

WORKFORCE DIVERSITY IN INFORMATION TECHNOLOGY SECTOR WITH SPECIAL REFERENCE TO INFOSYS TECHNOLOGIES LIMITED, CHENNAI –AN ANALYTICAL STUDY

Dr. T. Joseph

Associate Professor of Commerce
Loyola College (Autonomous)
Chennai-34, Tamil Nadu

1. Introduction

In today's business landscape, the organization understands and maintains a competitive advantage and it is important to attract and retain the best talents regardless of the dimension/layers which affects the workforce diversity. And innovation comes from all corners of the globe and valuing diversity allows the business to improve performance by taking advantage of unique points of view. Keeping of trends in HR diversity will ensure that business stays one step ahead of the competitors. And there is a strong relationship between the workforce diversity and leadership, diversity and inclusion.

Workplace diversity affects the development of interpersonal relationship (the employer and the employee relationship). It also affects human resources functions, such as, recruiting, selecting, placing, inducting/orienting, training and developing. In many ways, workplace diversity it increases Human Resource manager responsibilities and holds the department accountable for functions mandated by law. Workplace diversity goals can require modifications to recruitment strategy or outreach to identify a diverse pool of qualified applicants. Diversity can help the organization to gain a competitive edge in global markets and when targeting business segments that require input from diverse perspectives.

2. Research back ground and context of workforce diversity

The concept of diversity refers to a characteristic of a group or organization. It reflects the degree to which there are objective or subjective differences between people within the group (Knippenberg & Schippers, 2007). Conceptualization of diversity is that of a group characteristic, not an individual characteristic which deals with how differences between group members affect group functioning and performance, not how being different from others affects individual functioning (Chattopadhyay, et al, 2004). Workforce diversity can be examined using four dimensions namely personality, internal, internal and organizational dimensions.

The literature on workplace diversity contains two main bodies of work. One area focuses on the development of conceptual frameworks for understanding diversity and its impact on organizational behaviour and performance (Jackson, Joshi, & Eisenhardt, 2003; Webber & Donahue, 2001). Workplace diversity is a complex, controversial, and political phenomena (Janssens & Steyaert, 2003). It has been conceptualized by researchers from several viewpoints. Several have looked at it from a narrow perspective, while some others from a broad view (Nkomo, 1995).

Scholars favourably disposed to a narrow definition argue that the concept of diversity should be restricted to specific cultural categories such as race and gender (Cross, Katz, Miller & Seashore, 1994). Some had the opinion that diversity is based on race, ethnicity and gender that cannot be understood in the same way as diversity based on organizational functions, abilities or cognitive orientations (Nkomo, 1995). Moreover, the key issues of diversity are those that arise because of discrimination and exclusion of cultural groups from traditional organizations (Cross et al., 1994). Therefore, if diversity is a concept that is inclusive to all individuals, it will become very difficult to identify discrimination practices.

The main concern of this standpoint is that a broad definition may imply that all differences among people are the same. Thus, diversity studies would then be reduced to the conclusion that "everyone is different" and, if this conclusion is accepted, the concept of diversity may become "nothing more than a beginning, and it will become as a meaningless concept" (Nkomo, 1995). The danger is in narrowly defining diversity, however, is that only one dimension of diversity (race, age, ethnicity, or gender) is by and large the subject of research at a time. Since a cultural diversity dimension interacts with other dimensions of diversity, a narrow concept of diversity would be deficient by failing to recognize these interactions (Michaela, Deanne, Paul, & Janique, 2003). Scholars, who advocate a broad definition (e.g. Jackson, May & Whitney, 1995) argue that diversity encompasses all the possible ways people can differ. Individuals do not only differ because of their race, gender, age and other demographic categories, but also because of their values, abilities, organizational function, tenure and personality. Apart from bringing their race, age, ethnicity, and gender, individuals also come with their particular knowledge, personality, and cognitive style to the work place. Therefore, in order to understand the

dynamics of a heterogeneous workforce, the interactive effects of multi-dimensional diversity have to be addressed.

3. Research Objectives

- To study about the specific dimension of workforce diversity in Infosys technologies limited Chennai.
- To ensure whether these specific dimension affects the employee performance in Infosys.
- To identify the frequently encountered barrier by the employees for accepting the workforce diversity.
- To find out the most important strategies adopted by Infosys to enhance workforce diversity.
- To examine and find out the ways to increase awareness about diversity.

4. Research methodology

4.1 Sample size:

Number of respondents = 200 respondents.

4.2 Source of data collection:

- Primary data
- Secondary data

4.2.1 Primary data:

The data is been collected using questionnaire method. A well-structured questionnaire was framed and the respondents were asked to fill in the questionnaire.

4.2.2 Secondary data:

The information was gathered through various books, journals, and company records and internet was the richest source which is been used in large for collecting the data.

4.3 Research instrument:

The instrument used for the study is questionnaire.

4.3.1. Statistical tools:

In order to come out with the findings of the study, the following statistical tools where used,

- ✓ Frequency table,
- ✓ Percentage analysis,
- ✓ Analysis of variance,
- ✓ Chi square method.

4.3.2 Tools used for analysis in Statistical Package for Social Science(SPSS):

- ✓ Factor analysis,
- ✓ Rotated component matrix,
- ✓ Reliability test.

4.4 Limitation of the study:

Even though the study was conducted with very much care and found practically feasible, there are some limitations.

- Since the study was conducted with questionnaire and they were given only to 200 employees working in Infosys, others were not aware of the project.
- The study was limited to the local area of Chennai.
- The study was time bound as the respondents had to be disturbed from their work.
- The answer for the questionnaires might be different in the real life situation.

5. Data Analysis and Interpretation

1. Table and figure showing the age group of the employee and conscientiousness of the employee working in Infosys

Null Hypothesis H0: There is no significant difference between the age and conscientiousness of the employee working in Infosys

Alternate Hypothesis H1: There is a significant difference between the age and conscientiousness of the employee working in Infosys

Chi-square test

Table no:1 showing the age group of the employee and conscientiousness of the employee working in Infosys

	Value	Degrees of freedom	Asymp. Sig. (2-sided)
Pearson chi-square	12.729 ^a	4	.013
Likelihood ratio	19.154	4	.001
Linear-by-linear association	4.472	1	.034
N of valid cases	200		

age group of the employee	Pearson χ^2 Asymp. Sig. (2- sided)	Significance Level	Decision
conscientiousness of the employee working in Infosys	.013	0.05	Reject

Inference:

From the above table it indicates that Pearson χ^2 value 0.013 is less than the significance level $\alpha=0.05$ the null hypothesis is rejected. Hence there is a relationship between the age and big five component of personality-conscientiousness factor like being organized, systematic, punctual, achievement oriented, dependable characteristics of the employee working in Infosys.

2. Table and Figure showing the age of the employee and employees sleeping hours is not been affected by their working hours

Null Hypothesis H0: There is no significant difference between the age and employees sleeping hours is not been affected by their working hours

Alternate Hypothesis H1: There is a significant difference between the age and employees sleeping hours is not been affected by their working hours.

Chi-square test

table no: 2 showing the age of the employee and employees sleeping hours is not been affected by their working hours

	Value	Degrees of freedom	Asymp. Sig. (2-sided)
Pearson chi-square	10.750 ^a	4	.030
Likelihood ratio	10.629	4	.031
Linear-by-linear association	1.423	1	.233
N of valid cases	200		

age group of the employee	Pearson χ^2 Asymp.Sig. (2- sided)	Significance Level	Decision
employees sleeping hours is not been affected by their working hours	0.030	0.05	Reject

Inference:

From the above table it indicates that Pearson χ^2 value 0.030 is less than the significance level $\alpha=0.05$ the null hypothesis is rejected. Hence there is a relationship between the age group of the employee and employees sleeping hours is not been affected by their working hours.

3. Table and Figure showing the age group of the employee and Senior employees decision making is been considered more than the young ones in Infosys

Null Hypothesis H0: There is no significant difference between the age and senior employees decision making is been considered more than the young ones in Infosys

Alternate Hypothesis H1: There is a significant difference between the age and senior employees decision making is been considered more than the young ones in Infosys

Chi-square test

table no: 3 showing the age group of the employee and Senior employees decision making is been considered more than the young ones in Infosys

	Value	Degrees of freedom	Asymp. Sig. (2-sided)
Pearson chi-square	11.109 ^a	4	.025
Likelihood ratio	10.302	4	.036
Linear-by-linear association	5.596	1	.018
N of valid cases	200		

age group of the employee	Pearson χ^2 Asymp.Sig. (2- sided)	Significance Level	Decision
Senior employees decision making is been considered more than the young ones in Infosys	.025	0.05	Reject

Inference:

From the above table it indicates that Pearson χ^2 value .025 is less than the significance level $\alpha=0.05$ the null hypothesis is rejected .Hence there is a relationship between the age and senior employees. Thus the senior employee decision making is been considered more than the young ones in Infosys.

4. Table and Figure showing the marital status of the employee and being a conscientiousness person

Null Hypothesis H0: There is no significant difference between the marital status and being a conscientiousness person

Alternate Hypothesis H1: There is a significant difference between the marital status and being a conscientiousness person

Chi-square test

table no: 4 showing the marital status of the employee and being a conscientiousness person

	Value	Degrees of freedom	Asymp. Sig. (2-sided)
Pearson chi-square	8.132 ^a	2	.017
Likelihood ratio	4.456	2	.108
Linear-by-linear association	6.721	1	.010
N of valid cases	200		

marital status of the employee	Pearson χ^2 Asymp. Sig. (2- sided)	Significance Level	Decision
being a conscientiousness person	0.017	0.05	Reject

Inference:

From the above table it indicates that Pearson χ^2 value 0.017 is less than the significance level $\alpha=0.05$ the null hypothesis is rejected. Hence there is a relationship between the marital status of the employee and big five model component of personality by being conscientiousness like organized, systematic, punctual, achievement oriented and dependable.

6. Analysis of variance

6.1 Table showing the impact of internal Dimensions and the age group of employees working in Infosys

Null Hypothesis H0: There is no significant difference between the impact internal dimensions and the age group of employee working in Infosys.

Alternate hypothesis H1: There is a significant difference between the impact of internal dimensions and the age group of employee working in Infosys.

Anova table -6.1 Table showing the impact of internal Dimensions and the age group of employees working in Infosys

	Source of variation	Sum of Squares	Degrees of Freedom	Mean Square	F value	P value Sig.
Age Group of the employee	Between Groups	13.775	16	0.861	1.24	0.242
	Within Groups	127.1	183	0.695		
	Total	140.875	199			

Decision Table-6.1

impact of internal Dimensions on employee	P Value	Significance Level	Decision
D1age- Age Group of the employee	0.242	0.05	Accept

Inference: From the above table it indicates that p-value (0.242) is greater than the significance level $\alpha=0.05$ the null hypothesis (H0) is accepted. Hence there is no relationship between the impact of internal dimensions and the age group of employee working in Infosys.

6.2 -Table showing the impact of internal Dimensions and the marital status of employees working in Infosys

Null Hypothesis H0: There is no significant difference between the impact internal dimensions and the marital status of employee working in Infosys.

Alternate hypothesis H1: There is a significant difference between the impact of internal dimensions and the marital status of employee working in Infosys.

Anova table -6.2 showing the impact of internal Dimensions and the marital status of employees working in Infosys

	Source of variation	Sum of Squares	Degrees of Freedom	Mean Square	F value	P value Sig.
--	---------------------	----------------	--------------------	-------------	---------	--------------

Marital status of the employee	Between Groups	0.04	16	0.003	0.485	0.952
	Within Groups	0.955	183	0.005		
	Total	0.995	199			

Decision Table-6.2

impact of internal Dimensions on employee	P Value	Significance Level	Decision
D3mari Marital status of the employee	0.952	0.05	Accept

Inference: From the above table it indicates that p-value (0.952) is greater than the significance level $\alpha=0.05$ the null hypothesis (H0) is accepted. Hence there is no relationship between the impact of internal dimensions and the marital status of employee working in Infosys.

6.3 Table showing the impact of internal Dimensions on employee And current designation of the employees working in Infosys

Null Hypothesis H0: There is no significant difference between the impact of internal dimensions and the current designation of the employee working in Infosys.

Alternate hypothesis H1: There is a significant difference between the impact of internal dimensions and the current designation of the employee working in Infosys.

Anova table -6.3 showing the impact of internal Dimensions on employee And current designation of the employees working in Infosys

	Source of variation	Sum of Squares	Degrees of Freedom	Mean Square	F value	P value Sig.
Current Designation of the employee	Between Groups	4.037	16	0.252	0.797	0.688
	Within Groups	57.918	183	0.316		
	Total	61.955	199			

Decision Table-6.3

impact of internal Dimensions on employee	P Value	Significance Level	Decision
D5desig Current Designation of the employee	0.688	0.05	Accept

Inference: From the above table it indicates that p-value (0.688) is greater than the significance level $\alpha=0.05$ the null hypothesis (H0) is accepted. Hence there is no relationship between the impact of internal dimensions and the current designation of the employee working in Infosys.

6.4 Table showing the impact of internal Dimensions on employee and salary range of the employees working in Infosys

Null Hypothesis H0: There is no significant difference between the impacts of internal dimensions and salary range of the employee working in Infosys.

Alternate hypothesis H1: There is a significant difference between the impacts of internal dimensions and the salary range of the employee working in Infosys.

ANOVA table -6.4 showing the impact of internal Dimensions on employee and salary range of the employees working in Infosys

	Source of variation	Sum of Squares	Degrees of Freedom	Mean Square	F value	P value Sig.
Salary Range of the employee	Between Groups	8.55	16	0.534	0.723	0.768
	Within Groups	135.245	183	0.739		
	Total	143.795	199			

Decision Table-6.4

impact of internal Dimensions on employee	P Value	Significance Level	Decision
D7salary Salary Range of the employee	0.768	0.05	Accept

Inference: From the above table it indicates that p-value (0.768) is greater than the significance level $\alpha=0.05$ the null hypothesis (H0) is accepted. Hence there is no relationship between the impacts of internal dimensions and the salary range of the employee working in Infosys.

6.5 -Table showing the impact of external Dimensions and the marital status of employees working in Infosys

Null Hypothesis H0: There is no significant difference between the impact external dimensions and the marital status of employee working in Infosys.

Alternate hypothesis H1: There is a significant difference between the impact of external dimensions and the marital status of employee working in Infosys.

ANOVA table -6.5 showing the impact of external Dimensions and the marital status of employees working in Infosys

	Source of variation	Sum of Squares	Degrees of Freedom	Mean Square	F value	P value Sig.
Marital status of the employee	Between Groups	0.004	19	0	0.036	1.0
	Within Groups	0.991	180	0.006		
	Total	0.995	199			

Decision Table-6.5

<u>impact of External Dimensions on THE employee</u>	<u>P Value</u>	<u>Significance Level</u>	<u>Decision</u>
D3mari Marital status of the employee	1.0	0.05	Accept

Inference: From the above table it indicates that p-value (1.0) is greater than the significance level $\alpha=0.05$ the null hypothesis (H0) is accepted. Hence there is no relationship between the impact of external Dimensions and the marital status of employee working in Infosys.

6.6 -Table showing the recreational habit of the employee and the age group of employees working in Infosys

Null Hypothesis H0: There is no significant difference between the recreational habit of the employee and the age group of employee working in Infosys.

Alternate hypothesis H1: There is a significant difference between the recreational habit of the employee and the age group of employee working in Infosys.

ANOVA table -6.6 showing the recreational habit of the employee and the age group of employees working in Infosys

	Source of variation	Sum of Squares	Degrees of Freedom	Mean Square	F value	P value Sig.
D1age- Age Group of the employee	Between Groups	11.869	11	1.079	1.572	0.11
	Within Groups	129.006	188	0.686		
	Total	140.875	199			

Decision Table-6.6

<u>recreational habit of the employees</u>	<u>P Value</u>	<u>Significance Level</u>	<u>Decision</u>
D1age- Age Group of the employee	0.11	0.05	Accept

Inference: From the above table it indicates that p-value (0.11) is greater than the significance level $\alpha=0.05$ the null hypothesis (H0) is accepted. Hence there is no relationship between the recreational habit of the employee and the age group of employee working in Infosys.

6.7-Table showing the Personality TRAIT OF THE EMPLOYEE and the age group of employees working in Infosys

Null Hypothesis H0: There is no significant difference between the personality trait and the age group of employee working in Infosys.

Alternate hypothesis H1: There is a significant difference between the personality trait and the age group of employee working in Infosys.

ANOVA table -6.7 showing the Personality TRAIT OF THE EMPLOYEE and the age group of employees working in Infosys

	Source of variation	Sum of Squares	Degrees of Freedom	Mean Square	F value	P value Sig.
Age Group of the employee	Between Groups	5.12	6	0.853	1.213	0.301
	Within Groups	135.755	193	0.703		
	Total	140.875	199			

Decision Table-6.7

<u>PERSONLITY TRAIT OF THE EMPLOYEYEE</u>	P Value	Significance Level	Decision
D1age- Age Group of the employee	0.301	0.05	Accept

Inference: From the above table it indicates that p-value (0.301) is greater than the significance level $\alpha=0.05$ the null hypothesis (H₀) is accepted. Hence there is no relationship between personality trait and the age group of employee working in Infosys.

6.8-Table showing the Positive attitude OF THE EMPLOYEYEE and the age group of employees working in Infosys

Null Hypothesis H₀: There is no significant difference between the positive attitude and the age group of employee working in Infosys.

Alternate hypothesis H₁: There is a significant difference between the positive attitude and the age group of employee working in Infosys.

ANOVA table -6.8 showing the Positive attitude OF THE EMPLOYEYEE and the age group of employees working in Infosys

	Source of variation	Sum of Squares	Degrees of Freedom	Mean Square	F value	P value Sig.
Age Group of the employee	Between Groups	5.908	6	0.985	1.408	0.213
	Within Groups	134.967	193	0.699		
	Total	140.875	199			

Decision Table-6.8

<u>Positive attitude OF THE EMPLOYEYEE</u>	P Value	Significance Level	Decision
D1age- Age Group of the employee	0.213	0.05	Accept

Inference: From the above table it indicates that p-value (0.213) is greater than the significance level $\alpha=0.05$ the null hypothesis (H₀) is accepted. Hence there is no relationship between positive attitude and the age group of employee working in Infosys.

FINDINGS

- In Infosys software testing department 42.0% of the employee strongly agrees that openness to experience is an important factor that affects the personality of the employee.
In Infosys software testing department 71.5% of the employee strongly agree that conscientiousness is also an important factor that affects the personality of the employee. In Infosys software testing department 42.0% of the employee strongly agree that extraversion is an important factor that affects the personality of the employee.
- In Infosys software testing department 66.0% of the employee strongly agrees that in personality trait attitude is also an important factor which has greater impact on the individual career development. In Infosys software testing department 88.5% of the employee strongly agrees in personality trait ethics is also an important factor which has greater impact on the individual career development.
- In Infosys software testing department 38.0% of the employee is neutral in their decision that employees believe that meditation will help them to discover about themselves. In Infosys software testing department 50.5% of the employee is neutral in their decision that employee believe that meditation and self-reflection will guide them to take correct decision.
- In Infosys software testing department 76.0% of the employee strongly agrees that recreational habit will motivates the individual. In Infosys software testing department 74.5% of the employee strongly agrees that recreational habit will build up the self-confidence. In Infosys software testing department 71.0% of the employee strongly agrees that recreational habits helps to socialize and develop new friendship with others.

- In Infosys software testing department 53.5% of the employee strongly agrees that the satisfaction level of the physical factors that affect the work environment (e.g. light, ventilation, temperature, noise). In Infosys software testing department 61.0% of the employee strongly agrees that the satisfaction level of the mental/psychological factors that affect the work environment. In Infosys software testing department 54.0% of the employee strongly agrees that the satisfaction level of the social factor that affects the work environment (e.g. Sense of belonging).

SUGESSTIONS

- The employee are taking care about the personal habit but still, more health relating awareness program should be conducted more for the employees and the employee strongly believe that recreational habit will serves as a mean of relaxation, brings in peace of mind and lightens up the spirit, enhances the positive mood, build up the self-confidence, helps to socialize with people.
- In Infosys job sharing and part time work schedule are becoming more common for the senior personnel who are nearing their retirement stage. So the employee who deserves that place should be properly analyzed according to merit system. Proper training should be given to the employee. Irrespective of the gender this has to done and it should not create any conflict among the employee. Young employee's decision can also be considered equally. The employees should feel happy and find each day interesting and challenging in Infosys. The work environment should remove the employee anxiety, work load, fatigue, monotony and Boredom. Work location / environment is a factor that acts and reacts on the mind and body of the employee so proper physical factor, mental /psychological factor, and social factor of the work environment should be taken care.
- On the whole Globalization has changed the characteristics of the modern work place. And Infosys should strive the employee and consider the dimension which affects the workplace. And Infosys should able to recruit new employees from all available global talent pools and provided paths to employment to all members of world societies. As organizations become more diverse, management should be adapting its human resource practices to reflect those changes. All the goals and objectives should be based on 3 H's of heart, head and hand (i.e.)
 - **Think by head,**
 - **Feel by heart,**
 - **Implement by hand.**

7. CONCLUSION

The results of the study provide considerable insight on present workforce diversity practise followed by Infosys Technologies Limited and the barriers encountered by employees for accepting workplace diversity. If the management successfully manage the diversity it can lead to-More commitment towards the work, better satisfaction level, better performance level of the employees, new and valuable ideas, viewpoints will be generated, Effective group performance and innovation. And it was clear that every organization is taking lot of measures to manage diversity in order to bring the potentiality of employees. More businesses are becoming global, and there is an emphasis on teamwork. The demographic composition is not only affecting the workforce but also the marketplace. Therefore, having a diverse workforce and managing it properly is perceived as a competitive strategy that can not only help to attract diverse customers but also people who have different perspectives which contribute to the creativity of the organization. International business is one of them. The success of international business highly depends on the effective implementation of diversity initiatives. Diplomacy also requires valuing diversity.

Disciplines such as anthropology, sociology, history, linguistics, philosophy, ethics, social work, and psychology attempt to understand diversity. In addition, many businesses have started to understanding the value of diversity. Different researchers have found a multitude of reasons for implementing diversity initiatives in organizations. Many of them agree that the main reason is to improve corporate productivity and profitability. It can encounter many barriers. Some of the most common barriers include stereotype and prejudice, discrimination, harassment, difficulty balancing work and family, poor career planning and development, lack of organizational political savvy, unsupportive work environment, exclusion and isolation, qualifications and performance questioned, lack of mentors, and backlash. There is a wide range of initiatives for managing diversity in the workplace. However, no single initiative is comprehensive enough to solve all diversity issues or to successfully manage diversity in organizations.

Diversity training is one of the primary and most widely used initiatives to address diversity issues in organizations. Needs assessment and evaluation are essential elements in the process of developing diversity training programs. However, the qualifications of a diversity trainer are fundamental to making diversity training successful. Because of the role diversity training plays in organizations, diversity training should be an integral part of all human resource departments. In the future, diversity issues will continue at the forefront because the population will become even more diverse and more companies will become global. As diversity is becoming more complex, diversity training will continue to be an essential element of the overall diversity strategy.

REFERENCES

NEWS PAPER:

"Narayana Murthy is among Fortune's 12 'greatest entrepreneurs'". Hindustan Times. 28 March 2012. Retrieved 1 June 2013.
"LN Mittal, Ratan Tata, Narayana Murthy get Padma Vibhushan". Economic Times. 26 Jan 2008. Retrieved 2 June 2013.

JOURNAL:

- Bas Verplanken, Suzanne Faes (1999). "Good intentions, bad habits, and effects of forming implementation intentions on healthy eating". *European Journal of Social Psychology* 29 (5–6): 591–604.
- Caron, H. (1998). The effects of organizational stability and leadership structure on firm performance. *Journal of Managerial Issues*. (Online-Journal) accessed on 11/11/2010.
- Carr, P.L., Gareis, K.C., & Barnett, R.C. Characteristics and Outcomes for Women Physicians Who Work Reduced Hours. *Journal of Women's Health*. Volume 12, Number 4, 2003
- Chet, R. Douglas B, Bly, J, Paul R. (2008). Relationship between Major Personality Traits and Managerial Performance: Moderating Effects of Derailing Traits. *International Journal of Management*; (Accessed Online).
- Gerhardt, M., Bryan, A. & Newman, R.W. (2009). Understanding the impact of proactive personality on job performance: the roles of tenure and self-management, *Journal of Leadership & Organizational Studies*. (Online) journal accesses on 11/11/2010
- Greenhaus, J.H., Parasuraman, S, Wormley, W.M. (1990). Effects of race on organizational experiences, job performance evaluations, and career outcomes. *Academy of Management Journal*: Vol. 33, no. 1, 64-86.
- Hurtz, G.M., & Donovan, J.J. (2000). Personality and job performance: The Big Five revisited. *Journal of Applied Psychology*, vol.85, 869-879
- Iles P. (1999) Managing diversity. An employment and service delivery challenge. *The International Journal of Public Sector Management* 12(1), 27–49.
- Jackson, E.S., Joshi, A., & Erhardt, L.N. (2003). Recent research on team and organizational diversity: A SWOT analysis and implications. *Journal of Management*, 29(6), 801-830.
- Jain and Verma (1996) Introduction on Human resource management & Workforce Diversity and Competitive Strategies: Human Resource Policies and Practices in the 1990. *International Journal of Manpower*.
- Jehn & Bezrukova (2004) A Field Study of Group Diversity, Workgroup Context, and Performance. Source: *Journal of Organizational Behaviours*, Vol. 25, No. 6, Special Issue: Diversity and the Workplace (Sep., 2004), pp. 703-729 Published by: John Wiley & Sons.
- Jehn, K.A. & Bezrukova K. (2004). A Field Study of Group Diversity, Workgroup Context, and Performance. *Journal of Organizational Behaviour*: Vol. 25, No. 6, Special Issue: Diversity and the Workplace. p. 703-729.
- Kim, T., Hon, A., & Crant, J. J. (2009). Proactive Personality, Employee Creativity, and Newcomer Outcomes: A Longitudinal Study. *Journal of Business & Psychology*, 24(1), 93-103.
- Koehler, L. S. (1988). Job Satisfaction and Corporate Fitness Managers: An Organizational Behaviour Approach to Sport Management. *Journal of Sport Management*, 2(2), 100-105. Retrieved from EBSCO host.
-