Managing the Diversity is it Enough for Organizational Excellence? A Study of DNI practices for a UK Based Company in Hyderabad

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Abstract:- *The purpose of this study is to understand the diversity and inclusion practice specific to a UK Based company multinational company that has its operations in Hyderabad, India. There is mounting evidence signifying that diversity is a critical interpreter of organizational commitment and efficacy of employees at work.*

The evolution of diversity from a gender perspective witnessed a radical transformation to that of Inclusion, although there has been enormous forms of exploration and studies pertaining to diversity.

Inclusion still serves to be new area for exploration and interest for companies to align from a strategy stand point to differentiate from their competitors in the market.

As a course of this study we will understand:

- *What the company specifically thinks of Diversity and Inclusion?*
- *Its Evolution?*
- *What kind of practices they adhere to manage the work force talent in a changing environment?*
- *Commitment of Leadership Team to Leverage the Diversity and Inclusion as their DNA?*

Method: The study was conducted based on the data available in the intranet of the company and as well meeting with connoisseurs who have been instrumental in driving this program across the organization

Conclusion: The present study has given a light on the aspects responsible for the organizational excellence from DNI perspective and future challenges in managing diverse work force

Keywords: **Diversity, Inclusion, DNI, Organizational Excellence, Skill Diversity, DNA**

1. INTRODUCTION

Diversity[1] has been an emerging notion. The term is both specific, focused on an individual, and contextual, defined through societal constructs (Moore, 1999). Many contemporary authors outline diversity as any substantial difference that distinguishes one individual from another—a description that incorporates a broad range of overt and hidden qualities. Generally, researchers organize diversity characteristics into four areas: behavior (e.g., character, skills and abilities), internal (e.g., gender, race, ethnicity, I.Q., sexual orientation), external (e.g., culture, nationality, religion, marital or parental status), and organizational (e.g., position, department, union/non-union) (Digh, 1998a; How, 2007; Johnson, 2003; Simmons-Welburn, 1999).

Diversity and Inclusion improves any community or group with higher level of creativity, mutual respect, tolerance and acceptance of different perspectives and hence much better output. Having a diverse workforce is increasingly being recognized as instrumental in improving the firm's performance, and also an imperative that organizations cannot abandon.

Its popular conversant today that diversity adds both [2] tangible and intangible value, even if it requires working through the issues and costs that sometimes accompany it. What we witness currently is the sermon gradually shifting to one of [3] inclusion, over and beyond that of diversity. An entrepreneur sows the seed for an enterprise. However, this seed grows into a vigorous tree only if it is taken proper care by providing all required ingredients at right time. Similarly, an enterprise becomes efficacious only if the original ideation (seed) is transformed by utilizing and leveraging various human and non-human elements

[4] In today's emerging world organizations need to attract and retains its diverse workforce to make use of its distinguished knowledge, skills, and competences (Ortlieb and Sieben, 2014; Romani et al., 2016; Janssens and Zanoni, 2014). 5 Initially, the business case for diversity was constructed on the notion that females and minorities would outstrip the legacy white male worker, and since this was a predictable future, organizations had no option but to absorb on how to accomplish a diverse workforce efficiently.

Emerging Descriptions of Inclusion

- [6] In one of early definitions of the term it is labeled as the degree to which people can contribute and are permitted to participate fully
- [7] It is also understood as the degree to which an employee is acknowledged and perceived as an insider by fellow employees in a organization
- [8] Varying along a continuum of exclusion-inclusion, it has been discussed as the degree to which individuals

feel a part of critical organizational processes. These processes include access to information and resources, connectedness to supervisor and co-workers, and ability to participate in and influence the decision-making process

Abbreviations:

- DNA: Define, Nurture, Advance
- DNI: Diversity & Inclusion
- UK: United Kingdom
- CSR: Corporate Social Responsibility
- NGO: Non-Government Organization (Non- Profit)
- AIDS: Acquired Immunodeficiency Syndrome
- BE: Bachelor's in engineering
- BTech: Bachelor's in Technology
- MCA: Master's in computer applications

2. Diversity & Inclusion Practices for the Study:

This is a 40 plus year old company having its presence and operations across 30 plus countries with a head count of 10,000 plus people. It's a product specialist company that operates in a very niche segment and cater to more than 500 plus worldwide customers most of the being Fortune 500 companies. With its wide variety of existence and capability to serve global customers it is required that company needs to incorporate a strong culture that will enhance the efficacy of organizational performance.

2.1 Empowerment of Women:

a) **Women for Technology:** Specific to India region, the company sponsors higher education for under privileged women students for those whose financial status is deprived and helps them to give a platform to explore their dream opportunities in the space of technology. Till now the company has provided a platform for more than 200 plus students and the leadership team drives with passion and this is managed as a part of CSR Initiative with the help of NGO's that are empaneled with the firm

b) **Develop Women Leaders:** The company makes as a mandate to create an women leadership pipeline and focuses to develop women leadership cutting across regions and drive them as their succession planning., Preference will be given to women employees for any role i.e. Director and above.

c) **Exclusive Women Hiring:** The company makes as a mandate to create an women workforce for new business hiring and creates specific allocation to hire them for potential business. Currently the women employee ratio has leveraged by 10% in last few years and currently the women- men employee ratio is 40 % and 60% and continues to monitor the numbers and

triggers to talent acquisition team in case of any eccentricities

i. **Back to Work:** This is exclusive program for hiring of women work force who were off to work due to maternity or on family way.

ii. **Equal Pay & Employment Opportunity** for all Nature of Business

2.2 Exclusive Benefits at Work for Women:

i. This includes flexible timings at work from the normal standard hours, they can work for few hours at office and can pick the work back to home

ii. Company provides mandatorily laptop, high broadband speed internet (portable to carry), mobile and company provided transport (Pick and drop to home)

iii. Fitness Center exclusive for women

iv. Doctors Visit (Health Talks and Premedical checks)

v. Flexibility to take up another role /downgrade because of any personal exigencies for interim and can take up an elevating role once they are comfortable to pick it up

vi. Work from Home for more than 6 months

vii. Can take up contractual role or part time role in their current engagement if the employee has different aspirations to be pursued

viii. Extended Maternity leave up to 8months and additional training for all the maternity leave returns and reskilling them

2.3 Equal Employment Opportunity & Inclusion

The company strongly believes equal employment opportunity and not only emphasizes on men and women employment ratios for their hiring but also impartially promotes workforce that are of disabled, transgender, physically challenged and other long-term diseases like AIDS etc., as part of their inclusion strategy.

Specific to BPO business we have recently hired people those who are partially disabled like Night Blindness and other Physical Challenged and Impairing Syndromes and had given them opportunity in support jobs those are not customer centric but can be managed at the back end support and requires minimal interaction with customers that of high end jobs. The company takes care of their movement at work space that includes wheel chair, ambience at work that can leverage their morale and potential at work, also special four-wheeler parking and separate rest rooms that can be easy for physical movement. As a part of inclusion company sponsors under privileged government schools through there CSR and encourages to hire people those who are not with technical qualification like BE/BTech/MCA but prefers to hire Degree Graduates from Government Colleges or Under Privileged Colleges for specific business to promote inclusion.

2.4 New Shift i.e. Skill Diversity:

The company is a specialist company and majority of its business services includes legacy and cloud-based applications that are for Enterprise Resource Planning of Enterprise, it is one of the pioneers in presenting the market trends and always focuses its efforts in enriching the talent efficacy and dynamics of work force management. The company has wide spread of talent with combination of Baby Boomers, Generation X, Generation Y cutting across regions with wide variety of cultural variances.

- Baby Boomers are up to 15% mostly in the leadership and management team
- Generation X are up to 35% mostly in management and support /operation roles
- Generation Y up to 50% mostly in technology, business support roles, First time managers

With radical swift in the market from the technology standpoint it is the need of the hour to keep a balance to upskill/enable your work force talent to get along with the competition from Generations like GEN Y and upcoming workforce Generation Z (Gen Z).

[9] Gen Z are those who have been born since the early 2000's. Some people call this group "Generation Z", while others are trying to come up with more original names like 'Generation Wii' or 'The iGeneration. Gen Y and Gen Z comes with more of entrepreneur mindset and are not comfortable to work in the traditional style like Gen X or Baby Boomers.

The company constantly evaluates the market need and invest on the people to get them enabled on new skills and opportunities through internal job movement to promote skill diversity. It emphasizes on cutting edge technologies like Cloud Platform, Machine Learning and Artificial Intelligence for Gen Y and especially for upcoming Gen Z that are expected to onboard in 3-4 years now. It takes utmost attention right from the infrastructure like seating, ambience etc.

As an evolution to promote skill diversity it has moved away from traditional performance management system that includes Rating Scale (Force Fit) and incorporated new system called DNA, with primary agenda to leverage performance with no barriers like Market Benchmark, Fitment of Internal Teams etc. It's purely performance based and there is no traditional waiting time to reward the performance until the performance cycle. The company also insists on Professional Certification Program which will leverage employees to professionally get accredited and be prepared for any technical swift or changes and it promotes cross skill trainings across function and job rotations

3. Material & Methodology:

After a meticulous literature review the paper is planned to study and understand the diversity and inclusion practices specific to a UK Based company multinational company that has its operations in Hyderabad, India.

This paper is limited to conceptual and will be extended to an empirical analysis by the researcher by collecting ground level data. The study has been conducted based on the information available in the intranet site of the company and leaders/ expert's opinion those who are driving the DNI Programs

4. Findings:

Based on the evidences and expert's opinion for the study done it is evident that diversity plays a crucial role in the organizational enrichment, however, below are some key take away:

- Leadership team to have a strong commitment to drive DNI practices across the company and this should part of their core value system
- Shift of Diversity to Inclusion in the industry is a thought-provoking move and organization need to be ready to accept the transformation
- Skill Diversity is a stimulating shift to manage the diverse workforce in an organization and our systems and processes need to be enhanced to manage the swift

5. Discussion:

Today if you witness a large range of diversity and inclusion practices at organizations level are based on perceptions and understanding of behaviors and best practices in the market rather than empirical evidence.

[10] If you take an instance, In UK there is Equality and Human Rights Commission, a government agency, that endorses and monitors human rights and tries to implement through a code of practice and guides, practices for equality and inclusion. It is also significant to understand that one size may not fit all and important to identify that magnitudes of diversity vary in scope and reputation across belief and organizational leaders need to be conscious of them.

Diversity is gratified through inclusion, which requires employees to sense they are appreciated and involved. It calls for identifying transformations and overwhelming them by appreciating differences in and across individuals in the organization.

[11] Central to the discourse on diversity is the principle of fairness and justice. Individuals have a necessity to belong, to be respected, to be treated equally, and to be accepted from whatever source or basis they derive their origin from.

Perhaps when establishments participate in diversity, they stand to gain in, both apparent and economic ways but also in other elusive forms of solid assurance, greater well-being and respect that they command in the process

6. Conclusions:

Forming an inclusive culture must be emphasized beyond diversity hiring and training and organization should strive to include holistic ways to encourage on diversity. It involves restating the conversation from demographic diversity to thought diversity and finally to inclusion and outlining biases both sentient and insentient that may hamper acceptance and integration.

Infact when employees feel they are involved in a true sense not confining them to mere hypocrisy they are able to produce the whole of themselves to the organization, communicating and giving voice in an unimpeded way that permits problem solving, inventiveness, innovation & enhanced performance in numerous ways.

Most successful organizations have witnessed the value and importance of being diverse to meet the global needs and it is important for organizations to transform diversity level not just to inclusion or involvement of women work force but also inherit the DNA of changing work force needs in the competitive market for them to sustain

7. Ethical Clearance:

The study of the practice has been informed to concerned leadership team in the company, however company name has been masked and quoted as UK based for conflict of interest with competitors of similar business

8. Source of Funding:

This is a self-study and managed by the author

9. Conflict of Interest:

Yes, Company name has been masked owing to the sensitivity but however the best practices can be shared for further studies.

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BIOGRAPHIES

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