

# A Study on Cultural Diversity and Employees Perceptions Towards the Organization

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**Abstract:** Over the last few years, there has been a high level of migration of people from one place to another place this is mainly due to globalization; from our increasingly diverse domestic workforce to the globalization of business, cultural competence is arguably the most important skill for effective work performance in the 21st century. Cultural Diversity in the Workplace refers to the ability to understand, communicate with, and effectively interact with people across cultures, and working with varying cultural beliefs and schedules. Cultural diversity, in brief, is the ability to interact effectively with people from different cultures. Cultural diversity is when population differences are well represented within a community. These include race, ethnicity, age, ability, language, nationality, socioeconomic status, gender, religion, or sexual orientation. The group is diverse if a wide variety of groups are represented. Cultural diversity has become a hot-button issue when applied to the workplace. Cultural diversity helps to create and develop a pool of talent. Employees can learn from each other's abilities and competencies. Interactions with the entire company may increase the level of productivity among employees. Furthermore, this mixture of culture and perception of each employee often leads to very innovative ideas that can benefit the company.

**Keywords:** Cultural diversity, globalization, workplace, ethnicity, perception.

## 1. Introduction

Cultural diversity in the workplace is rooted in the idea of creating a welcoming workplace for different cultures in the same company. It allows the gathering of various skills and perceptions within the same company. This variety, when managed correctly, can offer a real competitive advantage. In fact, this larger scope of vision and comprehension due to cultural diversity allows companies to tackle problems in more innovative ways. Diversity appears to be a key element needed to solve problems. During the last few decades, mainly due to globalization, workplaces have become much more diversified. Companies more and more reflect the heterogeneity of their societies. Nevertheless, developing and managing cultural diversity is a real challenge. Resistance to change is one problem that may arise when a new cultural policy is implemented within a company. It's not the only issue, often a lack of support from management teams is a threat to a good working atmosphere. It is also often tricky to communicate in a culturally diverse workplace. Every business organization

differ in their own cultural diversity in workforce. This is applicable from medium to small companies and global organizations. The existence of diversity in cultural workers has important implications for individual policy. The management of a diverse cultural workforce follows a particular way of systematic approach to relate organizational characteristics and activities to specific aspects of national culture. The current workplace increasingly comprises of people who are diverse and unique in their race, religion & culture, language, gender, age & education and the like. To have ease in communication with individuals around the globe and within the organizations, we should give utmost care and consideration to cultural diversities. The cultural diversity of a company influences how business news is conceived, compiled, delivered, received and interpreted. Diversity can therefore be seen as a way in which individuals are unique and different from each other. Indeed, cultural, perceptual, and language barriers need to be overcome to create really efficient working conditions. For example, cultures differ in how they view time, how they perceive overtime or how they perceive deadlines. There are five components to organizational culture that involves its practices, vision, value, people, place, and its history. Promoting cultural diversity in the workplace is promoting humanistic values. Employees can learn from each other's abilities and competencies. Conversations benefit the entire company and may increase the level of productivity among employees.

## 2. Literature review

1. Human asset approaches will in general be connected with some perception of the local social foundation while deciding by the senior administration of the firm. This is essential to have such varieties as neighborhood open working in firms can't do their duties in a regulatory vacuum rather deliver their social legacy to the work environment, which incorporates qualities and religious convictions. (Budhwar and Mellahi, 2006).
2. However, the culture differences may be the result of ethnicity, religion, language, gender, age, climatic conditions, educational system social hierarchy and political system of the country (Tsui, 2001; Haniffa & Cooke, 2002), according to Tayeb (1996) it's the

- history, climate, educational systems, social hierarchy and economic institutions of the country.
- Banutu-Gomez (2002, p. 30) recognized absence of abilities in overseeing social distinction as the hopelessness of emergencies among directors, staff, and the executives who are from various nations of birthplace. Nonetheless, so as to address the last issue, Tayeb (1996) is of the conclusion that culture assumes a huge job in offering impact to work related qualities, practices and mentality of each individual inside a given society; the dimension of social frame of mind and qualities are not the equivalent in all situations; and the center contrast in the dispositions and estimations of the different social bodies make them set up various conduct's (referred to in Gjuraj, 2013).
  - However, the execution of a substance isn't specifically, methodically influenced by national culture; rather the impact is through the corporate procedures built up and working environment condition made by an element that plans the attributes or qualities of administrators in that corporate setting (Gjuraj, 2013).
  - A decent quality choice can be produced using a more extensive selection of options. At the point when the association has a conducive situation for practicing workforce diversity, employees will appreciate all the positive advantages, for example, motivation, learning and ability exchange, and inventiveness and better basic leadership and in this manner they will move toward becoming impetuses for the association's development. (Amaram, 2007)
  - On the other hand, if workforce diversity isn't dealt accurately, the arrangement of different gatherings will happen; this could prompt miscommunication, enthusiastic clashes, control battle and at last to high turnover of employees (Jackson et al, 1991; William and O'Reilly, 1998; Jehn, 1995).
  - Organizations are getting more concerned of developing the diverse workforce over the years to attain better result and competitiveness. Organizations have been advised to attract, develop, and retain males and females of all ages, skin colors, cultural backgrounds, and physical capacities to remain competitive (Cox and Blake, 1991).
  - The different workforce has turned into a reality today. The effect of social diversity fluctuates with the sort of condition and association's general procedure. As increasingly more number of firms move from residential, multi local, worldwide systems to working as a genuinely worldwide firm. The board of these social contrasts has turned out to be also essential for making favorable circumstances and aggressive edge at work environments. (Adler, 1997)
  - (Hofthuis et al, 2013) report that in order to overcome

resistance to future diversity policies and initiatives by majority employees, the perceptions of these staff members towards diversity must be understood. When this information has been attained, it should be used by the organization to shape future diversity strategies. As mentioned by (DeLancey, 2013) employee performance and satisfaction may be affected if employees perceive diversity policies negatively.

### 3. Objectives of the study

- To identify the different kind of employees based on their cultural diversity.
- To analyze the overall relationship between the employees and the organization.
- To analyze the employees individual perception towards the organization

#### A. Scope of the study

The scope of the study is restricted only to the organization. This study helps us to know more about the cultural diversity in the company and the impact it has on its employees. The research also aims to analyze and evaluate the perception of employees is currently facing due to cross cultural diversity in the organization. And also to examine the different ways of dealing with work place diversity as well as to provide organization with the necessary guidelines for effective diversity.

#### B. Statement of the problem

The problem relates to studying, analyzing and evaluating the impact of cross cultural diversity at work place. Most organizations in their own perspective, adopt diversity at their workplace or organization to become more creative and open to change. Increasing and improving workplace diversity has become an important issue for organization in the recent years.

### 4. Research methodology

With the view of pursuing the paper in a systematic manner, following research methodology have been used. Descriptive research category is used for the study as it helps to get the detailed opinion of each individual. The paper is mainly based on primary and secondary data for the analysis of cultural diversity at work place. The primary data is collected through a self-prepared questionnaire which is widely distributed among employees through Google form. The study is limited to a sample size of 100 respondents. Secondary data has been collected through internet web pages, books, journals, newspapers etc. using the responses from above questionnaire and secondary data, the research has been coded and analyzed.

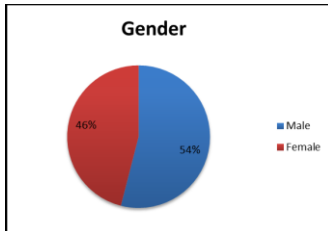
### 5. Data analysis and Interpretation

For the analysis and interpretation various factors were considered such as age, gender, region, work experience and perception of the employees relating to various factors i.e. the

respondents were of different gender and age group above 18 years particularly from different cities of various regions with different work experience. According to the survey conducted, following results were analyzed.

Table 1  
Gender

Gender		Frequency	Percent
Valid	Male	54	54.0
	Female	46	46.0
	Total	100	100.0

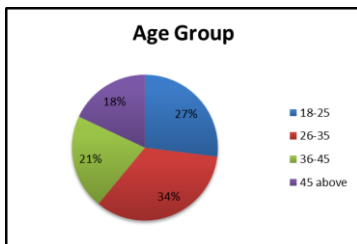


**Interpretation:**

According to the survey conducted among 100 employees, the result showed that 54% of the respondents were male category and rest i.e. 46% was female category. This indicates that majority of the respondents are male.

Table 2  
Age

Age		Frequency	Percent
Valid	1. 18-25years	27	27.0
	2. 26-35years	34	34.0
	3. 36-45years	21	21.0
	4. 45 above	18	18.0
	Total	100	100.0

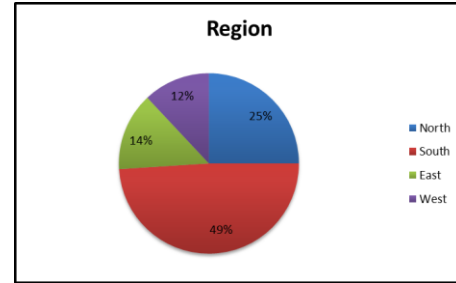


**Interpretation:**

According to the survey conducted among 100 employees out of which the result showed that 27 % of employees fall under the age group of 18 to 25. 34% of the employees fall under the age group of 26 to 35 years and 21% of the employees come under age group 36 to 45 and whereas the remaining employees come under the age group of 45 years. As the age group of employees differs accordingly in the organization the working ability of employees also changes.

Table 3  
Region

Region		Frequency	Percent
Valid	North	25	25.0
	South	49	49.0
	East	14	14.0
	West	12	12.0
	Total	100	100.0



**Interpretation:**

According to the survey conducted among 100 employees out of which the result showed that 25% of employees are from north. 49% of employees are from south. 14% of employees are from east and 12% of employees are from west. 49% organization largely consists of employees from the south region.

Table 4  
Work experience

Work experience		Frequency	Percent
Valid	0-5	26	26.0
	5-10	33	33.0
	10-15	27	27.0
	16 above	14	14.0
Total		100	100.0



**Interpretation:**

According to the survey conducted among the employees in the organization 26% of employees have work experience of 0-5 years .33 % of employees have work experience of 5-10 years. 27% of employees have work experience of 10-15 years and 14% of employees have work experience of 16 and above years.so we can observe that the age group between 5-10 years have more work experience in the organization.

Table 5  
Perception of cultural ethnicity between male and female employees

Gender	Mean	N	Std. Deviation
Male	2.7500	54	.80973
Female	2.7337	46	.67165
Total	2.7425	100	.74574

Table 6  
Anova

	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	.007	1	.007	.012	.914
Within Groups	55.050	98	.562		
Total	55.057	99			

*Hypothesis:*

H<sub>0</sub>: There is no difference in the perception about ethnicity in organization among male and female employees.

H<sub>1</sub>: There is difference in the perception about ethnicity in organization among male and female employees.

*Description:* As per the above Anova table we can statistically analyze null hypothesis is accepted H<sub>0</sub> and alternate hypothesis H<sub>1</sub> is rejected as the significance level is 0.914 which is more than 0.05. Thus it can be stated that there is no difference in the perception about ethnicity in organization among male and female employees.

Table 7  
 Perception of cultural diversity between male and female employees

Gender	Mean	N	Std. Deviation
Male	2.7500	54	.80973
Female	2.7337	46	.67165
Total	2.7425	100	.74574

H<sub>0</sub>: There is no difference in the perception about cultural diversity in organization among male and female employees.

H<sub>1</sub>: There is difference in the perception about cultural diversity in organization among male and female employees.

Table 8  
 Anova

	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	8.605	1	8.605	.702	.404
Within Groups	1201.285	98	12.258		
Total	1209.890	99			

*Description:* As per the above Anova table we can analyze that the perception about cultural diversity among male and female employees are the same hence null hypothesis is accepted i.e. there is no significant difference in the perception

about cultural diversity in organization with respect to gender as the significance level is .404 is more than 0.05.

**6. Conclusion**

As organizations are becoming more and more diverse it's becoming more and more important for companies to understand and manage it. The people of different background, races, religion, region creates diverse workforce in the organization. The importance of having diverse workforce is to provide better performance in the organization. The perspectives of managing the diverse workforce has become the greatest challenge for the organizations today, which require organization leaders and managers of being responsible of attaining better diverse workforce. As the perception of each employee differs accordingly, it is found that there is no much difference in the perception of opinion between male and female employees toward the cultural ethnicity and cultural diversity in the organization as their views are similar for the organization.

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