A Study on Impact of Diversity on the Work culture of the Organization

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ABSTRACT
This study examined the impact of workplace diversity on organizational culture. The descriptive survey research design was adopted using a structured questionnaire to obtain information from the respondents. The population of the study comprised of employees from various companies in Tamil Nadu. A total number of 104 employees selected using random sampling technique. The data collected were analysed with simple percentage analysis using the software, Statistical Packages for Social Sciences. The finding of the study revealed that diversity have a positive and significant impact organizational culture with respect to various components of Organisational culture such as shared values, belief system, team work, cohesiveness and risk taking/revolutionary solutions. Thus, the study concluded that the companies are slowly moving towards making their organisation more and more diverse and they are keen towards promoting effective workplace diversity.

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I.   INTRODUCTION

Diversity is one the buzz words in today's corporate world. It is more often observed to have an impact on the work culture of the organization. The study analyses the work culture of the company that includes the shared values, belief system, team work, cohesiveness and the risk taking/Revolutionary solutions. It is important to understand how the workforce is distributed in an organization in order to make effective workforce diversity in the company. The study analyses the degree of impact on the work culture of the organization through the lens of Organizational Culture, Organizational Climate, Organizational Value and Organizational Environment.

1.1   OBJECTIVES OF THE STUDY

- The major objective of the study is to understand the degree of impact of diversity on various dimensions Organisational culture, Organisational Climate, Organisational Environment, Organisational Value of work culture of the company.
- The study also analyses the distribution of demographic diversity in the organisation.

1.2 NEED FOR THE STUDY

Diversity has an effect on almost various areas of Human Resource Management of the company. Work culture is one of those areas and it is important for any company to understand how diversity affects the work culture of the company to make necessary changes in the processes and policies thereby enhancing the standard of company culture, climate value and environment. The study also helps the company to know the distribution of workforce diversity inside their organisation. The company can also understand about the type of organisational culture prevailing in their organisation when the organisational culture is viewed from employees' perspective.

1.3 PERIOD OF THE STUDY

The study duration is from March 2022 to May 2022 during which the questionnaire is prepared, data has been collected and the analysis is done for the interpretation of the data to get the inference of the study.

1. 4 LIMITATIONS OF THE STUDY

- The study is subjected to the employees working in Hybrid mode [Working from office as well from home] as the study is conducted post covid-19 pandemic.
- The study is subjected to individual biases of the respondents of the survey questionnaire.

- The study is also influenced by the mindset of the people while answering the questionnaire and it might change as it is similar to the psychometric test to an extent.

II. REVIEW OF LITERATURE

2.1 Uche, Chidinma Bridget et all has undertaken a study to understand the impact of workplace diversities on organisational culture in Nigeria's Maritime Industry. The research design of the study is descriptive research design. The data is collected from the respondents using survey questionnaire. The sample size of the study is 240employees and the sample unit of the study is Nigeria Ports Authority and Nigeria Maritime Administration and Safety Industry. The tools used for the study is simple percentage analysis and Pearson's Correlation analysis. The study has revealed that the diversity dimensions have a significant and positive effect on the organisational culture.

2.2 Ali Farashah et all has undertaken a study to understand the Organizational culture and cultural diversity. It is an explorative study of international skilled migrants in Swedish firms. The research design of the study is descriptive research design. The data is collected from the respondents using survey questionnaire The sample size of the study is 249 employees and the sample unit of the study is large and medium sized Swedish firms. The tools used for the study is Cluster analysis. The study has revealed that Organizational culture is the main contextual factor that influences the Cultural Diversity Strategy and human resource (HR) approaches for selecting skilled migrant workers.

2.3 Joan E Finnigen has undertaken a study to understand the impact of person and organizational values on organizational commitment. The research design of the study is descriptive research design. The data is collected from the respondents using survey questionnaire The sample size of the study is 300 employees and the sample unit of the study is subsidiary plant of petrochemical industry. The tools used for the study is regression analysis. The study has revealed that the best predictor of commitment is the perception of the employees' work environment.

2.4 Jennifer A. Chatman et all has undertaken a study to determine whether an organization's relative focus on individualism or collectivism influenced whether co-workers would view one another as having interchangeable interests and a common fate by affecting the salience of organizational membership as a social category. The research design of the study is descriptive research design. The data is collected from the respondents using survey questionnaire The sample size of the study is 258 college students. The tools used for the study is MANOVA and Regression. The study has revealed that the salience of demographic attributes as social categories was higher in heterogeneous than homogeneous organizations.

2.5 Ami E Randel et all has undertaken a study to understand the Organizational Culture and Similarity Among Team Members' Salience of Multiple Diversity Characteristics. It is an 36 explorative study of international skilled migrants in Swedish firms. The research design of the study is descriptive research design. The data is collected from the respondents using survey questionnaire The sample size of the study is 262 employees. There were seven organizations in this sample, representing the industries of telecommunications, computer manufacturing, engineering services, aerospace companies, and technical consulting. The tools used for the study is ANOVA. The study has revealed that managers must seek ways to encourage an emphasis on both the individual and teams within their organizations in order to enhance team capability. For example, our findings imply that managers should foster a culture that respects people as individuals.

2.6 Philip Sarnin has undertaken a study to understand the corporate culture and economic performance. It is an explorative study of international skilled migrants in Swedish firms. The research design of the study is descriptive research design. The data is collected from the respondents using survey questionnaire The sample size of the study is 280 employees and the sample unit of the study consists of five firms. The tools used for the study is Bivariant Colleration test. The study has revealed that Organizational culture has more influence on growth of the company than the profitability of the company.

2.7 Jean-Francois Henri et all has undertaken a study to understand the Ali Farashah et all has undertaken a study to understand the Organizational culture and cultural diversity. The research design of the study is descriptive research design. The data is collected from the respondents using survey questionnaire The sample size of the study is 2175employees and the sample unit of the study is Canadian Manufacturing firms. The tools used for the study is simple percentage analysis and ANOVA. The aim of this study was to provide a better understanding of the relationships between organizational culture and performance measurement systems developed for top management team. 2.8 Robert A Cooke et all has undertaken a study to understand the Behavioural Norms and Expectations. The study is a Quantitative Approach to the Assessment of Organizational Culture. The research design of the study is descriptive research design. The data is collected from the respondents using survey questionnaire The sample size of the study is 661 employees and the sample unit of the study is wide array of organisations. The tools used for the study is Factor analysis. The study has revealed that horizontal and vertical differences of organisational culture within organizations is present.

2.9 George B Cunningham et all has undertaken a study to understand the Organizational culture and cultural diversity. It is an explorative study of international skilled migrants in Swedish firms. The research design of the

study is descriptive research design. The 37 data is collected from the respondents using survey questionnaire The sample size of the study is 249 employees and the sample unit of the study is large and medium sized Swedish firms. The tools used for the study is Cluster analysis. The study has revealed that Organizational culture is the main contextual factor that influences the Cultural Diversity Strategy and human resource (HR) approaches for selecting skilled migrant workers.

2.10 Chia Mei Lu et all has undertaken a study to understand the Effect of diversity on human resource management and organizational performance. The research design of the study is descriptive research design. The data is collected from the respondents using survey questionnaire The sample size of the study is 320 employees and the sample unit of the study is customer service employees. The tools used for the study is Correlation analysis. The study has revealed that This finding implies that greater age diversity strengthens the HighPerformance Work System and performance relationship.

2.11 Michal E et all has undertaken a study to understand the tool to Expand Organizational Understanding of Workforce Diversity. The research design of the study is descriptive research design. The data is collected from the respondents using survey questionnaire The sample size of the study is 158 employees and the sample unit of the study is social work services. The tools used for the study is Pearson's correlation and Factor analysis. The study has revealed that the degree to which this desire to belong in the organization potentially affects employee job satisfaction and organizational commitment.

2.12 David A Cherin et all has undertaken a study to understand Organisational and Personal dimensions in Diversity climate. The research design of the study is descriptive research design. The data is collected from the respondents using survey questionnaire The sample size of the study is 2686 employees and the sample unit of the study is electronics company. The tools used for the study is MANOVA and Factor analysis. The study aims to analyse the ethnic and gender differences in employee perceptions.

III.   RESEARCH METHODOLOGY
3.1 NATURE OF RESEARCH
The nature of the research study is descriptive in nature. This study follows a quantitative analysis and the data used is both primary data and secondary data. The data collection method is through survey questionnaire. The study aims to put forth real world knowledge about the behavioural and social structures of a particular group of people.

3.2 DATA
The data collected in this research paper is primary data collected through online questionnaire. Primary data collection is the process of collecting data through survey, questionnaire, interviews or experiments. The data is collected in the form of Likert scale from employees working in IT companies that have implemented 'Work from Home' strategy. The secondary data is collected from the articles published in the reputed journals.

3.3 SIZE OF SAMPLE
Size of the sample (n), i.e., the number of observations/Participants for the research is 104.
3.4 SAMPLING METHOD
There are two major methods of sampling the data that are probability and non-probability sampling techniques. The study requires probability method, since the sample chosen was random. Hence the study has been dealt with sample random tool, which is one of the most popular methods of sampling.

3.5 TOOLS USED FOR DATA COLLECTION
The data is collected through questionnaire. Questionnaire is one of the common research instrument that has a series of questions framed for the purpose of collecting information from respondents through survey or statistical study. Questionnaire is also one of the popular research methods because it offers fast, efficient and inexpensive means of gathering large amount of information from sizeable sample volumes. These tools are particularly effective for measuring subject behaviour, preferences, intentions, attitudes and opinions.

IV.   DATA ANALYSIS AND INTERPRETATION
Table 4.1 Table showing the impact of Diverse workforce on Shared Values

	Frequency	Percentage
Strongly Disagree	2	1.9
Disagree	3	2.9
Neutral	8	7.7
Agree	54	51.9
Strongly Agree	37	35.6

	Total	104	100.0

Inference:

The above table shows that 51.9% of the respondents stated that they agreed that diverse workforce has an impact on shared values of the organisation, 35.6 % strongly agreed,7.7% responded neutral,2.9% disagreed and 1.9% of the respondents strongly disagreed.

Table 4.2 Table showing the impact of Diverse workforce on Belief System

		Frequency	Percent
Valid	Strongly Disagree	1	1.0
	Disagree	2	1.9
	Neutral	5	4.8
	Agree	67	64.4
	Strongly Agree	29	27.9
	Total	104	100.0

Inference:

The above table shows that 64.4% of the respondents stated that they agreed that diverse workforce has an impact on belief system of the organisation, 27.9 % strongly agreed,4.8% responded neutral,1.9% disagreed and 1.0% of the respondents strongly disagreed.

Table 4.3 Table showing the impact of Diverse workforce on team work

		Frequency	Percent
Valid	Disagree	4	3.8
	Neutral	7	6.7
	Agree	69	66.3
	Strongly Agree	24	23.1
	Total	104	100.0

Inference:

The above table shows that 66.3% of the respondents stated that they agreed that diverse workforce has an impact on team work of the organisation, 23.1 % strongly agreed,6.7% responded neutral,3.8 % disagreed.

Table 4.4 Table showing the impact of Diverse workforce on Cohesiveness

		Frequency	Percent
Valid	Disagree	3	2.9
	Neutral	2	1.9
	Agree	69	66.3
	Strongly Agree	30	28.8
	Total	104	100.0

Inference:

The above table shows that 66.3% of the respondents stated that they agreed that diverse workforce has an impact on cohesiveness in the organisation, 28.8 % strongly agreed,1.9% responded neutral,2.9% disagreed.

Table 4.5 Table showing the impact of Diverse workforce on Risk taking /Revolutionary Solutions

		Frequency	Percent
Valid	Disagree	1	1.0
	Neutral	4	3.8
	Agree	69	66.3
	Strongly Agree	30	28.8

	Total	104	100.0

Inference:
The above table shows that 66.3% of the respondents stated that they agreed that diverse workforce has an impact on risk taking and revolutionary solutions, 28.8 % strongly agreed,3.8% responded neutral,1% disagreed

Table 4.6 Table showing the level of acceptance of feeling difficult to bond with their colleagues

		Frequency	Percent
Valid	Strongly Disagree	36	34.6
	Disagree	36	34.6
	Neutral	11	10.6
	Agree	12	11.5
	Strongly Agree	9	8.7
	Total	104	100.0

Inference:
The above table shows that 34.6% of the respondents stated that they disagreed that diverse workforce faces the difficulty to bond with colleagues in the organisation, 34.6 % strongly disagreed,10.6% responded neutral,11.5% agreed and 8.7% of the respondents strongly agreed

Table 4.7 Table showing the level of acceptance of diverse ethnic background in the organisation

		Frequency	Percent
Valid	Disagree	8	7.7
	Neutral	10	9.6
	Agree	53	51.0
	Strongly Agree	33	31.7
	Total	104	100.0

Inference:
The above table shows that 51% of the respondents stated that they agreed that their team has people diverse ethnic background in the organisation, 31.7% strongly agreed,9.6% responded neutral,7.7% disagreed.

Table 4.8 Table showing the level of acceptance of diverse educational background in the organisation

		Frequency	Percent
Valid	Strongly Disagree	9	8.7
	Disagree	30	28.8
	Neutral	16	15.4
	Agree	35	33.7
	Strongly Agree	14	13.5
	Total	104	100.0

Inference:
The above table shows that 33.7% of the respondents stated that they agreed that their organisation has people from diverse educational background, 13.5% strongly agreed,15.4% responded neutral,28.8% disagreed and 8.7% of the respondents strongly disagreed

Table 4.9 Table showing the level of acceptance of diverse age group in the organisation

		Frequency	Percent
Valid	Strongly Disagree	43	41.3
	Disagree	38	36.5
	Neutral	7	6.7
	Agree	10	9.6
	Strongly Agree	6	5.8
	Total	104	100.0

Inference:
The above table shows that 41.3% of the respondents stated that they strongly agreed that the organisation has diverse age group, 36.5% disagreed,6.7% responded neutral,9.6% agreed and 5.8% of the respondents strongly agreed.

Table 4.10 Table showing the level of acceptance of diverse workforce accepting that they feel gender specific roles in the organisation

		Frequency	Percent
Valid	Strongly Disagree	44	42.3
	Disagree	40	38.5
	Neutral	6	5.8
	Agree	7	6.7
	Strongly Agree	7	6.7
	Total	104	100.0

Inference:
The above table shows that 42.3 % of the respondents stated that they disagreed that diverse workforce has never felt that there are gender specific roles in the organisation, 38.5% strongly agreed,5.8 % responded neutral,6.7% agreed and 6.7% of the respondents strongly agreed.

V.   FINDINGS

•   51.9% of the respondents stated that they agreed that diverse workforce has an impact on shared values of the organisation
•   64.4% of the respondents stated that they agreed that diverse workforce has an impact on belief system of the organisation
•   66.3% of the respondents stated that they agreed that diverse workforce has an impact on team work of the organisation
•   66.3% of the respondents stated that they agreed that diverse workforce has an impact on cohesiveness in the organisation
•   66.3% of the respondents stated that they agreed that diverse workforce has an impact on risk taking and revolutionary solutions
•   42.3 % of the respondents stated that they disagreed that diverse workforce has never felt that there are gender specific roles in the organisation
•   41.3% of the respondents stated that they strongly agreed that the organisation has diverse age group
•   33.7% of the respondents stated that they agreed that their organisation has people from diverse educational background,
•   51% of the respondents stated that they agreed that their team has people diverse ethnic background in the organisation
•   34.6% of the respondents stated that they disagreed that diverse workforce faces the difficulty to bond with colleagues in the organisation

VI.   SUGGESTIONS

The research paper studies the level of impact of diverse workforce through the lens of only these dimensions- Shared values, Cohesiveness, Belief system, team work, risk taking and revolutionary solutions and Demographic diversity [Age group, Ethnicity and Educational background]. The study shows that the diversity

in the organisation has an overall positive impact on the Organisation's culture. Diversity is one of the significant factor that has influence on almost all the organisational components including those mentioned in the study. The future study can analyse the relationship among all the components that would help the organisation to make revolutionary, ground breaking changes in the work place.

VII.   CONCLUSION

The Study aims to analyse the impact of diversity in an organisation on its work culture through the lens of Shared values, Cohesiveness, Belief system, team work, risk taking and revolutionary solutions and Demographic diversity [Age group, Ethnicity and Educational background] in the organisation, The study in this research project to understand the distribution of diverse workforce. The simple percentage analysis gives an overview of the level of impact that diversity -diverse workforce in the organisation has on each of the components of the work culture.

It is observed that the diverse workforce improves the shared value, belief system, cohesiveness and teamwork of the organisation. They also agreed in majority that they never observed gender specific roles or individuals from same backgrounds in their organisation. The respondents also agreed that they don't feel difficult to bond with their colleagues though the workforce is diverse. This means that today's companies are moving towards making their teams diverse. This is an amazing change towards respecting employees for who they are and building a unity in diversity mindset.

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