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A STUDY ON ANALYSING THE ROLE 0F HR IN MANAGING EMPLOYEE'S DIVERSITY AND INCLUSION IN GPEMC PVT LTD

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ABSTRACT :

Human Resources Management as an organizational function play an important role in managing diversity through it proactive policy in reducing inequalities as well as to attract, develop, retain and motivate diverse workforces. Achieving Diversity alone is not sufficient to achieving organizational commitment by employees, inclusion is needed. This study is poised to highlight the role of diversity-inclusion interface towards the achievement of efficient organizational culture, increasing and improving the productivity of the workforce. While adopting a methodology of content analysis of previous studies, the present study shows that effective diversity and inclusion management through good HR practices and procedures leads to positive outcomes. Ineffective diversity and inclusion management in HR is most likely to result in conflict, demotivation, higher employee turnover and low organizational performance. The study recommends that workplace diversity and inclusion should be at the top of mind of employers these days and will only grow in importance as companies continue to invest in their diversity and inclusion programmes.

INTRODUCTION:

Diversity and Inclusion

The human resource department is vested with the duty of managing the total diversity and inclusion of employees of the organization. In every organization, the human resources department has the role of ensuring that the concerns of workers are met and their problems solved whenever they arise.

Human Resources diversity and inclusion management has gained momentum because of the pressures on business that become domestically and internationally competitive, the changing labour force composition, growing awareness of the importance of human resources management and a backlash created by perceptions of special treatment for women and ethnic minorities. It has been noted in many studies that there is wide discrimination in employment. This is evidenced by low employment of women and minorities and the lack of minority representation at higher organizational levels (Shen, Chanda, D'Netto and Mongaa, 2009). Again, womenfolk and the minority employees are always disadvantaged in training, performance appraisals and remuneration.

Second, Human Resources diversity is often restricted to hiring by numbers (Agocs and Burr 1996). Relatively, little is done on other HR activities including training, management development and individual-based appraisal and pay. Often, minority employees are recruited for lower positions and provided few promotion opportunities. While many organizations provide diversity training, most training programmes reinforce norms and values of the dominant organizational culture. Organizations normally do not take individual differences into cognizance when formulating and implementing training, appraisal and remuneration policies. Gender income inequality is still a controversial issue in diversity management. Ethnic minorities are frequently not comfortable with open expression of their opinions.

Empowerment of a truly diverse and inclusive workforce is not yet a norm. Third, an important focus in HR management is placed on the notion of equality, usually described as fairness or workplace discrimination. Most companies do not really have effective diversity management practices that value and make use of diversity (Shen, Chanda, D'Netto and Mongaa, 2009).

Recently, countries like Brazil, England have streamlined and announced equal pay for the male and female sportsmen and women, especially in football. This is a new development in a bid to acknowledge diversity and inclusion in human resource management. Such effort and program by managers would unleash the potential of the diverse workforce they employ.

NEED OF THE SUTDY

- To understand the impact of HR practices on diversity and inclusion.
- To develop strategies for promoting diversity and inclusion.
- To align HR practices with the company's values and goals.
- To enhance organizational culture and employee satisfaction.
- To mitigate biases and discrimination in the workplace.

OBJECTIVES OF THE STUDY

Primary objective

To Study on Analysing the Role of HR in Managing Employee Diversity and Inclusion in GPEMC Pvt Ltd.

Secondary Objective

- To Assess the effectiveness of HR policies and procedures in promoting diversity and inclusion.
- To Measure employee satisfaction and engagement with diversity and inclusion initiatives.
- To Analyze diversity metrics and trends to track progress toward diversity goals and identify areas needing improvement.
- To Evaluate the impact of diversity and inclusion initiatives on organizational performance.

SCOPE OF THE SUTDY

"This study aims to investigate the multifaceted impact of diversity and inclusion initiatives on organizational culture and employee engagement. Through a mixedmethods approach involving surveys, interviews, and data analysis, we will explore the effectiveness of diversity and inclusion programs implemented within select organizations. By examining the relationship between these initiatives and organizational culture, we seek to understand how they shape perceptions of inclusivity, belonging, and equity among employees. Additionally, we will assess the influence of diversity and inclusion on employee engagement, including factors such as satisfaction, motivation, and retention. Through the identification of challenges and best practices, this study aims to provide valuable insights for organizations striving to foster inclusive workplaces and enhance overall employee experiences.

REVIEW OF LITERATURE

"Diversity and inclusion in hospitality and tourism: bridging the gap between employee and customer perspectives" Juan M. Madera, International Journal of Contemporary Hospitality Management ISSN 24 July (2023)
This paper aims to provide a critical reflection on diversity and inclusion research from the hospitality and tourism literature. Through conducting a critical reflection, this paper used a thematic analysis focused on integrating the scholarly literature that has developed separately: one focusing on the human resources perspective and another concentrating on customer behavior. This critical reflection bridges the gap between these two perspectives. The authors develop and offer a research agenda for future research drawing from three areas ripe for future research: human resources management, diversity resistance and marketing. They focus on theory-driven research that has practical applications to make hospitality and tourism more inclusive for both the workforce and consumers.

"The Impact of Employee Perceptions of Inclusion in a Racially Diverse Agency" Lessons From a State Government Survey Maren Trochmann August 4, (2023)
Public organizations have long sought to increase workforce diversity and employee inclusion, a goal that has only increased in recent years. The study examines a racially diverse state government agency to explore how employee perceptions of diversity and inclusion relate to workplace happiness, employee engagement, and job satisfaction. Using original survey data of over 1,800 workers, this study explores how employees perceive diversity and inclusion, how these perceptions relate to overall workplace happiness, and examines the factors that may lead to more positive perceptions of diversity and inclusion. The analysis employs principal component analysis and multilevel regression modeling. The findings underscore the connections between overall workplace happiness and positive perceptions of diversity and inclusion. The key takeaways for public organizations include the importance of senior leadership when it comes to cultivating a diverse and inclusive environment. Finally, a notable finding is the statistically significant increase in positive feelings around inclusion and diversity for historically underrepresented racial groups and that low pay for long-term employees decreases these feelings.

"Diversity and inclusion in employer branding: an explorative analysis of European companies' digital communication" Maria Giovanna Confetto, Aleksandr Kljucnikov, Claudia Covucci, Mara Normando 25 August (2023)
The study aims to investigate the usage of diversity and inclusion (D&I) signals in communications for employer branding through digital channels made by European companies. A quali-quantitative content analysis approach was employed to detect the usage of D&I signals of the top 43 European companies ranked in the 2021 Refinitiv Diversity and Inclusion index. These signals were organized according to Plummer's Big 8 diversity's

dimensions. A correlation analysis was conducted to verify a relationship between D&I initiatives and digital communication for employer branding on corporate websites and LinkedIn. Descriptive statistics were used to analyze the D&I dimensions' pervasiveness in digital communications and relevance on LinkedIn. The results show that the correlation exists only between D&I initiatives and communication on the corporate website, while LinkedIn is still underused in this field. The most pervasive and relevant

D&I dimensions for European companies are "Gender" and "Sexual Orientation".

"Interplay of diversity, inclusion, and politics Impact on employee well-being" panelAkanksha Jaiswal a, Lata Dyaram b, Naresh Khatri 3, September (2022)

Workforce diversity literature highlights adverse effects of surface diversity on employee affect. We examine the applicability of surface diversity effects in the Indian social milieu. Since diversity effects are context-specific, in a first, we test the moderating impact of employee's perceived organisational politics on the inclusion mediated diversitywellbeing link among 617 employees from Indian organisations. Post ascertaining the measurement model fit using AMOS 22, we used PROCESS to test for moderatedmediation effects. Perception of organisational politics moderated the surface diversity– inclusion–wellbeing link such that inclusion was found to be weaker for employees who perceived high politics. We discuss the implications for managers. "Employee reactiveness and inclusive leadership: time to manage emotional

diversity" PreetiS. Rawat, Shiji Lyndon, ManasRanjan Pradhan, Jackson Jose, Milcah Kollenchira, Gris hma Mehta_ 16 December (2021)

The different perspectives of diversity have until recently ignored emotional diversity primarily because emotions were discounted as "irrational." To highlight the need for a broader integrative view of emotions in the workplace, the question addressed in the study was whether inclusive leadership helped emotionally reactive employees improve their performance and whether these employees displayed potential leadership qualities for future roles.The study was qualitative. This cross-sectional study applied qualitative methods to gather the required information. Sixteen business heads across different sectors in India were purposively chosen for in-depth interviews with respondents. The interviews were semi-structured. The approach of theoretical sampling was adopted. From the initial set of questions, the next set of questions was evolved and the itineration was continued until saturation was achieved.The results showed that mentoring and empowerment helped emotionally reactive employees improve their performance. On the question of their potential leadership role, the results were mixed.

RESEARCH METHODOLOGY

Research methodology is a way of explaining how a researcher intends to carry out their research. It's a logical, systematic plan to resolve a research problem. A methodology details a researcher's approach to the research to ensure reliable, valid results that address their aims and objectives. It encompasses what data they're going to collect and where from, as well as how it's being collected and analyzed.

DESCRIPTIVE RESEARCH

Descriptive research is a research method describing the characteristics of the population or phenomenon studied. This descriptive methodology focuses more on the "what" of the research subject than the "why" of the research subject. The method primarily focuses on describing the nature of a demographic segment without focusing on "why" a particular phenomenon occurs. This type of research provides a detailed and accurate picture of the characteristics and behaviors of a particular population or subject. By observing and collecting data on a given topic, descriptive research helps researchers gain a deeper understanding of a specific issue and provides valuable insights that can inform future studies.

SAMPLING METHOD

Sampling is a technique of selecting individual members or a subset of the population to make statistical inferences from them and estimate the characteristics of the whole population. Different sampling methods are widely used by researchers in market research so that they do not need to research the entire population to collect actionable insights. A sample refers to a smaller, manageable version of a larger group. It is a subset containing the characteristics of a larger population. The sampling method used in this study is probability sampling.

RESEARCH TOOLS

Research tools can be defined as the instrument in the hands of researchers to measure what they indent to in their study. The collected data has been analyzed by the following statistical tool:

- Percentage Method
- Normality Test
- Non- parametric Test
1. Mann Whitney U – Test
2. Kruskal Wallis H – Test
3. Spearman Correlations

NORMALITY TEST

NULL HYPOTHESIS(H0): The data follows normal distribution

ALTERNATE HYPOTHESIS(H1): The data does not follow normal distribution

Test of normality

	Kolmogorov-Smirnov[a]			Shapiro-Wilk		
	Statistic	df	Sig.	Statistic	df	Sig.
Policy Alignment and compliance	.096	245	.000	.966	245	.000
Perception and Engagement	.091	245	.000	.976	245	.000
Diversity metrics and trends	.116	245	.000	.965	245	.000
Impact on Organizational Performance	.092	245	.000	.980	245	.002

a. Lilliefors Significance Correction

Findings:

From the above table, it is clearly shown that the Non parametric tests in there are Policy Alignment and compliance,Perception and Engagement,Diversity metrics and trends,Impact on Organizational Performance.

Inference:

The Kolmogorov-Smirnov test for normality was conducted on the sample data, and it is found that the significance value (P value) is less than 0.05 i.e., P<0.05. Therefore, the null hypothesis that the sample follows a normal distribution was rejected. The alternative hypothesis is accepted. The sample data deviates from the normal distribution.

Mann-Whitney U -Test

H0: There is no significant difference between the mean rank of men & women with respect to the factors such as Policy Alignment and compliance,Perception and Engagement,Diversity metrics and trends,Impact on Organizational Performance.

H1: There is a significant difference between the mean rank of men & women with respect to the factors such as Policy Alignment and compliance,Perception and

Engagement,Diversity metrics and trends,Impact on Organizational Performance

Rank

Gender		N	Mean Rank	Sum of Ranks
Policy Alignment and compliance	1	111	129.10	14330.50
	2	134	117.94	15804.50

			N	Mean Rank	Sum of Ranks
	Total		245		
Perception and Engagement	1		111	134.29	14906.50
	2		134	113.65	15228.50
	Total		245		
Diversity metrics and trends	1		111	128.14	14224.00
	2		134	118.74	15911.00
	Total		245		
Impact on Organizational	1		111	126.21	14009.00
Performance	2		134	120.34	16126.00
	Total		245		

Test Statisticsa

	Policy Alignment and compliance	Perception and Engagement	Diversity metrics and trends	Impact on Organizati onal Performan ce
Mann-Whitney U	6759.500	6183.500	6866.000	7081.000
Wilcoxon W	15804.500	15228.500	15911.000	16126.000
Z	-1.232	-2.280	-1.038	-.648
				.517

	Asymp. Sig. (2- tailed)	.218	.023	.299	

a. Grouping Variable: Gender

Inference:

The Mann – Whitney U test was conducted on the sample data, and it is found that the significance value (P value) for all the variables is more than 0.05 i.e., P>0.05.

Policy alignment and compliance 0.218>0.05, the null hypothesis is accepted.

Perception and engagement 0.023>0.05, the null hypothesis is accepted.

Diversity metrics and trends 0.299>0.05, the null hypothesis is accepted.

Impact on organizational performance 0.517>0.05, the null hypothesis is accepted.

Therefore, the null hypothesis (H0) is accepted. There is no significant difference between the mean rank of men & women with respect to the factors such as Policy alignment and compliance, Perception and engagement, Diversity metrics and trends and Impact on organizational performance.

Kruskal-Wallis H -Test

H0: There is no significant difference between the mean rank of age with respect to the factors such as Policy Alignment and compliance,Perception and Engagement,Diversity metrics and trends,Impact on Organizational Performance.

H1: There is a significant difference between the mean rank of age with respect to the factors such as Policy Alignment and compliance,Perception and Engagement,Diversity metrics and trends,Impact on Organizational Performance.

Ranks

	Age	N	Mean Rank
Policy Alignment and compliance	1	140	111.97
	2		
		62	120.23
	3	9	150.61
	4		
		26	172.10
	5		
		8	146.88
	Total		
		245	
Perception and Engagement	1	140	119.49
	2		
		62	130.37
	3		
		9	115.83

	4	26	120.62
	5	8	143.06
	Total	245	
Diversity metrics and trends	1	140	115.32
	2	62	122.08
	3	9	137.89
	4	26	150.88
	5	8	157.06
	Total	245	
Impact on Organizational Performance	1	140	114.10
	2	62	139.65
	3	9	132.39
	4	26	132.88
	5	8	107.12
	Total	245	

Test Statistics[a,b]

	Policy Alignment and compliance	Perception and Engagement	Diversity metrics and trends	Impact on Organizational Performance
Chi-Square	18.392	1.792	7.985	6.772

df	4	4	4	4
Asymp. Sig.	.001	.774	.092	.148

Inference

Since, the significant value for Perception and engagement and Impact on organizational performance is more than 0.05. Perception and engagement 0.774>0.05, the null hypothesis accepted. Diversity metrics and trends

0.092<0.05, the null hypothesis accepted. Impact on organizational performance 0.148>0.05, the null hypothesis is accepted. Therefore the null hypothesis is accepted .There is no significant difference between the mean rank of the age with respect to the factors such as Perception on organizational performance and Impact on organizational performance.

Policy alignment and compliance 0.001<0.05, the alternative hypothesis is rejected. Therefore, the alternative hypothesis is rejected. There is a significant difference between the mean rank of the age with respect to the factors such as Policy alignment and compliance.

CORRELATIONS SPEARMAN'S

H0: There is no relationship between the variables.

H1: There is a relationship between the variables.

Correlations

		Policy Alignment and compliance	Perception and Engagement	Diversity metrics and trends	Impact on Organizational Performance
Spearman's rho	Policy Alignment and compliance Correlation Coefficient	1.000	.062	.120	.109
	Sig. (2-tailed)	.	.334 .060	.087	
	N	245	245 245	245	
	Perception and Engagement Correlation Coefficient	.062	1.000 -	.056 .052	
	Sig. (2-tailed)	.334	. .385 .414		
	N	245	245 245	245	
	Diversity metrics	.120			

	Correlation and trends Coefficient		.060	-.056 1.000 .003	
	Sig. (2-tailed)			.385 . .965	
	N		245	245	245	245
Impact on Organizational Performance	Correlation Coefficient	.109	.052	.003	1.000
	Sig. (2tailed)	.087	.414	.965	.
	N	245	245	245	245

Inference:

It is inferred that there is positive relationship between the dimensions Policy alignment and compliance, Perception and engagement, Diversity metrics and trends and Impact on organizational performance.

SUMMARY OF FINDINGS

- It is clearly shown that the majority of respondents are male.
- Majority of the respondents are from the below 25 age group.
- Majority of the respondents are married.
- Majority of the respondents are others.
- Majority of the respondents are below 5.
- It is inferred from the above analysis says that 36.3% of the respondent has chosen the option "not at all".
- It is inferred from the above analysis says that 32.7% of the respondent has chosen the option "average".
- It is inferred from the above analysis says that 36.7% of the respondent has chosen the option "completely".
- It is inferred from the above analysis says that 32.7% of the respondent has chosen the option "completely".
- It is inferred from the above analysis says that 27.8% of the respondent has chosen the option "completely".
- It is inferred from the above analysis says that 34.3% of the respondent has chosen the option "slightly".
- It is inferred from the above analysis says that 34.3% of the respondent has chosen the option "slightly".
- It is inferred from the above analysis says that 30.2% of the respondent has chosen the option "very comfortable".
- It is inferred from the above analysis says that 29% of the respondent has chosen the option "completely".
- It is inferred from the above analysis says that 31% of the respondent has chosen the option "completely".
- It is inferred from the above analysis says that 31.4% of the respondent has chosen the option "slightly.
- It is inferred from the above analysis says that 31.4% of the respondent has chosen the option "completely".
- It is inferred from the above analysis says that 26.9% of the respondent has chosen the o option "excellently".
- It is inferred from the above analysis says that 27.8% of the respondent has chosen the option "completely".
- It is inferred from the above analysis says that 25.3% of the respondent has chosen the option "neutral".
- It is inferred from the above analysis says that 63.3% of the respondent has chosen the option "Yes".
- It is inferred from the above analysis says that 32.7% of the respondent has chosen the option "very positively".

- It is inferred from the above analysis says that 29% of the respondent has chosen the option "very strong".
- It is inferred from the above analysis says that 29.4% of the respondent has chosen the option "very positively".
- It is inferred from the above analysis says that 23.7% of the respondent has chosen the option "slightly".

SUGGESTIONS

- Investigate the effectiveness of HR-led diversity training programs in promoting inclusive behaviors among employees.
- Examine the impact of HR policies on the recruitment and retention of diverse talent within organizations.
- Assess the extent to which HR departments are implementing inclusive practices in performance management and promotion decisions.
- Explore the challenges faced by HR professionals in fostering diversity and inclusion in the workplace.
- Investigate the role of HR in supporting the mental health and well-being of employees from diverse backgrounds.
- Investigate the impact of leadership diversity on HR practices and organizational culture.
- Assess the role of HR in promoting gender equality and addressing gender-based biases in the workplace.
- Examine the influence of organizational culture on HR's ability to manage diversity and inclusion effectively.
- Examine the role of HR in addressing cultural differences and promoting cross-cultural understanding among employees.
- Investigate the impact of HR diversity initiatives on employee satisfaction, engagement, and productivity.

CONCLUSION

It is proposed that at the strategic level, top management is required to have a philosophy and foster organizational culture that recognizes diversity and inclusion in their workplaces, and commits resources and leadership so as to implement diversity and inclusion policies. At the tactical level, organizations should adopt a range of HRM policies incorporating diversity and inclusion strategies simultaneously. At the operational level, organizations should pay attention to educating employees, networking, communications and flexible employment. At all levels, line managers should be actively involved in HR diversity and inclusion management. Top diversity and inclusion priority is recruitment of diverse employees. Therefore, workplace diversity and inclusion should be at the top of mind of employers these days and will only grow in importance as companies continue to invest in their diversity and inclusion programs.

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