



A STUDY ON ASSESSMENT OF IMPACT OF DIVERSITY TRAINING ON WORKPLACE INCLUSION IN TECHNIWINGS TECHNOLOGY LIMITED AT CHENNAI

¹*DR. S.M. UVANESWARAN,* ²*SANTHIYA S PGDCA.*

^{1,2}Department of Management Studies, Erode Sengunthar Engineering College (Autonomous), Perundurai, Erode-638 057.

ABSTRACT:

The study investigates the effectiveness of diversity training programs in promoting workplace inclusion at TechIwings Technology Limited in Chennai. Diversity, equity, and inclusion (DEI) practices have become essential for modern workplaces, as they promote a culture of respect, empathy, and inclusivity. Despite their popularity, research suggests that most diversity training programs fail to lead to long-term improvements in participants' bias, attitudes, behavior, or workforce diversity. The study's findings will contribute to the existing literature on diversity training programs and workplace inclusion, providing recommendations for organizations seeking to promote a culture of inclusivity and respect. This study employs quantitative approach by interviewing respondents. Ultimately, this research aims to inform strategies for creating a more inclusive and diverse workplace at TechIwings Technology Limited and beyond.

Keywords: Cultural competence, Implicit bias, Unconscious bias training, Equity and inclusion

INTRODUCTION OF THE STUDY

In today's globalized economy, fostering an inclusive workplace is not only a moral imperative but also a strategic advantage. Organizations are increasingly implementing Diversity Training Programs (DTPs) to promote inclusivity and leverage diverse perspectives for enhanced innovation and performance. However, the effectiveness of these programs in achieving genuine workplace inclusion remains a subject of ongoing research and debate. Diversity training aims to increase awareness of biases and equip employees with skills to interact effectively in diverse environments. While some studies suggest that DTPs can enhance cultural competence and reduce discriminatory behaviors, others indicate that poorly designed programs may have limited impact or even exacerbate tensions among employees. For instance, research has shown that mandatory diversity training can sometimes lead to resistance and decreased diversity in management positions.

Diversity training programs have become a crucial tool for organizations seeking to foster inclusive work environments. These programs aim to promote awareness, understanding, and appreciation of diversity, equity, and inclusion (DEI) principles among employees. By educating employees on the importance of inclusivity and providing them with the skills to navigate diverse workplaces, diversity training can help organizations create a culture that values and respects individual differences.

Diversity training encourages people to accept one another, regardless of their differences. It promotes a harmonious workplace atmosphere where employees feel valued for their contributions and perspectives.

There is a tremendous business case for diversity and inclusion. Research from Deloitte shows that inclusive work environments are eight times more likely to achieve strong business outcomes and three times more likely to be high-performing.¹ That makes the time, money and effort spent on diversity training highly worthwhile.

Companies are responsible for adhering to employment regulations, and diversity training can help. Besides the legal benefits, a robust diversity training program demonstrates that an organization cares about its ethical responsibilities. This guide explains the various types of diversity and inclusion training.

STATEMENT OF THE STUDY

Despite the increasing importance of workplace inclusion, many organizations struggle to create and maintain inclusive work environments. Diversity training programs have been widely adopted as a solution to promote workplace inclusion, but their impact remains uncertain. While some studies suggest that diversity training can be effective in promoting inclusive behaviors and improving employee outcomes, others have raised concerns about its limitations and potential unintended consequences.

OBJECTIVES OF THE STUDY

- Determine how diversity training affects employees' understanding of diversity issues and their attitudes toward colleagues from various backgrounds.
- Examine whether diversity training leads to measurable changes in employee behaviors that promote an inclusive workplace, such as increased collaboration, equitable participation in decision-making, and supportive interactions across diverse groups.
- Investigate how diversity training influences the overall workplace culture, including aspects like openness, acceptance, and the integration of diverse perspectives into daily operations and policies.

SCOPE OF THE STUDY

- Assess how diversity training programs influence employee attitudes, behaviors, and perceptions regarding inclusion.
- Examine how these programs affect the overall workplace environment.
- Investigate the correlation between diversity training and organizational performance metrics.
- Address potential shortcomings of diversity training programs.
- Identify elements that contribute to successful diversity training programs.

LIMITATION OF THE STUDY

- Diversity training may not lead to long-term behavioral changes, as employees may revert to old habits over time.
- Without accountability measures, employees may not feel motivated to apply the skills and knowledge learned through diversity training.
- Diversity training programs may not be tailored to the specific needs and challenges of the organization or its employees.

INDUSTRY PROFILE

Companies in this industry provide advice and assistance to businesses regarding human resources and personnel policies, employee compensation and benefit planning, and wage and salary administration. Major companies include Aon Hewitt and Mercer (both based in the US), Willis Towers Watson (based in Ireland), and divisions of global consulting firms such as Accenture and Deloitte.

The global human resources (HR) consulting services industry is projected to reach about \$45 billion by 2027, according to Gitnux Market Data. The US is the largest market for consulting services overall, but global firms are targeting other industrialized regions with emerging economies for growth. The Asia/Pacific region is a leading market for industry growth.

The US human resources consulting services industry includes about 8,000 establishments (single-location companies and units of multi-location companies) with combined annual revenue of about \$20 billion.

Coverage of the larger Consulting Services industry is included in a separate profile. Professional employer organizations (PEOs), which provide outsourced human resources management services, are also covered in a separate industry profile.

REVIEW OF LITERATURE

- Diversity training is rooted in social identity theory (**Tajfel & Turner, 1986**) and contact theory (Allport, 1954). These theories suggest that increasing awareness of intergroup differences and promoting positive interaction between diverse groups can reduce prejudice and foster inclusion. Programs are often designed to challenge stereotypes, highlight unconscious biases, and promote empathy and cultural competence.
- Inclusion refers to the extent to which employees feel valued, respected, and able to contribute fully. **Roberson (2006)** argued that diversity training, when integrated with broader organizational change strategies, contributes to a more inclusive culture. However, standalone training without follow-up or organizational commitment often fails to translate into meaningful inclusion.
- Effective diversity training involves a long-term, strategic approach. Programs that include leadership commitment, align with organizational values, use real-world scenarios, and encourage open dialogue tend to produce better outcomes (**Anand & Winters, 2008**). Evaluation mechanisms are also essential for measuring impact on inclusion and adjusting strategies accordingly.
- According to **Plaut et al. (2011)**, diversity training is a systematic educational effort to bring awareness about differences in race, gender, age, and other social categories. Inclusion, on the other hand, is defined by **Shore et al. (2011)** as the degree to which employees feel valued, respected, and integrated into their workplace.
- Studies have shown that diversity training can lead to improvements in attitudes toward marginalized groups. **Kalinoski et al. (2013)** conducted a meta-analysis and found that training significantly improved cognitive, attitudinal, and behavioral outcomes, particularly when it was mandatory, interactive, and long-term.

RESEARCH METHODOLOGY

Research methodology serves as a structured framework guiding researchers through the various stages of their study, from inception to conclusion.

It encompasses a range of methods, techniques, and tools employed to investigate a specific research problem, ensuring the integrity and credibility of the results.

This systematic approach involves defining research objectives, selecting appropriate research designs, collecting and analyzing data, and addressing ethical considerations.

The methodology chosen depends on factors such as the research question, objectives, available resources, and disciplinary norms. In essence, research methodology provides a roadmap for researchers to navigate the complexities of their study and effectively communicate their findings.

SOURCE OF THE DATA

Data collection involves the systematic acquisition and evaluation of data related to pertinent variables in order to address research inquiries, validate hypotheses, and evaluate outcomes. It entails compiling and gathering data in a structured manner, often as part of an improvement initiative or similar project.

The over arching goal of data collection is to document and inform decision-making on critical matters, facilitating the dissemination of information to stake holders. In this study, secondary data needs are fulfilled by extracting information from the company's audited reports.

Data for this study is collected from both primary and secondary sources to ensure a comprehensive analysis.

PRIMARY DATA

Primary goal is original and collected freshly. In this study primary data was collected through questionnaire. A questionnaire is a popular means of collecting primary data. A questionnaire is a list of question for the own.

SECONDARY DATA

Secondary data is the data , which is already available. It is obtained through company records, and some data collected from the observation methods.

ANALYTICAL TOOLS AND METHODS

- Simple Percentage Analysis
- Chi square
- Correlation
- Anova

DATA ANALYSIS AND INTERPRETATION

GENDER OF THE RESPONDENTS

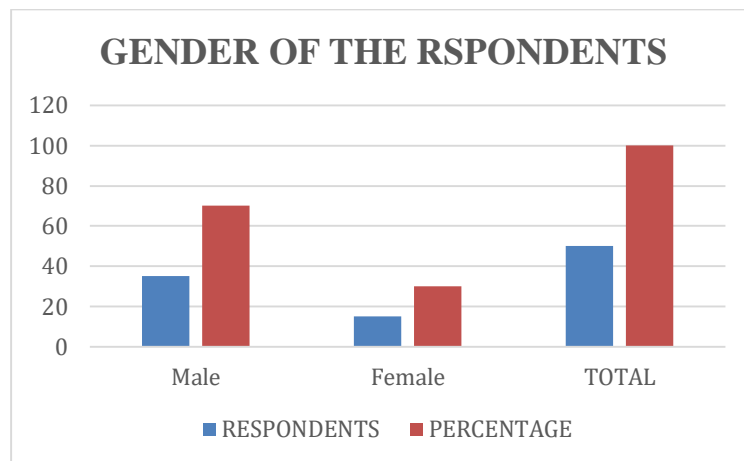
Source: Primary Data

GENDER	RESPONDENTS	PERCENTAGE
Male	35	70
Female	15	30
TOTAL	50	100

INTERPRETATION

The above table shows that gender of the respondents, 70% of the respondents are male and remaining 30% of the respondents are female.

Majority 70% of the respondents are Male.



AGE OF THE RESPONDENTS

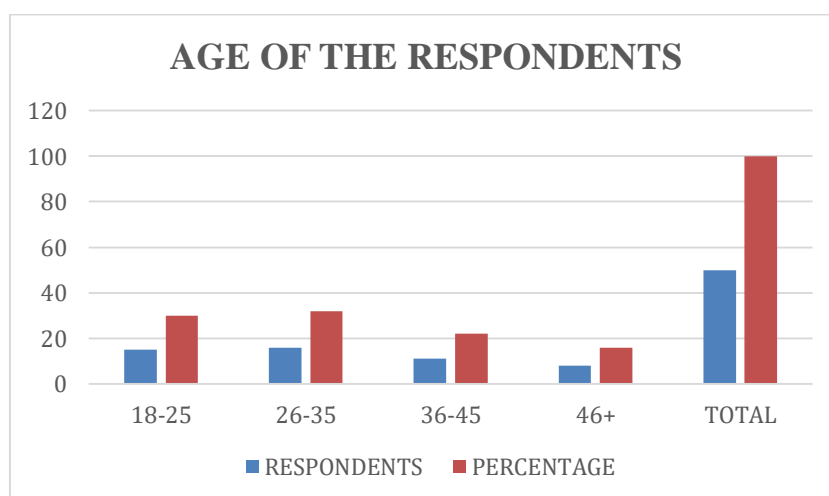
AGE	RESPONDENTS	PERCENTAGE
18-25	15	30
26-35	16	32
36-45	11	22
46+	8	16
TOTAL	50	100

Source: Primary data

INTERPRETATION

The above table shows that age of the respondents, 30% of the respondents are in the age between 18-25 years, 32% of the respondents are in the age between 26-35 years, 22% of the respondents are in the age between 36-45 years and remaining 16% of the respondents are in the age 46 and above years.

Majority 32% of the respondents are in the age between 26-35 years.



CORRELATION

The table shows that relationship between occupation and participation level.

Correlations			
		OCCUPATION	PARTICIPATION LEVEL
OCCUPATION	Pearson Correlation	1	-.122
	Sig. (2-tailed)		0.4
	N	50	50
PARTICIPATION LEVEL	Pearson Correlation	-.122	1
	Sig. (2-tailed)	0.4	
	N	50	50

NON PARAMETRIC CORRELATION

Notes		
Output Created		21-05-2025 09:51
Comments		
Input	Data	C:\Users\Admin\Desktop\sandy\Sandy 1 SPSS.sav
	Active Dataset	DataSet1
	Filter	<none>
	Weight	<none>
	Split File	<none>
	N of Rows in Working Data File	53
Missing Value Handling	Definition of Missing	User-defined missing values are treated as missing.
	Cases Used	Statistics for each pair of variables are based on all the cases with valid data for that pair.
Syntax	NONPAR CORR	
	/VARIABLES=OCCUPATION PARTICIPATIONLEVEL	
	/PRINT=BOTH TWOTAIL NOSIG	
	/MISSING=PAIRWISE.	
Resources	Processor Time	00:00.0
	Elapsed Time	00:00.0
	Number of Cases Allowed	174762 cases ^a
a. Based on availability of workspace memory		

RESULT

From the output the Correlation test, the value obtained is less than 0.01 interpreted that null hypothesis (Ho) is accepted. Thus the occupation and participation level.

FINDINGS

- Therefore, it is majority 70% of the respondents are Male.
- Therefore, it is clear that majority 32% of the respondents are in the age between 26-35 years.
- Therefore, it is clear that majority 36% of the respondents are Technesian.
- Therefore, it is clear that majority 40% of the respondents are experienced in 5 – 10 years.
- Therefore, it is clear that majority 42% of the respondents are Very familiar.
- Therefore, it is clear that majority 32% of the respondents are Not important.
- Therefore, it is clear that majority 34% of the respondents are Agree.
- Therefore, it is clear that majority 54% of the respondents are Training & education.
- Therefore, it is clear that majority 46% of the respondents are definitely yes.
- Therefore, it is clear that majority 46% of the respondents are definitely yes.
- Therefore, it is clear that majority 34% of the respondents are 6 – 10 years.
- Therefore, it is clear that majority 34% of the respondents are moderately.
- Therefore, it is clear that majority 40% of the respondents are strongly agree.
- Therefore, it is clear that majority 40% of the respondents are rarely.
- Therefore, it is clear that majority 46% of the respondents are frequently.
- Therefore, it is clear that majority 48% of the respondents are yes, actively.
- Therefore, it is clear that majority 46% of the respondents are Yes, regularly.

SUGGESTION

- **Enhanced Cultural Awareness**
Training helps employees understand and appreciate diverse cultural backgrounds, reducing biases and increasing respect among coworkers.
- **Reduction in Unconscious Bias**
Diversity training raises awareness of implicit biases and microaggressions, encouraging more equitable behavior and decisions.
- **Improved Communication and Collaboration**
Employees learn to communicate more effectively across differences, which fosters teamwork and reduces misunderstandings.
- **Greater Sense of Belonging**
Inclusive practices promoted through training make employees from underrepresented groups feel valued and supported.

CONCLUSION

Diversity training plays a pivotal role in promoting workplace inclusion by enhancing employees' awareness, reducing biases, and fostering respectful and collaborative work environments. When effectively designed and implemented, such training contributes to greater cultural competence, improved team dynamics, and a more inclusive organizational culture. However, for diversity training to yield lasting impact, it must be continuous, supported by leadership, aligned with organizational values, and integrated into broader inclusion strategies. Ultimately, diversity training serves as a foundational step in creating workplaces where all individuals feel valued, respected, and empowered to contribute fully.

Diversity training plays a crucial role in promoting workplace inclusion by increasing awareness, reducing biases, and fostering respect among employees from diverse backgrounds. When effectively designed and implemented, such training enhances cultural competence, encourages open communication, and builds a more inclusive organizational culture. While diversity training alone cannot solve all issues related to exclusion or discrimination, it serves as a foundational step toward creating a workplace where all individuals feel valued, respected, and empowered to contribute fully. To maximize its impact, diversity training should be ongoing, supported by leadership, and integrated into broader diversity, equity, and inclusion (DEI) strategies.

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