

## Study of demographic factors of workforce diversity in manufacturing sectors in India

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### Abstract

Workforce diversity means creating an environment where people, naturally unique and different, can work more effectively in ways that drive creativity, innovation, problem solving, leadership, and performance in the marketplaces, workplaces, and communities of the world. The dimensions of difference in this study are the demographic factors like age, gender, experiences, work experience, levels in organisation, caste, physical abilities, sexual orientation, and religion tremendous sources of strength. The workforce diversity emerged mainly to further the availability equal opportunities in the workplace like the manufacturing sectors in India. Strong and effective industry relations can enable managements of enterprises and their workers to collaborate in increasing the productivity and competitiveness of the manufacturing sector by taking into consideration the workforce differences and using them productively.

**Keywords:** workforce diversity, demographic factors, manufacturing sector, productivity, awareness

### Introduction

The study of Workforce Diversity is used to understand what differentiate one person from others in manufacturing organisations. The conception of diversity includes differences across gender, race, age, physical ability, sexual orientation, religion, skills, and tenure in the organisation. This listing reflects major sources of contention over diverse characteristics in organisations today.

Researchers have suggested that diversity has enhanced performance by broadening the group's perspectives. There is a strong empirical confirmation that successful diversity management and a resulting improvement in organizational performance are positively correlated (Ozbilgin and Tatli, 2008). However, there is a consistent finding that differences should be sought in moderation. Group members' ability to elaborate diverse information may also develop over time as members become more familiar with each others perspectives and develop transactive memory. This suggests that, especially for diverse work groups, it is important that they can reach more extended tenure, and that they are allowed a more extended start-up phase than more homogeneous groups (Knippenberg, de Dreu, & Homan, 2004).

Putting the differences to work means creating an environment where people, naturally unique and different, can work more effectively in ways that drive new levels of creativity, innovation, problem solving, leadership, and performance in the marketplaces, workplaces, and communities of the world. The dimensions of difference such as thinking styles, perspectives, experiences, work habits, and management styles, as well as more traditional diversity considerations like gender, race, ethnicity, physical abilities, sexual orientation, and age tremendous sources of strength.

This research is about understanding the diverse workforce existing in the manufacturing organisations in India and its impact on employee performance.

The parameters selected for the study comprises of questions to the Human Resource Department for understanding the various characteristics of Diversity existing and the

organisations policies for the same and to understands the impact of diversity on employees and their performance.

### Objective of Study

To study the diverse demographic factors of employees in manufacturing organisations in India.

### Research Conducted

The research was the study of Primary and Secondary Diversity Dimensions of the workforce in the manufacturing organisation in India. The Organisations awareness on Diversity by having Diversity Policies and HR Practices to streamline employee diversity for expected commitment, performance and understand their perception and the culture communicated in the organisation.

This research emphasises the study of Indian private manufacturing organisations in India, awareness of Workforce Diversity in their workplaces and the employee awareness by understanding the demographic factors and system in the organisation, uniformity performance appraisal system, employee perception of diverse employees and work culture created in the organisation.

The organisational awareness was studied from the questionnaire which studies the scale of the organisations, all the organisations are large scale Indian manufacturing organisations. And the various HR practices used by the organisation, like recruitment, training and setting a diverse acceptable culture in the organisation.

The questionnaire comprises of studies of the organisational policies and practices for the awareness of employee differences. These questions were asked to the organisations HR department which has the relevant policy and practice to be implemented.

- The benefits of diversity awareness on the efficiency, creativity, innovation, motivation, productivity, cost reduction, problem solving, marketing aspect, knowledge management.
- The type of employees working in the organisation

National, international, permanent, temporary, contractual, casual.

- The diversity programs conducted by the HR for building inclusiveness among the employees, by conducting training on diversity, recruitment and selection of gender, age, sex, disabled, reserved and economically backward people, location, religion, and having plans to build commitment, communication, measurability and accountability of the employees working in their organisation.
- The involvement of gender, age, religion, etc. diverse employees in management levels, and at leadership positions for organisational performance.
- The company flexibility of norms as per Employees culture and discipline of work, dress code, programs to bring all employees of different age group to understand and respect each other.

**The Findings of the Demographic factors of employee study are**

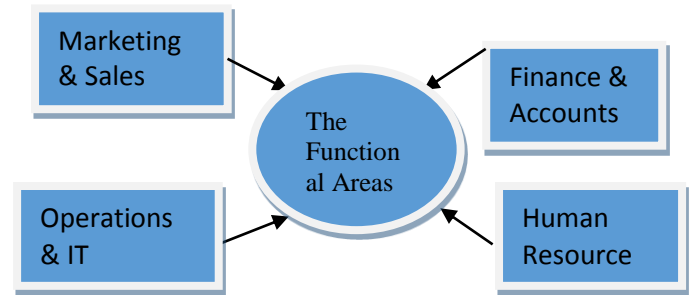
**1) Departmentation**

Departmentation may be called division sections branch etc. it

helps to provide the specialization, develops the skill and knowledge of manpower and the efficiency of manpower of an enterprise will be increased. It specifies the area of the activities that facilitate the managerial task.

Functional Departmentation means grouping of activities according to the functions of the organisation like Marketing and sales, Finance and Accounts, Operations and Information Technology and Human resource.

The functional Areas in an organisation are



**Table 1**

		Department			
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Marketing & Sales	46	7.3	7.3	7.3
	Finance & Accounts	42	6.6	6.6	13.9
	HR	195	30.8	30.8	44.7
	Operations & IT	350	55.3	55.3	100.0
	Total	633	100.0	100.0	

**2. Location**

Location of the organisation is the geographic area where the manufacturing industry is located. Location has an impact on employee performance if it is located in a convenient accessible locality where the work life balance is maintained and the employees are comfortable in discharging him duties. The geographical location emphasise on the climatic

conditions and the approachability and physically convenience for the employees.

The places where the data is collected for the Workforce Diversity are factory locations and their respective headquarters, to study the manufacturing Industries in India and the states.

**Table 2**

		Location			
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Maharashtra	453	71.6	71.6	71.6
	Madhya Pradesh	6	.9	.9	72.5
	Rajasthan	163	25.8	25.8	98.3
	Gujarat	11	1.7	1.7	100.0
	Total	633	100.0	100.0	

**3. Levels of Organisation**

The term “Levels of Management’ refers to a line of demarcation between various managerial positions in an organization. The number of levels in management increases when the size of the business and work force increases and vice versa. The level of management determines a chain of command, the amount of authority & status enjoyed by any managerial position.

The levels of management can be classified in three broad categories:

- Top level / Administrative level
- Middle level / Executory
- Low level / Supervisory / Operative / First-line managers

Managers at all these levels perform different functions. The role of managers at all the three levels is discussed below:

- Top Level of Management:** It consists of board of directors, chief executive or managing director. The top management is the ultimate source of authority and it manages goals and policies for an enterprise. It devotes more time on planning and coordinating functions.
- Middle Level of Management:** The branch managers and departmental managers constitute middle level. They are responsible to the top management for the functioning of their department. They devote more time to organizational and directional functions. In small organization, there is only one layer of middle level of management but in big

enterprises, there may be senior and junior middle level management.

iii) **Lower Level of Management:** Lower level is also known as supervisory / operative level of management. It consists of supervisors, foreman, section officers, superintendent

etc. According to *R.C. Davis*, "Supervisory management refers to those executives whose work has to be largely with personal oversight and direction of operative employees". In other words, they are concerned with direction and controlling function of management.

**Table 3**

Level of Management					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Top	43	6.8	6.8	6.8
	Middle	454	71.7	71.7	78.5
	Lower	135	21.3	21.3	99.8
	4	1	.2	.2	100.0
	Total	633	100.0	100.0	

#### 4. Educational Qualifications of Employees

The educational qualifications means certification the employees have acquired from his school, Institute, college, University, which qualifies him to acquire jobs and positions in the hierarchy in the organisation. The educational qualifications is required to study the literacy levels of the employees. Does educational background impact the

employee perception of workforce diversity the qualifications of employees also emphasise the competency of them to perform assigned job responsibilities.

The educational levels defined in this study are SSC, HSC, ITI, Diploma, Bachelors, Masters, and PhD. this will help us to study the educational profiled existing in the manufacturing sectors in the studied Indian companies.

**Table 4**

Education					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Less than SSC	27	4.3	4.3	4.3
	HSC	33	5.2	5.2	9.5
	Diploma	132	20.9	20.9	30.3
	ITI	53	8.4	8.4	38.7
	Bachelor's Degree	211	33.3	33.3	72.0
	Master's Degree	177	28.0	28.0	100.0
	Total	633	100.0	100.0	

#### 5. Years of Experience

Work experience of employees make them feel confident and masters in their job which leads to expected quality performance, proper coordination of job activities, and smooth working of the processes. It also proves the employees sense of loyalty and commitment for the organisation and comfort at working in the organisations.

It is observed during the interview of the employees in the Indian manufacturing organisations that employees feel motivated by the work environment and technological processes which will make them innovative and creative in trying new processes for enhanced quality of products. Thus technical people get motivated if technical up gradation and proper training is provided to the employees involved in the processes.

**Table 5**

Years of Experience					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	00-05	145	22.9	22.9	22.9
	06-10	118	18.6	18.6	41.5
	11-15	154	24.3	24.3	65.9
	16-20	56	8.8	8.8	74.7
	21 and Above	159	25.1	25.1	99.8
	6	1	.2	.2	100.0
	Total	633	100.0	100.0	

#### 6. Gender

The concept is based on a distinction between sex (the physical characteristics that identify individuals as male or female) and gender (an individual's sense of being a man or a woman, or a combination of these). Gender-diverse people define themselves, and behave, in ways that are not expected of people with their biological sex. They are often described as

'transgender' or 'trans'. Transgender people may be heterosexual, bisexual or homosexual.

In this study it is seen that there are only 10.9% women employees working in the private manufacturing organisations. They are mainly in the functional areas like HR, Accounts or marketing only a few are working in the technical manufacturing areas.

**Table 6**

Gender					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Male	564	89.1	89.1	89.1
	Female	69	10.9	10.9	100.0
	Total	633	100.0	100.0	

**7. Age**

Generational workforce is a very important are of study in diversity as there is a big gap between the employees especially the Generation Y as they are a post IT new millennium workforce very fast and IT savvy and less culturally oriented and as there is shifting of values as per age. This study there are 7.1% “Matures”- The Traditionalist, 7.9% “Baby Boomers”, 70% Generation X, and 13% Generation Y. Companies have to pay attention to how they intend to transfer knowledge from older employees to Generation X and Y - and that needs to be done now.

**Table 7**

Age					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	18-25	82	13.0	13.0	13.0
	26-30	129	20.4	20.4	33.3
	31-40	231	36.5	36.5	69.8
	41-50	96	15.2	15.2	85.0
	51-55	50	7.9	7.9	92.9
	55-60	45	7.1	7.1	100.0
	Total	633	100.0	100.0	

**8. Religion**

Religion in India is characterized by a diversity of religious beliefs and practices. India is the birthplace of four of the world's major religions; namely Hinduism, Buddhism, Jainism and Sikhism. Throughout India's history, religion has been an important part of the country's culture. Religious diversity and religious tolerance are both established in the country by the law and custom. A vast majority of Indians, (over 93%), associate themselves with a religion. Christianity and Muslim are also the major religions in India, so the workforce comprises of the main religions.

According to this research, many organizations are supportive of their employees’ needs for special accommodation related to their religious and spiritual beliefs. This is despite data that show that nearly 60% of organizations have leadership that creates and supports a work environment/culture that is more secular (with little or no influence of religion on organization culture) than religious. Managing religious diversity in the workplace, however, can be challenging from a human resources standpoint.

The most prevalent types of religious accommodation include the following: taking into account the different religious beliefs of employees when planning holiday-related events; allowing religious decorations of an individual’s workspace; providing flexible scheduling to accommodate employees’ religious practices at work; and taking into account employees’ various religious holidays when planning work-related events.

**Table 8**

Religion					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Hindu	599	94.6	94.6	94.6
	Muslim	12	1.9	1.9	96.5
	Christian	9	1.4	1.4	97.9
	Sikh	4	.6	.6	98.6
	Other	9	1.4	1.4	100.0
	Total	633	100.0	100.0	

**Marital Status**

Classification of marital status is as follows;

- **Married (and not separated):** This category includes persons whose opposite- or same-sex spouse is living, unless the couple separated or a divorce has been obtained. Also included are persons in civil unions.
- **Single (not living common law):** This category includes persons who have never married (including all persons less than 15 years of age). It also includes persons whose marriage has been legally annulled who were single before the annulled marriage and who have not remarried. Widowed, and those who live with a common-law partner are not included in this category.
- **Unmarried (not married):** This category includes persons who are not married at all, as they might be young or due to personal or family reasons.

**Table 9**

Marital Status					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Married	508	80.3	80.3	80.3
	Unmarried	83	13.1	13.1	93.4
	Single	42	6.6	6.6	100.0
	Total	633	100.0	100.0	

**10. Caste**

In India the ancient *varna* system to the contemporary *jati* system. The varna system divided the population initially into four and later into five mutually exclusive, endogamous, hereditary and occupation specific groups: the Brahmins, Kshatriyas, Vaisyas, Sudras and Ati- Sudras.

Founders of modern India, who gave the policy of affirmative action decisive shape, had two approaches to social justice. One was the principle of “equality in law” whereby the State should not deny any person equality before the law. The second was the principle of “equality in fact” which gives the State an affirmative duty to remedy existing inequalities.

**Table 10**

Caste					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	General	530	83.7	83.7	83.7
	OBC	65	10.3	10.3	94.0
	SC/ST/NT	38	6.0	6.0	100.0
	Total	633	100.0	100.0	

### 11. Physical Ability

The Politically correct term used now a day is physically challenged. Since this can lead to differences in working conditions required and the efficiency of work, it is an important diversity issue at hands today. This term refers to the “Mentally Challenged” or “Physically Challenged” people, some posts are also reserved for such people by the government of India. It is essential for the organisations to create acceptability of these people by giving proper training and working conditions.

But in this study we have observed that only 0.6% physically challenged are given opportunity to work in the manufacturing organisations.

**Table 11**

Physical Ability					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Normal	629	99.4	99.4	99.4
	Handicapped	4	.6	.6	100.0
Total		633	100.0	100.0	

### 12. Language

Impacts of language, suggested as a secondary diversity dimension (Kramar 2001 in Wiesener & Millett 2003) are perceived in different ways by Indian managers.

Languages are obviously needed in today’s increasingly global economy and diverse workers often have this proficiency. If a company needs specific knowledge or language skills, it may hire foreign nationals for help. It is a tremendous advantage of workplace diversity if we enable people from other cultures can help us understand not just their words, but also the meaning behind what they are saying.

**Table 12**

Language					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Hindi	174	27.5	27.5	27.5
	Marathi	375	59.2	59.2	86.7
	Gujrati	20	3.2	3.2	89.9
	Tamil	16	2.5	2.5	92.4
	Bengali	11	1.7	1.7	94.2
	Other	37	5.8	5.8	100.0
	Total	633	100.0	100.0	

### Conclusions

It can be conclude that it is challenging, but possible, to develop an integrative theory of diversity. Such an effort will require meta-concepts that reflect the human experience. It is clear from our review that there are core human issues and concerns embedded in the diversity literature that could form the basis for such a theory. Some of these core human elements consist of organizational and managerial messages of respect, dignity, and clear value to the organization that are not tied to demographic or cultural attributes. While many companies have put in place formal policies, procedures, and statements of organizational values to ensure such elements, the evidence is unambiguous that these types of actions are only starting points for creating positive organizational environments for diverse people. There are many potential structural and

process variables at multiple organizational levels that need careful reflection and consideration in order for a unified diversity framework to be of explanatory value for organizations.

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