



Diversity Climate of Organization: A Sustainable Way in India

Surjit Singha, PhD Research Scholar, Department of Commerce, CHRIST (Deemed to be University), Bengaluru, Karnataka, India, surjit.singha@res.christuniversity.in

Sivarethnamohan R, Associate Professor & PhD Supervisor, Department of Professional Studies, CHRIST (Deemed to be University), Bengaluru, Karnataka, India, sivarethina.mohan@christuniversity.in

Abstract: India is a nation of unity and diversity; Unity is its strength. The diversity of the workforce in an organization is managed by the rules and regulations laid down by India's Constitution. Thus, diversity in the workforce for the public sector and the government is managed by default. Allen, R. Et al. (2008) Staff diversity expectancy at the organization's management level is directly linked to organizational success views. Wambui, T. W., Wangombe, et al. (2013) Diverse workers add quality value, strong credibility, and high competitiveness. India is known for "Atithi Devo Bhava," which means You become the one who considers that Guests are equivalent to God. It has embraced many cultures and systems in its journey, and thus today, it is a multicultural and multi-ethnicity nation. India's Constitution maintains India's diversity; it has prescribed the reservation for Other Backward Class, Scheduled Tribe, Schedule Cast, EWC (Economically weaker Class, General and other minorities (Muslim, Sikh, Jain, Buddhist, Zoroastrian, Christian). This reservation is not a new formulation of India after independence. However, it exists from the British's days, the reservation had been there, and it has been carried further with some modification.

Keywords: General, Schedule Cast, Schedule Tribe, Other Backward Class, Economic Backward Class

I. INTRODUCTION

It is evident how diversity is described, applied, and affected by diversity approaches between the public and the private sector [1]. The climate of diversity is a crucial mediator and has earned increasing attention for twenty-five years. Positive impacts of diversity, such as innovation and better decision-making, are supposed to be encouraged, and potentially undesirable effects such as interpersonal conflict and poor communication should be reduced [2] [3].

India is known for unity and diversity, a nation with multiple cultures, languages, ethnicities, and colours. India celebrates the festival of light and colour and has embraced many other cultures; India is known for "Atithi Devo Bhava," which means Guests are equivalent to God.

India's Constitution maintains India's diversity; it has prescribed reservation for Schedule Tribe, Schedule Cast, Other Backward Class, Economically weaker Class, General, and other minorities (Muslim, Sikh, Jain, Buddhist, Zoroastrian, Christian).

In recruiting, 33 per cent reservation is assigned to women for some of the states in India, such as Gujarat and Andhra Pradesh; most likely, such reservation may occur for India. India is one of the nations which has a reservation for women, and such diversity is retained under reservation.

It is mandatory for a government organization, a government-aided organization, to follow the prescribed reservation; even the private organization is supposed to follow the norms laid down by the law and respect the reservation policy. However, various private organizations do not follow the prescribed standards, and it does lead to a diversity in other variations like skills, education, and age. It lacks the diversity of caste, culture, ethnicity. Often, when a specific community proprietor leads a private organization, it is seen that the entire employee is recruited from the same community. When a senior manager oversees recruitment, the same effect is seen.

In India, an organization, school, and marketplace are often seen solely run by one specific gender and lead to diversity in other variations like Skill, education, and age. However, gender diversity will not be there for such organizations. The diversity of the climate studied at the personal level is regarded as the psychological climate (individual observations of the work setting's effects on the individual's well-being).

Research Question

What is the present sustainable diversity climate in India?

Objective

To understand the present sustainable diversity climate of India.

II. METHODOLOGY

A systematic review of literature on relevant themes is processed for all the possible literature available. A detailed search of the published work was carried out using keywords in the different scientific databases. In the review process, Gough's (2007) model is being followed (Figure 1).



Figure 1: Stages of a systematic review.

Source: Gough (2007, p. 5). [4]

5. Review Questions and Terms of Search

The question of analysis is, what do India and international literature discuss on India's present sustainable diversity climate of India?

Table 1. Search classification

Key idea	Sustainable diversity climate of India
Search terms / Keywords	Organizational Climate India

Search Strategy

Various research data types have been thoroughly surveyed, including journals, books, magazines, and literature reviews. A literature review was performed using keywords in the empiric and social repositories of psychology, management, commerce, and sociology.

Some of the databases used are APA PsycNET, EBSCO (Psychology), JSTOR, List of Free Access Articles (DOAJ). Hand scanning in primary research papers and books was performed to locate more valuable information. Articles were reviewed for the past 20 years (1900 to 2020). Literature reviews are conducted to find related unpublished works, such as theses, studies, and current research ventures. Online search engine, online search server, conference proceedings, and dissertation from ProQuest Theses was used.

Selection Procedure

The title of the articles and abstracts were reviewed; the objective of the analysis is mentioned in table 2.

Table 2. Criteria for inclusion and exclusion are mentioned below

Features	Inclusion Criteria	Exclusion Criteria
Publication type	Books and Peer-reviewed journals	Thesis, abstracts and dissertations
Language	English	All other languages
Participant Sample	N/A	N/A
The subject of the	N/A	N/A

Source: Gough (2007, p. 11)

Quality Assessment

Gough's (2007) "weight of evidence" (WoE) tracing study is adopted for the present review. Gough (2007, p. 10-11) gave and combined "generic" and "review specific judgment" to have "overall evaluation,"

III. RESULTS

The below-mentioned review has mentioned all the scientific studies that have been done on the subject.

Diversity Climate: A Brief History

In 1995, the 77th constitutional amendment was revised to continue the SC/ST reservation in compliance with Article 16. It was further changed by the 85th amendment giving SC/ST representatives the right of consequential seniority based on a reservation.

The climate of diversity was assumed to be comprised of individual factors such as (personality and stereotyping), group or intergroup factors such as (cultural difference), and organizational factors such as (hierarchical integration); various forms of diversity exist within a first-level structure, e.g., competitiveness, job quality, working group stability and other outcomes such as share of the market and profits [5].

Antecedents of Diversity Climate

Some of the precedents for the climate of diversity include personal variables (e.g., gender, race, tenure, education) that can impact the psychological climate, team composition, leadership structure, style, and behaviour that may impact climates of the group, firm performance, and organizational policies [6].

Psychological Diversity Climate

Staff with a more preferred understanding of their organizational appraisal systems such as accuracy, fairness, and utility; tends to have a substantial understanding of diversity climate.

There are variance in-person views of the climate of diversity, which depends on several variables such as race and sex, and it is inclined to record comparatively lower levels of climate with women, minorities [7] [8] [9] [10] [11].

Community memberships' affinity impact expectations of organizational policies and behaviour (e.g., gender, racial affiliation) [12].

Women and minorities that are more vulnerable to bigotry and prejudice view the climate of the business as damaging than that of the men and whites [13].

A company's demographic makeup or entity, such as gender diversity, race and ethnic diversity, might influence the opinions of employees towards climate diversity [14] [15].

Diversity Climate as a Mediator

The psychological climate, group climate and organizational climates may be influenced by various organization, group, and individual dynamics that may further affect results at numerous study levels.

Age-inclusive HR practices fostered an environment of age-diversity that led to collective aspirations and increased market performance, and lowered collective turnover intentions [16].

Gender Reservation in India

The Reservation bill for women was passed by a majority vote on 9 March 2010 in Rajya Sabha and yet to be voted by the Lok Sabha. Critics contend that gender should not be used for the criteria of reservation; other considerations need to be addressed, e.g., women's social and economic circumstances when applying for women's education reservations. In police forces, education, health, and general administration, 33 per cent of the seats are reserved for women in Gujarat and Andhra Pradesh.

Religion Reservation in India

Reservations are given on the grounds of faith (considered minorities); hence the Indian government has already allocated reservations for minorities. Muslims, Christians, and other minority faiths fall among minorities, and even Indian governments have integrated such religions throughout India into caste systems; such religions even have caste-based reservations. In Tamil Nadu, there is a total reservation of 69 per cent for various classes.

Andhra Pradesh Gov. passed legislation allowing for 4 per cent of Muslim reservations in 2004. The Supreme Court passed this law in 2010 with a temporary ruling, and the Court was later assigned to examine the matter further. The Kerala Public Service Commission has a 12 per cent Muslim quota. For Muslim or Christian religions, educational institutions belonging to an ethnic minority (Christian or Muslim) also have a cap of 50 per cent. Several Muslim communities have been listed by the Central Government as backward Muslims and are eligible for reservations.

Reservation Based on Economic Status

The Constitution (124 Amendment) Bill 2019 was tabled by the Government of the Union, which established an extra ten per cent quota for economically disadvantaged portions of the previously unreserved student population. The constitutional amendment stipulates that persons with household incomes of less than 8 Lakh a year or those with the agricultural property of fewer than 5 acres shall be benefitted from it.

The Reservation Percentage Varies from State to State

Tamil Nadu has made reservations of 69 per cent; the breakup is 26.5% for BC, 3.5% for BC Muslims, 20% for MBC [all are classified as OBCs]. The State reserves 15 per cent for the SC, 3 per cent for the SC sub-community, and 1 per cent for the ST.

In Meghalaya, Arunachal Pradesh, Mizoram, and Nagaland, eighty per cent of the jobs are reserved for ST, with just 20 per cent unreserved. Sixty per cent of the seats are reserved for ST students at NEHU and Rajiv Gandhi University.

In West Bengal OBC class is classified into (OBC A & B). There are no religious reservations in West Bengal. There are reservations for admission to primary, intermediate, and higher secondary education.

IV. DISCUSSION

Government and public organizations pursue an affirmative towards reservation policy, while private organizations seem to avoid recruitment guidelines. Despite high starting wages and other incentives in private work, we see high levels of turnover. Although the attrition rate is relatively low in the government sector in comparison to the private sector, people still prefer to work in government over the private sector.

Further study is needed to understand why it is happening, but based on the present data in the analysis, we can conclude that the Government office and public office obey the law and regulation for the reservation and maintain its diversified employees.

No doubt everybody is looking for sound and safe work, and in India, government jobs are the most preferred, which may be one possible explanation of why people choose government jobs and not private job.

Limitation

The inference is drawn based on the literature review and the finding based on other research findings.

V. CONCLUSION

The reservation policy in India manages India's diversity, had there been no reservation policy in India, probably the inclusion of the diversity in the workforce had been a subject matter of further question. However, we can see that in the private sector, such a legal framework is though mandatory; still, it is not followed accurately, for such prevailing examples would have been repeated in the government sector. However, we cannot prove it under research because there is no such scope for that, such rule is taken for granted by the private organization, most likely even in the Government sector, if such adherence had not been there, it would be the same. Employee perceptions of diversity at senior management are optimistically linked to organizational performance perceptions [17]. A diverse workforce brings high value, a good reputation, and increased productivity to the organization. Thus, by default, the Constitution of India formulates the diversity in India in the government or public sector undertakings [18].

REFERENCES

- [1] Haq, R. (2012). The Managing Diversity Mindset in Public Versus Private Organizations in India. *The International Journal of Human Resource Management*, 23(5), 892-914.
- [2] Cachat-Rosset, G., Carillo, K., & Klarsfeld, A. (2017). Reconstructing the Concept of Diversity Climate - A Critical Review of its Definition, Dimensions, and Operationalization. *European Management Review*, Special Issue, 1-23.
- [3] McKay, P. F., & Avery, D. (2015). Diversity Climate in Organizations: Current Wisdom and Domains of Uncertainty. *Research in Personnel and Human Resources Management*, 33, 191-233.
- [4] Gough, D. (2007). Weight of Evidence: A Framework for The Appraisal of the Quality and Relevance of Evidence. *Research Papers in Education*, 22(2), 213-228.
- [5] Cox, T. (1993). Cultural Diversity in Organizations: Theory, Research and Practice. *San Francisco, CA: Berrett-Koehler*.
- [6] Kuenzi, M., & Schminke, M. (2009). Assembling Fragments into A Lens: A Review, Critique, and Proposed Research Agenda for The Organizational Work Climate Literature. *Journal of Management*, 35(3), 634-717.
- [7] Hicks-Clarke, D., & Iles, P. (2000). Climate for Diversity and its Effects on Career and Organizational Attitudes and Perceptions. *Personnel Review*, 29(3), 324-345.
- [8] Kossek, E. E., & Zonia, S. C. (1993). Assessing diversity climate: A field study of reactions to employer efforts to promote diversity. *Journal of Organizational Behavior*, 14(1), 61-81. <https://doi.org/10.1002/job.4030140107>
- [9] Mor Barak, M. E., Cherin, D. A., & Berkman, S. (1998). Organizational and Personal Dimensions in Diversity Climate: Ethnic and Gender Differences in Employee Perceptions. *Journal of Applied Behavioral Science*, 34(1), 82-104.
- [10] Sia, S. K., & Bhardwaj, G. (2008). A study of perceived diversity climate by employees belonging to different social groups. *Indian Journal of Industrial Relations*, 62-71.
- [11] Dwertmann, D. J. G., Nishii, L. H., & van Knippenberg, D. (2016). Disentangling the Fairness & Discrimination and Synergy Perspectives on Diversity Climate: Moving the Field Forward. *Journal of Management*, 42(5), 1136-1168.
- [12] Mor Barak, M. E., Cherin, D. A., & Berkman, S. (1998). Organizational and Personal Dimensions in Diversity Climate: Ethnic and Gender Differences in Employee Perceptions. *Journal of Applied Behavioral Science*, 34(1), 82-104.
- [13] Oberfield, Z. W. (2016). Why are Some Agencies Perceived as more Committed to Diversity than Others? An analysis of public-sector diversity climates, *Public Management Review*, 18:5, 763-790, DOI: 10.1080/14719037.2015.1045017
- [14] Kossek, E. E., & Zonia, S. C. (1993). Assessing Diversity Climate: A Field Study of Reactions to Employer Efforts to Promote Diversity. *Journal of Organizational Behavior*, 14(1), 61-81.
- [15] Oberfield, Z. W. (2016). Why are Some Agencies Perceived as more Committed to Diversity than Others? An analysis of public-sector diversity climates, *Public Management Review*, 18:5, 763-790, DOI: 10.1080/14719037.2015.1045017
- [16] Boehm, S. A., Kunze, F., & Bruch, H. (2014). Spotlight on age-diversity climate: The impact of age-inclusive HR practices on firm-level outcomes. *Personnel Psychology*, 67(3), 667-704.

- [17] Allen, R. S., Dawson, G., Wheatley, K., & White, C. S. (2008). Perceived Diversity and Organizational Performance. *Employee Relations*, 30(1), 20–33. <https://doi.org/10.1108/01425450810835392>
- [18] Wambui, T. W., Wangombe, J. G., Muthura, M. W., Kamau, A. W., & Jackson, S. M. (2013). Managing Workplace Diversity: A Kenyan Perspective. *International Journal of Business and Social Science*, 4(16), 199-218.