DIMENSIONS AFFECTING DIVERSITY MANAGEMENT : A RESEARCH STUDY OF ORGANIZATIONAL MANAGERS IN IT AND NON IT MNC'S OF BANGALORE

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ABSTRACT

The greatest challenge of the 21 st century for multinational organizations is the effective management of it's diverse workforce. Demographic changes in workforce composition and customers combined with multicultural workplace congregations have made India to rank in the top globalized markets .This necessiates the increasing amount of diversity the Indian organizations must manage, both internally and externally. This is a descriptive and quantitative research carried out in the IT and non IT cos of India to study the various dimensions of diversity and how the various dimensions viz. Gender, Age, marital status , Education, department, experience, grade level and ethnicity affect the diversity environment in organisations.. A stratified random sampling technique was employed in the present research and the study population consisted of indigenous organizational managers mostly from MNC IT and non IT who engage in leading and managing diverse teams in India .and the results were interpreted using SPSS statistical techniques. The findings highlight that whilst Age, marital status, position, ethnicity and experience have significant correlation with Diversity orientation the gender Education, department, and grade have minimal. Furthermore, it was found that out of the 7 parameters measuring the diversity orientation the Diversity strength, diversity initiatives and diversity popularization were considered as the significant parameters being influenced by these above dimensions while diversity vision and it's business advantage was considered of minimal significance. The. gender (Male/Female), Department (IT/nonIT), Educational level (Engineer/ non Engineer),Position (Manager/ Lead)were greatest common influencers and key dimensions of diversity.

Keywords: Diversity, dimensions, MNC, Management, organizational leaders ,Inclusivity

1 Introduction and literature review

In India employees hail from different regions, religions, linguistic traditions, castes, communities, culinary tastes, races and genders. Further complexity lent by the great variation across the population on social parameters such as income and education A generational difference adds another layer of complexity. Even as the world is graying, India is getting younger. More than 60% population above 30 yrs. There are 216 languages with more than 10,000 native speakers in India. More than two thousand ethnic groups. Only the continent of Africa exceeds the linguistic, genetic and cultural diversity of the nation of India.But in most companies in India - awareness of the challenges of a diverse workforce is still at a very nascent stage.If Indian organizations do not awaken to this issue fast and

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take the necessary steps, they will lose their best talent and their competitive edge .

1.1 Primary/Internal dimensions

There are 4 main primary dimensions of diversity which influence our early socialization process and have a sustained influence throughout our life cycle. These are more explicitly visible to others even before we open our mouth and hence when people are stereotyped on these dimensions they are less sensitive about it. These are;

1. Gender
2. Race
3. Ethnicity
4. Age
5. Marital status

1.2 Secondary/External dimensions

There are 6 main external dimensions which play an important role in shaping our expectations and experiences. They are less visible to others around us, more variable in nature and less powerful as we keep on acquiring , discarding and modifying these. But at the same time people are more sensitive when stereotyped on the basis of these. These are ;

1. Education
2. Income
3. work experiences
4. communication style
5. Religion
6. Language

1.3 Organizational dimensions

The environment within the organization includes the major organizational dimensions which brings forth the benefits realized out of diversity. All employees should feel welcome and valued for what they bring to the organization .

1. Department
2. Geographical Location
3. Tenure
4. Grade level

Edward Hubbard((2004)in his book "Manager's pocket guide to diversity" recommends a pocket guide for managers to build diversity skills and create high performing work environment. It is an interactive work book to test the skills , teach or reinforce diversity concepts and knowledge and provide tools ,processes and techniques improve organization performance. Includes the applications of key diversity initiatives , strategies for boosting productivity , approaches for managing the diversity change process and building blocks of personal action plans

Daugherty D, A. Varanelli & E. Weisbord (2000) in his research paper indicates a need for curricular revision that includes diversity competencies. The research and corresponding analysis is presented in two parts, corresponding to two phases of research- the impact of the organization on diverse groups and the impact of diverse groups on the organization. Research within the former category focuses on the difficulty that organizations have in providing fair treatment to diverse groups with differing needs and on the challenges of managing heterogeneous groups. The latter category (i.e., the impact of diverse groups on the organization) largely argues for the potential benefits that are posited to derive from diversity in organizations.

Riach, K. (2009) in his journal paper seeks to explore how age diversity is characterized, understood and managed by HR managers responsible for its implementation. With businesses competing at a global level and demographic trends changing the landscape of the labor market, the diversity approach to managing workplace equality has been heralded as the answer. Drawing from interview data with HR managers from a range of industry backgrounds, this article explores the inherent tensions faced when discussing age as a diversity issue, and the persistent effects of larger social norms related to aging.. This leads to a discussion

about the more subtle practices involved in the workplace implementation of age diversity and how awareness of inherent biases may challenge age inequality within organizations.

Cooke, F. L. and Saini, D. S. (2010) in their paper explain that strategically managing workforce diversity is a value-adding HR function that enhances organizational performance. This paper contributes to existing knowledge on diversity management and strategic HRM in the Indian context through an in-depth case study of 24 firms of different ownership forms in a number of industries in India. The main method of data collection was semi-structured interviews . Results reveal the differences between Western MNCs and Eastern firms as well as the varying views of Indian managers and employees on issues related to diversity management.

Jonathan Passmore(2013) in his paper emphasizes that it is increasingly important for today's business managers, especially senior executives in global companies, to raise their awareness of cultural competence through coaching. To unpack such complexity, it is therefore important for international coaches to formulate a cross-cultural model as part of their coaching framework, as well as consider issues of gender and generational differences. Traditional coaching and training models are no longer effective if they do not consider diversity as a theme for inter group relationships

2 Objectives

Based on the above review of literature a questionnaire was prepared covering all aspects dimensions mentioned for managing a diverse organization The objective of the study was achieved by answering the research question guiding the investigation: What is the association between the dimensions of diversity and diversity management along with the following ;

1. Identify the key diversity dimensions affecting IT and non IT organizations
2. Analysing the effect of each of these key dimensions on the diversity environment by assessing their perception
3. Analysing the extent of percentage diversity visible (gender etc. in the company) as a result of the company's diversity and inclusion initiatives).
4. Explore the correlation of these key dimensions on diversity management

3 Conceptual framework

To study the Diversity management in the Indian context in IT and non IT companies the dimensions of (Age, Gender, Ethnicity, Marital status, Position, Education,Experience, Department) are chosen as shown in Fig 1 and the demographic analysis of the above dimensions is carried out.

4 Research methodology

The collected data was first entered manually from the questionnaire into a Microsoft Excel sheet, and then transferred into the Statistical Package for the Social Sciences (SPSS) software for analysis. SPSS is appropriate to use for this research study, as it contains the essential statistical measures necessary to answer the research question (Neuman, 2006). This study utilized two research instruments and phases.

1. Initial Pilot testing of the questionnaire with a total of 35 employees of the senior manager level in industries (IT , Automotive, Food processing, Pharma, R&D etc.) to find out their opinion on managerial traits for Diversity management in India .
2. This pilot tested questionnaire after being subjected to reliability analysis was further distributed to another set of 72 employees of manager/ Team lead level thereby yielding a total sample size of 105 .
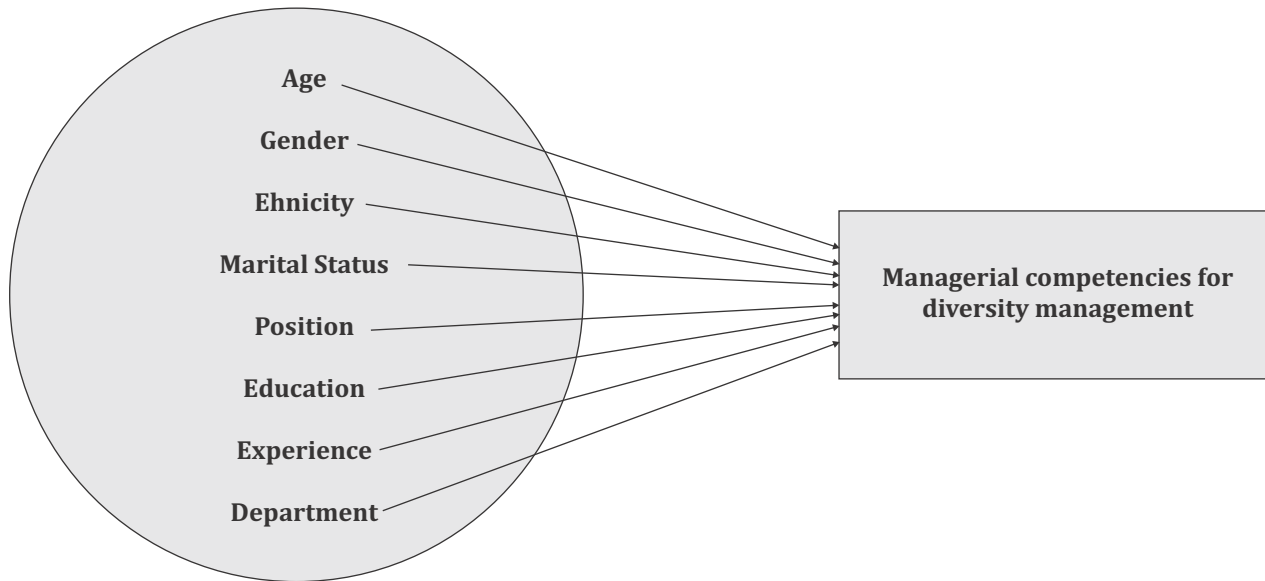
4.1 Sampling technique & Data Type

According to (Kothari, 2004), a survey is a relatively good and cheap method of obtaining information from a large audience and it supports anonymity too. The primary data source in the form of a structured questionnaire is predominantly used as the data collection tool from 100 employees of IT and Non-IT companies in India(Bangalore). This questionnaire comprises both open ended and closed ended questions to gather the employee opinion and perception. The structured questionnaire consists of two major sections in order to gather data related to the objectives of this study. Questions are framed incorporating a five (5) point Likert scale responses ranging from Never (1), rarely (2), sometimes (3), often (4) to almost always (5) to collect the responses from IT and Non-IT sector employees.

4.2 Data Collection tools

Structured questionnaire was prepared for the collection of primary data consisting of five (5) point likert scale   questions ranging from Strongly Disagree (1) to Strongly Agree (5) on diversity environment.The authors contacted 5 companies in IT   and 3 companies in non IT .

Those employees were included in this study if they had more than 5 years of tenure in the organization. In addition, the survey targeted regular full time employees while the part-time or adhoc employees were excluded as their employment terms and conditions significantly differed.

4.3 Questionnaire variables

4.3.1 Independent variable

The independent variable of interest are the various dimensions of diversity viz Age, Gender, Ethnicity, Marital status, Position, Education,Experience, Department.

4.3.2 Dependent variable

The dependent variable is diversity management. Leads/ Managers of each company were analysed based on the dimensions and asked about their preferences on 5 aspects of diversity management. These are;

1. A leader demonstrates valuing diversity through his own actions
2. A leader discusses diversity as a strength of the organization

3.	He seeks inputs from the team periodically for diversity initiatives

4.	A leader encourages his team to promote and popularize diversity measures

5.	Speaks enthusiastically about the organization's diversity plans and initiatives

6.	Should communicate a diversity vision that sparks excitement in the employees

7.	A leader should explain the business advantages for effectively dealing with diversity.

## 5	Statistical analysis and emperical results

The data gathered from the questionnaire was examined for   Reliability and then subjected to factor analysis and correlation testing.

5.1 Reliability analysis of questionnaire

Cronbach alpha for the questionnaire resulted in a value of 97.8 % per cent showing high reliability of measurement.

5.2 Demographic composition of data and descriptive analysis

Out of the total sample respondents 69.5% are males, 30.5% females, 38.1% fall in age group 25-35 years and 61.9% in the age bracket of 36- 45 yrs. Most of the employees are married 76.2% and 23.8% single. 50.5%   formed the north Indian ethnic group and 49.5% the south Indian ethnic group. About 53.3% were from IT companies and 46.7% from non IT companies .Those having Engineering degree are 68.6% and non Engineers account for another 31.4% .Managers constitute 55.2% and 44.8% are leads. Out of the total respondents 41.9% had experience of 5-10 yrs and   and another 58.1%   had 11-20 yrs of experience .The descriptive statistics   are reported in below Table .

5.3 Friedman test

As the data was skewed (not normally distributed) the appropriate statistical test was

Reliability Statistics

Cronbach's Alpha	N of Items
.978	80

Friedman test carried out on these above factors . The results are shown in the below figures. There was a statistically significant difference between groups as determined by one-way ANOVA. We can report that there was a statistically significant difference in the above dimensions   ($\chi2(7$, N = 105)

5.4 Factor Analysis

Each of the 8 dimensions of diversity were subjected to a factor analysis individually to

Rank

	Mean Rank
Age	5.24
Gender	3.99
Marital Status	3.72
Education	4.02
Position	4.56
Dept	4.63
Experience	5.09
Ethnicity	4.75

Table 1: Ranks

= 51.8.00, p < .001.

Test Statistics[a]

N	105
Chi-Square	51.814
df	7
Asymp. Sig.	.000

a. Friedman Test

Table 2: chisquare test

examine and analyze the key dimension largely affecting Diversity management . A KMO test and scree plot was done to assess the suitability of the trait for factor analysis. The KMO test yielded a value . 690 and also passed the test of significance

thereby corroborating the suitability of the factor analysis for this study.

From the above table it is seen that out of all the dimensions under consideration the following 4 dimensions   showed a considerable effect on

KMO and Bartlett's Test

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Bartlett's Test of	Approx Chi-Sqjore	287.180
Sphericily	df	28
	Sig.	000

Rotated Component Matrix[a]

	Component			
	1	2	3	4
AGE	.874			
GENDER			.958	
MARITALSTATUS	-.764			
EDUCATION		.863		
POSITION	-.894			
DEPT				.944
EXPERIENCE	.871			
ETHNICITY		-.736		

Extraction Method: Principal Component Analysis.
Rotation Method: Varimax with Kaiser Normalization.
a. Rotation converged in 4 iterations.
Table 3: Factor analysis

diversity management. These are;
1. Gender(Male/Female)
2. Department(IT/nonIT)
3. Educational level(Engineer/ non Engineer)
4. Position (Manager/ Lead)

5.5 Kruskal wallis test
Each of the dimensional factors were then studied and analyzed separately for their effect on the

diversity management (measured on the following parameters

5.5.1 Demonstration of diversity
 A Kruskal-Wallis test showed that there was YES a statistically significant difference (p value<.05)of ETHNICITY on the statement that -   A leader

Ranks

	DIV 1 Demonstration	N	Mean Rank
GENDER	Not important	3	37.00
	Slightly important	10	47.50
	Somewhat Important	8	43.56
	Very important	52	57.19
	Extremely important	32	51.77
	Total	**105**	
EDUCATION	Not important	3	54.00
	Slightly important	10	68.00
	Somewhat Important	8	36.50
	Very important	52	52.65
	Extremely important	32	52.91
	Total	**105**	
POSITION	Not important	3	64.50
	Slightly important	10	55.75
	Somewhat Important	8	55.75
	Very important	52	54.74
	Extremely important	32	47.55
	Total	**105**	
EXPERIENCE	Not important	3	40.00
	Slightly important	10	43.50
	Somewhat Important	8	48.75
	Very important	52	50.77
	Extremely important	32	61.88
	Total	**105**	

Table 4: Mean Ranks

status, ethnicity and experience and all

Test Statistics^{ab}

	GENDER	EDUCATION	POSITION	DEPT	AGE	MARITAL STATUS	EXPERIENCE	ETHNICITY
Chi-Square	5.447	6.137	1.997	2.535	4.804	1.574	1.674	2.469
df	4	4	4	4	4	4	4	4
Asymp. Sig.	.244	.189	.736	.638	.308	.813	.795	.650

a. Kruskal Wallis Test
b. Grouping Variable: DIV_4Promotion_popularization

Table 8: k-s test

employees unanimously believe that a manager should speak enthusiastically about the organization's diversity plans and initiatives

5.5.5 Diversity enthusiasm

	GENDER	EDUCATION	POSITION	DEPT	AGE	MARITAL STATUS	EXPERIENCE	ETHNICITY
Chi-Square	5.447	6.137	1.997	2.535	4.804	1.574	1.674	2.469
df	4	4	4	4	4	4	4	4
Asymp. Sig.	.244	.189	.736	.638	.308	.813	.795	.650

a. Kruskal Wallis Test
b. Grouping Variable: DIV_4Promotion_popularization

Table 9: ks test

that a manager should speak enthusiastically

	GENDER	EDUCATION	POSITION	DEPT	AGE	MARITAL STATUS	EXPERIENCE	ETHNICITY
Chi-Square	3.865	6.331	4.306	3.857	5.182	4.376	1.979	5.953
df	4	4	4	4	4	4	4	4
Asymp. Sig.	.425	.176	.366	.426	.269	.357	.740	.203

a. Kruskal Wallis Test
b. Grouping Variable: DIV_4Promotion_popularization

Table 10: ks test

about the organization's diversity plans and initiatives

5.5.6 Diversity vision

A Kruskal-Wallis test showed that there was NO statistically significant difference (p value>.05)of all dimensions and all employees strongly believe

Kruskal-Wallis test showed that there was NO statistically significant difference (p value>.05)of all dimensions and   all employees unanimously

Test Statistics^{ab}

	GENDER	EDUCATION	POSITION	DEPT	AGE	MARITAL STATUS	EXPERIENCE	ETHNICITY
Chi-Square	5.447	6.137	1.997	2.535	4.804	1.574	1.674	2.469
df	4	4	4	4	4	4	4	4
Asymp. Sig.	.244	.189	.736	.638	.308	.813	.795	.650

a. Kruskal Wallis Test
b. Grouping Variable: DIV_4Promotion_popularization

Table 5: Kruskal walis test

demonstrates valuing diversity through his own actions whereas gender , Education , position , Dept, age , marital status and experience have no significant differ. The opinion of North Indians differed significantly from that of south Indians.

5.5.2 Diversity strength

A Kruskal-Wallis test showed that AGE, MARITAL STATUS AND EXPERIENCE had a significant bearing (p value<..05) on the diversity aspect that a leader should discuss diversity as a strength

Test Statistics^{ab}

	GENDER	EDUCATION	POSITION	DEPT	AGE	MARITAL STATUS	EXPERIENCE	ETHNICITY
Chi-Square	6.233	5.072	7.144	.67	11.075	10.351	12.276	5.226
df	4	4	4	4	4	4	4	4
Asymp. Sig.	.182	.280	.128	.977	.026	.035	.015	.265

Table 6: K-W Test

of the organization whereas the gender, Education, position, dept. has no significant differential effect.

5.5.3 Diversity initiatives

A Kruskal-Wallis test showed that there was EXPERIENCE dimension had a significant difference in the effect on diversity aspects. (p value<.05) leading to the inference that more

Test Statistics^{ab}

	GENDER	EDUCATION	POSITION	DEPT	AGE	MARITAL STATUS	EXPERIENCE	ETHNICITY
Chi-Square	.501	2.856	7.869	6.140	3.870	3.315	9.561	3.98
df	4	4	4	4	4	4	4	4
Asymp. Sig.	.973	.582	.097	.189	.424	.507	.049	.448

Table 7: K-S Test

experienced employees (10-20yrs)more strongly feel that that the a leader should seeks inputs from the team periodically for diversity initiatives as compared to less experienced(5-10yrs) whereas the gender , age and position has

no significant differential effect.

5.5.4 Diversity promotion and popularization

A Kruskal-Wallis test showed that there was NO statistically significant difference (p value>.05)of gender , education, position , dept., age, marital

and strongly believe that a manager should speak

	GENDER	EDUCATION	POSITION	DEPT	AGE	MARITAL STATUS	EXPERIENCE	ETHNICITY
Chi-Square	1.207	4.160	5.322	2.059	5.9059	2.910	3.964	5.742
df	3	3	3	3	3	3	3	3
Asymp. Sig.	.751	.245	.150	.560	.116	.406	.265	.125

a. Kruskal Wallis Test
b. Grouping Variable: DIV_4Promotion_popularization

Table 11: ks test

enthusiastically about the organization's diversity plans and initiatives

Kruskal-Wallis test showed that there was NO

statistically significant difference (p value>.05)of all dimensions and all employees unanimously and strongly believe that a manager should speak

5.5.7 Diversity as a business advantage

	GENDER	EDUCATION	POSITION	DEPT	AGE	MARITAL STATUS	EXPERIENCE	ETHNICITY
Chi-Square	2.011	4.264	3.263	4.905	6.031	4.149	1.170	4.841
df	3	3	3	3	3	3	3	3
Asymp. Sig.	.570	.234	.353	..179	.110	.246	.760	.184

a. Kruskal Wallis Test
b. Grouping Variable: DIV_4Promotion_popularization

Table 12: ks test

enthusiastically about the organization's diversity plans and initiatives

5.5.8 Correlation between dimensions and diversity management

A Spearman's correlation analysis revealed a correlation of significance (below table) in ;
· Age and demonstration of diversity
· Age and Diversity vision
· Marital status and business advantage of diversity
· Position and Business advantage of diversity-training
· Experience and demonstration of diversity

· Ethnicity and Business advantage of diversity-training

6 Results and conclusions

In this study, 105 of potential research respondents completed the questionnaire process. The results of the research study demonstrated a significant relationship between diversity management and it's associated dimensions

Correlations

			DIV_1Demonstration	DIV_2Strength	DIV_3Initiatives	DIV_4Promotion_popularization	DIV_5Enthusiasm	DIV_6vision	DIV_7Business_advantage	AGE	GENDER	MARITALSTATUS	EDUCATION	POSITION	DEPT	EXPERIENCE	ETHNICITY
Spearman's rho	DIV_1Demonstration	Correlation Coefficient	1.000	.339**	.143	.204*	.464**	.246*	.223*	.195*	.070	-.133	-.030	-.139	.069	.243*	.143
		Sig. (2-tailed)	.	.000	.147	.037	.000	.011	.022	.046	.480	.178	.760	.158	.482	.013	.147
		N	105	105	105	105	105	105	105	105	105	105	105	105	105	105	105
	DIV_2Strength	Correlation Coefficient	.339**	1.000	.466**	.337**	.416**	.182	.225*	.037	.027	-.185	-.139	-.080	-.031	.116	.092
		Sig. (2-tailed)	.000	.	.000	.000	.000	.064	.021	.710	.786	.059	.156	.415	.754	.241	.350
		N	105	105	105	105	105	105	105	105	105	105	105	105	105	105	105
	DIV_3Initiatives	Correlation Coefficient	.143	.466**	1.000	.610**	.206*	.144	.090	-.078	.019	.000	.005	.045	.135	-.066	.035
		Sig. (2-tailed)	.147	.000	.	.000	.035	.143	.363	.431	.847	.993	.960	.648	.170	.501	.723
		N	105	105	105	105	105	105	105	105	105	105	105	105	105	105	105
	DIV_4Promotion_popularization	Correlation Coefficient	.204*	.337**	.610**	1.000	.318**	.177	.142	-.090	-.040	-.018	-.066	.123	.076	-.104	-.013
		Sig. (2-tailed)	.037	.000	.000	.	.001	.070	.147	.360	.689	.859	.503	.211	.438	.292	.897
		N	105	105	105	105	105	105	105	105	105	105	105	105	105	105	105
	DIV_5Enthusiasm	Correlation Coefficient	.464**	.416**	.206*	.318**	1.000	.209*	.161	-.023	.068	-.091	-.052	.083	-.014	-.032	.118
		Sig. (2-tailed)	.000	.000	.035	.001	.	.032	.101	.814	.493	.357	.599	.401	.887	.744	.231
		N	105	105	105	105	105	105	105	105	105	105	105	105	105	105	105
	DIV_6vision	Correlation Coefficient	.246*	.182	.144	.177	.209*	1.000	.354**	.192*	-.033	-.061	-.117	-.200*	.096	.169	.122
		Sig. (2-tailed)	.011	.064	.143	.070	.032	.	.000	.050	.741	.533	.236	.041	.329	.085	.215
		N	105	105	105	105	105	105	105	105	105	105	105	105	105	105	105
	DIV_7Business_advantage	Correlation Coefficient	.223*	.225*	.090	.142	.161	.354**	1.000	.198*	-.034	-.197*	-.083	-.111	.174	.106	.196*
		Sig. (2-tailed)	.022	.021	.363	.147	.101	.000	.	.043	.732	.044	.400	.259	.076	.284	.045
		N	105	105	105	105	105	105	105	105	105	105	105	105	105	105	105
	AGE	Correlation Coefficient	.195*	.037	-.078	-.090	-.023	.192*	.198*	1.000	.179	-.667**	.024	-.714**	.183	.645**	.189
		Sig. (2-tailed)	.046	.710	.431	.360	.814	.050	.043	.	.068	.000	.807	.000	.061	.000	.054
		N	105	105	105	105	105	105	105	105	105	105	105	105	105	105	105
	GENDER	Correlation Coefficient	.070	.027	.019	-.040	.068	-.033	-.034	.179	1.000	-.176	-.047	.111	-.122	-.067	.089
		Sig. (2-tailed)	.480	.786	.847	.689	.493	.741	.732	.068	.	.073	.633	.258	.216	.499	.366
		N	105	105	105	105	105	105	105	105	105	105	105	105	105	105	105
	MARITALSTATUS	Correlation Coefficient	-.133	-.185	.000	-.018	-.091	-.061	-.197*	-.667**	-.176	1.000	.007	.531**	-.075	-.522**	-.241*
		Sig. (2-tailed)	.178	.059	.993	.859	.357	.533	.044	.000	.073	.	.944	.000	.449	.000	.013
		N	105	105	105	105	105	105	105	105	105	105	105	105	105	105	105
	EDUCATION	Correlation Coefficient	-.030	-.139	.005	-.066	-.052	-.117	-.083	.024	-.047	.007	1.000	-.032	-.099	-.007	-.301**
		Sig. (2-tailed)	.760	.156	.960	.503	.599	.236	.400	.807	.633	.944	.	.747	.317	.942	.002
		N	105	105	105	105	105	105	105	105	105	105	105	105	105	105	105
	POSITION	Correlation Coefficient	-.139	-.080	.045	.123	.083	-.200*	-.111	-.714**	.111	.531**	-.032	1.000	-.113	-.788**	-.087
		Sig. (2-tailed)	.158	.415	.648	.211	.401	.041	.259	.000	.258	.000	.747	.	.253	.000	.376
		N	105	105	105	105	105	105	105	105	105	105	105	105	105	105	105
	DEPT	Correlation Coefficient	.069	-.031	.135	.076	-.014	.096	.174	.183	-.122	-.075	-.099	-.113	1.000	-.018	-.163
		Sig. (2-tailed)	.482	.754	.170	.438	.887	.329	.076	.061	.216	.449	.317	.253	.	.855	.097
		N	105	105	105	105	105	105	105	105	105	105	105	105	105	105	105
	EXPERIENCE	Correlation Coefficient	.243*	.116	-.066	-.104	-.032	.169	.106	.645**	-.067	-.522**	-.007	-.788**	-.018	1.000	.262**
		Sig. (2-tailed)	.013	.241	.501	.292	.744	.085	.284	.000	.499	.000	.942	.000	.855	.	.007
		N	105	105	105	105	105	105	105	105	105	105	105	105	105	105	105
	ETHNICITY	Correlation Coefficient	.143	.092	.035	-.013	.118	.122	.196*	.189	.089	-.241*	-.301**	-.087	-.163	.262**	1.000
		Sig. (2-tailed)	.147	.350	.723	.897	.231	.215	.045	.054	.366	.013	.002	.376	.097	.007	.
		N	105	105	105	105	105	105	105	105	105	105	105	105	105	105	105

**. Correlation is significant at the 0.01 level (2-tailed).

*. Correlation is significant at the 0.05 level (2-tailed).

Correlation

1. This study demonstrated that the key dimensions of diversity are;
   · Gender(Male/Female)
   · Department(IT/nonIT)
   · Educational level(Engineer/ non Engineer)
   · Position (Manager/ Lead)

2. Out of the 7 parameters of diversity, the Diversity strength, diversity initiatives, diversity popularization were considered as the significant parameters being influenced by these above dimensions while diversity vision and it's business advantage was considered of minimally importance.

3. The dimensions of Age, marital status, position, ethnicity and experience showed a positive correlation with the diversity management

7 Limitations

For this research study respondents were limited to Indian leaders in a global organization in India who engaged in diverse interactions in conjunction with their work activities and overseas and onsite managers were not covered. Online computerized versions of the survey instrument was administered due to accessibility constraints at the researched organization. The administration of hard copy versions of the investigative instrument may have provided participants with a greater sense of participation and increased the accuracy of survey responses rate.

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