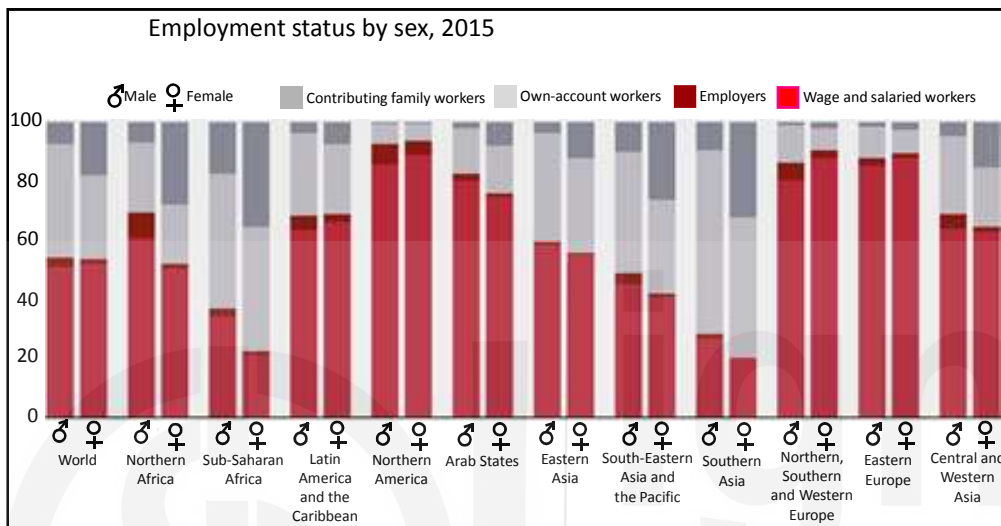
The most common ways in which employees differ the most are biographical characteristics such as gender, race, age, disability and length of service. Variation in these innate characteristics may emerge as a basis of discrimination against classes of employees, so it is worth knowing how closely related they actually are to important work outcomes. Many are not as important as people believe, and far more variation occurs within groups sharing biographical characteristics than between them.

**Age:** employers have mixed feeling or perception for aged workers. It is sometimes observed that aged workers bring experience, judgement, strong ethics and commitment to quality. But at the same time they are not flexible, resistant to new technology, and does not love change in job design. The older you get, your performance deteriorates but you are less likely to leave or change your job. The opposite is seen for younger employees who are better perform, love change and diversity and do not feel hesitated to leave or change a job in search of better employment opportunities.

As workforce gets older and aged they become specialised in certain types of jobs and hence fewer job opportunities. Age is inversely related to Absenteeism. As people grow old their presence at workplace regularly starts diminishing. Older employees have lower rates of avoidable absence than do younger employees. One large scale study of more than 8,000 employees in 128 companies found that an organisational climate favouring age discrimination was associated with lower level of commitment to the company. The lower of commitment was in turn related to lower level of organisational performance (F. Kunze, S.A. Boehm and H. Bruch, 2011).

**Sex:** Women performs as well as men do at work. This issue initiate more misconception, debates and unreported opinions. There are no consistency male-female differences in problem solving ability, analytical skills, competitive drive,

motivation, sociability or learning ability (E.M. Weiss, G. Kemmler, E.A. Deisenhammer, W.W. Fleischhacker and M. Delazer, 2003). There is minor difference that women are more agreeable and conform authority on the other hand their male counterparts are aggressive and have expectations of success. Seeing the last 40 years trends one can assume that there is no significant difference in job productivity of men and women. Evidence from a study of more than nearly 500,000 professional employees indicates significant differences, with women more likely to turn over than men (P.W. Hom, L. Roberson and A.D. Ellis, 2008). Women also have higher rates of absenteeism than men do. Following box proves employment status by sex.



**Note:** The term "wage and salaried workers" refers to persons who work and receive a wage or salary. Employers, own-account workers and contributing family workers are considered self-employed. Contributing family workers are those who work in a family enterprise.

**Source:** ILO calculations based on ILO, *Trends Econometric Models*, November 2015

**Disability:** To develop employable skills to gain employment in condition of decent work, a person with disability in India faces many challenges. Despite the person with disabilities, the representation of people with disabilities in the workplace did not increase significantly from 42 percent in 1993 to 38 percent in 2002. Whilst India has ratified the United Nations Convention on the Rights of People with disability (UNCRPD), persons with disability continue to face many difficulties in the labor market. Under the disability act 2016, the number of disability covered has been increased from 7 to 21. Additional benefits such as reservation in higher education (not less than 5%), government jobs (not less than 4%), reservation in allocation of land, poverty alleviation schemes (5% allotment) etc. have been provided for persons with benchmark disabilities and those with high support needs.

The impact of disabilities on employment outcomes has been explored from variety of perspectives. On the one hand, a review of the evidence suggests workers with disabilities receive higher performance evaluations. However this same review found that despite their performance, individuals with disabilities tend to encounter lower performance expectations and less likely to be hired (L.R. Ren, R.L. Paetzold and A. Colella 2008).

### Other Biographical Characteristics

**Tenure:** Tenure expresses as work experience, can contribute towards good employee's productivity. The most recent studies show positive relationship

between seniority and job productivity. Various studies also express this view that seniority is negatively related to absenteeism. The longer the person in the job, the less likely the chances of leaving a job. When age and tenure are considered separately, tenure is more consistent and stable predictor of job satisfaction than age.

**Religion:** More often people of different religious faith conflict. The law establish strict guidelines and rules, to not discriminate on the ground of religion. Religious diversity has been characteristics of India for centuries. The official government holiday list has holidays on all major religious festivals. Faith can be an employment issue when religious beliefs prohibit or encourage certain behaviour.

**Sexual Orientation and gender identity:** Employers differ widely in their treatment of sexual orientation. In June 2009, the high court of Delhi, in a landmark judgement, decriminalised homosexual sex between consenting adults, overturning a 149 years old British colonial law (Section 377 of Indian Penal Code), which described sex between members of same gender as “Unnatural offence”. Many organisations have considered and adopted various organisational policies to protect employees and reduce discrimination on the ground of sexual orientation.

To respect gender identity, companies are increasingly modifying and altering their policies to govern how their organisation treats employees who change genders (transgender employees). In 2001, only eight out of fortune 500 had policies on gender identity. By 2006, that number crossed 124. IBM policy considers this fact and has such policies incorporated in their organisational policies and procedures.

### **Ability**

Ability refers to capacity of a person to perform various tasks in a job. The ability of a person is developed with the mixture of Intellectual and physical factors. Let's discuss about these factors one by one.

#### **Intellectual vs. Physical abilities**

Intellectual abilities are those abilities requires by a person to perform various mental activities like reasoning, problem solving and thinking. Most organisation gives high preference to these abilities. Smart people attain higher level of education and thus earn more money generally.

Person who possess more intellectual abilities sometimes emerge as a leader. Intelligence test, SAT, and ACT and graduate admission tests in business schools (GMAT), law (LSAT/CLAT) and medicine (MCAT) etc are conducted to assess intelligence level of a candidate for hiring in an organisation or admission in an educational institutes.

Intelligence helps in performing well, but it doesn't make people happier or more satisfied with their jobs. There is about zero correlation between intelligence and job satisfactions. Research suggests that intelligent people are tending to have more interested jobs and thus they expect more. So it can be concluded that intelligent people are not loyal to an organisation and always look for better employment opportunities.

Though with changing business dynamics and increasing competition, intellectual abilities are important for many jobs, Physical abilities have been and will remain valuable. Research on hundreds of jobs have identified nine basic physical abilities needed in the performance of physical tasks (E.A. Fleishman, 1998). These are given in following table. Individuals may differ on the basis of possessing each of these abilities. The high score on one physical ability does not assure high score on other physical ability. High performance level can be achieved when managers determine what all level of each of these abilities is required for a job.

**Table 7.2: Activities and Factors**

<b>Strength Factors</b>	
1. Dynamic Strength	Ability to exert muscular force repeatedly or continuously over time.
2. Trunk strength	Ability to exert muscular strength using the trunk muscles.
3. Static Strength	Ability to exert force against external objects.
4. Explosive Strength	Ability to expand a maximum of energy in one or a series of explosive acts.
<b>Flexibility Factors</b>	
5. Extent Flexibility	Ability to move the trunk and back muscles as far as possible.
6. Dynamic flexibility	Ability to make rapid, repeated and flexible movements.
<b>Other factors</b>	
7. Body coordination	Ability to coordinate simultaneous action of the different parts of the body.
8. Balance	Ability to maintain equilibrium despite forces pulling off balance.
9. Stamina	Ability to continue maximum efforts requiring prolonged effort over time.

## **7.7 WHAT IS DIVERSITY AT THE WORKPLACE?**

People at the workplace are different with their perceptions, aspirations and drives and thus their responses to the stimuli of their seniors are different when it comes to directing their performance. Differences amongst them are in terms of age, gender, culture, academic background, experiences, lifestyle, nationality, social and political affiliation, talent and skills.

Dianah Worman (2005) categorised the diversity elements into three parts:

- Social Diversity: ethics, gender, age.
- Value Diversity: Psychological differences in personality and attitude.
- Information Diversity: education, functional tenure in the organisation.

These differences are so diverse and difficult to assess and analyse, it is almost impossible to manage employees in a standard manner. Therefore, people with diverse characteristics should not be moulded in the organisation's culture but should rather be managed wisely so that their diversity can be exploited for the betterment to them and organisation as whole.

---

## 7.8 THE REASON BEHIND RISE OF DIVERSITY

---

Every organisation these days encounters diversity in workforce whether incorporated voluntarily or because of legal imposition. But why there is rise of diversity in an organisation? Its reason can be various and their impact can be studied in various dimensions. Few of them like globalisation, migration, political diversity, aging population etc are explained below.

**Globalisation;** Globalisation has removed many business barriers and allowed free flow of goods and services, person, thoughts and idea, and capital. Now there is ample opportunity for organisations to expand their business worldwide. This broad market has generated so many competitors with new type of customers and human resources. Thus Globalisation brings diversity in business with varied knowledge and skills, age, culture, abilities and sexual orientation.

**Migration:** Developed regions like North America and Western Europe experiencing low birth rate, declining ratios of workers to retirees. To maintain current level of economic activities, they need to import immigrants to work. The complete opposite conditions are in developing countries like India and south Asian region. Increasing rate of young people willing to work because of high birth rate and improved medical condition, cause difficult condition in an economy to absorb each individual in economic activities. So they need to emigrate to find job for themselves and support their families.

**Women workers:** the task of family members, their task and consumption pattern has been changed since last few decades with increasing number of working women. Professions that used to be dominated by male, now have been acquired and excelled by women. New rules and procedure modification has been introduced in company's policies after intrusion of government.

**Aging population:** improved health care facilities causing the increase in numbers of seniors staying alive and active at work. Thus the median working age of workforce is increasing. This explains why the work environment is being adapted to the old aged workers and why many processes and procedures have been modified and altered for workers in senior profile.

**Political diversity:** employees at organisation enter with different political ideas and eventually affiliations. This emerges as point and source of conflict among them especially when they are compelled to make decision regarding crucial national actions, such as strikes, public demonstrations and petitions.

---

## 7.9 DIVERSITY IS A THREAT OR AN OPPORTUNITY?

---

Diversity is a all pervasive reality that every organisation irrespective of its size or nature must consider and cater to. Diversity with organisation must be

welcomed, acknowledged, appreciated and dealt with creativity, warmth and cross cultural recognition. This is because, no organisation has homogenous source of human capital, customers and suppliers.

Diversity affects or effects organisational performance and thus it is not just a moral, social or conscious issue rather it becomes imperative for an organisation to consider the same with the organisation and modify or alter the organisational policies and principles as well as culture accordingly. Misunderstanding, not considering diversity may lead to destroyed relationship, lost customer, failure of policies and decline in profitability.

Diversity management means consideration, acknowledgement and appreciation of differences as a valuable: These practices enhance the organisational performance by eliminating and preventing discrimination and promoting inclusiveness. Non diversity at workplace may mean to exclusion of portion of the population with risk of social gaps, fundamentalism leading to civil disturbances such as riots in French sub urban areas. This may also lead to political confrontation like immigration law in Europe and USA.

Looking at the recent trends in business world, successful businesses are anticipating and capitalising on gradually rising proportion of minorities, female, immigrants and older workforce. Most of the diverse and innovative firms have now started capitalising on the disable talent.

The point to be noted here is that, when a question of diversity arises, people think of ethnicity and race first and then gender. But diversity is broader term that needs to be studied in various dimensions. Diversity can also be defined as otherness or difference in human qualities that are different from what we or majority possess-yet present in other individuals or group.

**Activity2:** Conduct a survey in the internet to identify the reasons and need of diversity at workforce.

.....

.....

.....

.....

.....

---

## 7.10 IMPLEMENTING DIVERSITY MANAGEMENT STRATEGIES

---

Various differences among workforce has already been discuss, now let's look at how manager can and should manage those differences. Diversity management makes it possible to cater to diverse need and differences of people at work. This definition of diversity management highlights the facts that diversity management programme include and are meant for everyone. Diversity management practices will be successful if it works for everyone's business. Among various methods that an organisation must include and focus to manage diversity at work are given below:

**Attracting diverse employees:** One best method to enhance workforce diversity is to target recruiting message to specific people from specific demographic group. That is placing recruitment advertisement for specific demographic groups such as recruitment at university, college, with significant numbers of underrepresented minorities; and developing connection or partnership with associations like The India women scientist association.(IWSA) or tribe welfare association of India. Advertisement that depicts group of diverse employees are seen as more attracted to women and racioethnic minorities. That is why most of the organisations include workforce diversity in their recruitment advertisements. Recruitment advertisement that does not depicts diversity send negative message about the diversity climate at an organisation.

**Selection:** selection is also that another important area where diversity efforts can be applied. The manager who hire must welcome and value fairness and objectivity in selection process and also focus on productivity capacity of new recruitment. Where managers use a well defined protocol for assessing applicant's talent and the organisation clearly prioritizes non-discrimination policies, qualification becomes far more important in determining who gets hired than demographic characteristics (M.R. Buckely, K.A. Jackson, M.C.Bolino, J.G Veres and H.S. Field, 2007).

**Career Development:** similarity in personality may affect Career advancement. If personality traits of a person matches with his other co-workers are preferred for promotion over those whose personality traits does not matches with other co workers (J. Schaubroeck and S.S.K. Lam, 2002). Where collectivistic culture is there in organisation, similarity to supervisor is more important for career development and predicting advancement, whereas in individualistic cultures, similarity to peers is more important. Deep level diversity factors are more important in shaping people's reactions to one another surface level characteristics.

Study on 6000 workers in a major retail organisation provide evidence that stores with less supportive diversity climate, white employees made significantly more sales than African Americans or Hispanics. But when diversity climate was positive in such stores African American made more sales than whites. Whites and Hispanic sold about the same amount (P.F McKay, D. R. Avery and M.A. Morris, 2008).

**Retaining Employees:** Data shows that individuals who are more demographically different from their co-workers are more likely to feel low commitment and turn over; Women are more predominantly turn over from male workers and men are more predominantly turn over from female workers. Non whites are predominantly leave or replace job from where there are whites and vice-versa (A.S. Tsui, T.D.Egan and C.A. O'Reilly 1992). This type of behaviour is more prominent among new hires. As people gets accustomed to each other at work, demographic at work are less consistently related to turnover. Indian study shows negative perceptions about their organisation among employees from minority groups. The study revealed that women employees and those belonging to reserved categories perceived the organisation they worked in to be less fair and less inclusive as compared to those who were from majority groups (S.K.Sia and G.Bhardwaj 2009).

---

## 7.11 CASE STUDY

---

### Shell: Finance function driving the diversity agenda

Shell is a global group of energy and petrochemicals companies. Shell reports promoting diversity and inclusion to give all its employees the opportunity to develop their skills and talents in line with corporate values and objectives. Shell General Business Principles identify one of the corporate aims as creating an inclusive work environment with equal opportunities. An interview with the vice president of finance showed that the finance function, with the assistance of a global steering committee, focuses closely on diversity management. Global finance leaders of the company have a strong commitment to diversity and they actively promote diversity in the finance functions. This senior leadership support has helped inculcate a positive cultural shift in the finance function towards recognising the value of diversity. The diversity leaders in the finance function believe that ‘winning hearts and minds’ is not enough alone; structures, targets and processes are needed to produce significant improvements in outcomes and to initiate a culture change. Currently, the function has a global emphasis on gender diversity. In addition, the need to go beyond gender is recognised and there is a significant effort to increase ethnic diversity, with a particular attention to Asian talent, given Shell’s customer base and capital investment.

*Source: United States, Congress, Özbilgin, Mustafa, et al. “The Business Case of Diversity Management.” The Business Case of Diversity Management, 2014.*

---

## 7.12 SUMMARY

---

This unit summarises diversity from many perspectives. The three basic variables of diversity are Biographical characteristics, ability and disability. Let’s recapitulate what we have learnt and summarise its importance for managers trying to manage organisational diversity.

- Biographical characteristics are conspicuous and can be readily available. But that does not mean that managerial decision must be derived out of it. Many research and studies demonstrated that biographical characteristics do not necessarily influence job performances. We also need to be aware of implicit biases we or other managers may have.
- Wise and effective selection procedure may ensure the fit between employees and job requirements. A thorough and deep job analysis will provide information about job currently being done and abilities that an individual must possess to perform the job effectively. Job application can be tested, evaluated, interviewed and analysed on the basis of skills and abilities required for the job and what all skills and abilities individual possess. A best match may prove best candidate to be hired.
- Promotion and transfer decision of an organisation must be taken keeping in mind the diversity of an organisation, culture sustaining in business and organisational policies and procedures. Care should be taken for newly hired employees to assess their abilities, developing desired behaviour required by an organisation.

- To accommodate employee with disabilities, managers should develop and alter mechanism by fine tuning the job so that it can match better with abilities of disabled individual. Change in Equipments, infrastructure, reorganising task within a group can help in accommodating diversity and differences of employees with disability.
- Diversity management must be continuous and crosses all level of the organisation. Recruitment, hiring, retention, group management and development practices can all be designed so that diversity can be flourished and generate advantage to an organisation.
- Policies to improve the climate of diversity can be effective, so long as they are designed to include and accommodate all differences of employees. Comprehensive programmes that address the diversity climate at multiple levels are more effective than one shot diversity training session.

---

### 7.13 SELF ASSESSMENT QUESTIONS

---

- 1) What are the key biographical characteristics and how are they relevant to organisational behaviour?
- 2) Differentiate between intellectual and physical Ability.
- 3) How do organisations manage diversity effectively?
- 4) Define levels of diversity within organisation.

---

### 7.14 FURTHER READINGS

---

Tripathi, Rama Charan, and Rohit Dwivedi. *Organisational Studies in India*. Orient BlackSwan, 2016.

Robbins, Stephen P., and Tim Judge. *Essentials of Organisational Behaviour*. Pearson Education, 2012.

Brief, Arthur P. *Diversity at Work*. Cambridge University Press, 2008.

#### References

Janet Fink, Donna Pastore and Harold Riemer, *Managing employee diversity: perceived practices and organizational outcome – NCAA*, Division III Athletic Department.

Sport management review – Nov2003, Vol. 6 Issue 2, p147-168.

Cortina, L. M. “Unseen Injustice: Incivility as Modern Discrimination in Organizations.” *Academy of Management Review*, vol. 33, no. 1, Jan. 2008, pp. 55–75.

Kunze, Florian, et al. “Age Diversity, Age Discrimination Climate and Performance Consequences-a Cross Organizational Study.” *Journal of Organizational Behavior*, vol. 32, no. 2, 2011.

Weiss, Elisabeth M., et al. “Sex Differences in Cognitive Functions.” *Personality and Individual Differences*, vol. 35, no. 4, 2003, pp. 863–875.

Hom, Peter W., et al. "Challenging Conventional Wisdom about Who Quits: Revelations from Corporate America." *Journal of Applied Psychology*, vol. 93, no. 1, 2008, pp. 1–34.

Ren, Lily Run, et al. "A Meta-Analysis of Experimental Studies on the Effects of Disability on Human Resource Judgments." *Human Resource Management Review*, vol. 18, no. 3, 2008, pp. 191–203.

E.A. Fleishman, "Evaluating Physical Abilities Required by Jobs," *Personnel Administration* (June 1979), pp.82-92.

Dianah Worman, "Is there a business case for diversity?," *Personnel today*, Reed Business Information Limited, 2005.

M.R. Buckley, K.A. Jackson, M.C. Bolino, J.G. Veres and H.S. Field, "The Influence of Relational Demography on Panel Interview Ratings: A Field Experiment," *Personnel Psychology* 60 (2007), pp.627-646.

Schaubroeck, J., and S. S. K. Lam. "How Similarity To Peers And Supervisor Influences Organizational Advancement In Different Cultures." *Academy of Management Journal*, vol. 45, no. 6, Jan. 2002, pp. 1120–1136.

Mckay, Patrick F., et al. "Racial Differences In Employee Retention: Are Diversity Climate Perceptions The Key?" *Personnel Psychology*, vol. 60, no. 1, 2007, pp. 35–62.

Tsui, A. S., et al. "Being Different: Relational Demography And Organizational Attachment." *Academy of Management Proceedings*, vol. 1991, no. 1, Jan. 1992, pp. 183–187.

Sia, Surendra Kumar, and Gopa Bhardwaj. "Employees' Perception of Diversity Climate: Role of Psychological Contract." *Journal of the Indian Academy of Applied Psychology*, vol. 35, no. 2, July 2009, pp. 305–312.