

“A Study on Cultural Adaptability with Respect to Diversity and Inclusion at Workplace”

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Abstract

The following research about cultural adaptability among employees studies the perception of employees regarding diversity and inclusion at workplace and how they adapt the culture of the same. The boost in globalization and advancement in the technology has brought the people around the world much closer than anticipated. With this thought organizations are focusing more and more on recruiting diverse workforce to attain the competitive edge in the market. Managing diversified workforce sometimes can be proven as a difficult task for the organizations as there can be presence of prejudice in the minds of employees which can create hinderance in working as a team with people of diverse background. It is important to understand how employees are adapting the culture of diversity and inclusion and what potential benefits and threats they are experiencing due to it. In order to achieve the objectives of the research, primary data collection was done through an online survey which was circulated amongst the employees of Banking and Finance sector. A questionnaire was formed for this purpose and the data collection was done through snowball sampling technique. The questionnaire was divided into three sections. The first section consisted of the demographic questions like gender age and employment type were asked. The second section of the questionnaire comprised a total of 17 questions based on different accepts of diversity. The third section of questionnaire consisted of questions regarding the adaptability within employees with respect to diversity and inclusion at workplace. A total of 112 responses were taken and analyzed using Chi-square test. In this study we observe that despite of diverse culture in the organization it is not necessary that employees are able to adapt the culture of diversity and inclusion. And there can be many factors contributing to that such as very less or no effort by organization to make the environment of organization culturally adaptable for all the employees, lack of policies for the fair and equal treatment of employees. Absence of programs to help employees overcome their prejudices and respect and accept their colleague's despite of their background.

Keywords: *Cultural Adaptability, Diversity, Inclusion, Workplace Prejudice, Perception.*

Introduction

In an increasing globalized and interconnected world there exists people(teams) with potentially very different cultures. The difference in the cultures of different teams can lead to conflicts, impact on productivity and ability to recruit. So, bringing teams together and helping them work cohesively becomes one of the vital objectives for management.

Diversity at workplace holds a significant importance as it includes people with different characteristics and ethnicity. Diversity is a demographic mix of a specific collection of people, taking into account elements of human difference, but focusing particularly on women, racial, ethnic groups, LGBTQ population and people with disabilities. When an organization proactively invites, welcome's and leverage the unique perspectives of diverse identities it leads to emergence of inclusion.

SHRM's definition of inclusion is the achievement of work environment in which all the individuals are treated fairly and respectfully. They have equal access to resources and opportunities, and contribute completely to organization's success. However, it is not necessary that implementation of diversity and inclusion at workplace directly leads to its adaptation from employee's end as well.

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Being culturally adaptable is “the ability to rapidly learn and conform to organizational cultural norms as they change over time.” It may be perceived as threat by few employees leading to resistance among them. But when accepted and adapted can lead to less conflicts, more productivity and understanding about how one can work in different environments and cultures.

How diversity and inclusion is cultivated in the organizational culture and what measures are taken by management to make their employees culturally adaptable holds of great importance. For organization to assist its employees in being culturally adaptable, first it needs to understand employee’s perception towards it. The perception of employees towards diversification can be a strong indicator of whether the practices or policies implemented by management will be successful or not.

It is important for management to know what factors of diversification causes resistance in majority of the employees, with the help of their perception regarding it and develop the cultural adaptability strategies in alignment with the information gathered.

With including diversity and inclusion in mission, strategies and practices, organizations can reflect societies, demographics and broader market more accurately.

Review of Literature

Employing a diverse workforce is more and more being recognized as a contributing factor in improving the firm’s performance, and also a component that organizations can no longer ignore. Since the initial focus in the 1980s was on women and people of color, the definition of diversity has broadened to include other forms of demographics such as religious practices and various sexual orientations (Nair & Vohra, 2015a). The term diversity can be described on grounds of ethnicity, gender, nationality, age or work status (Kreitz, 2008). Considering all those elements, diversity is defined as any significant difference that differentiates one individual from another. In terms of business, diversity can be defined as various differences of individual traits pertaining to social demographic variables and professional variables which are present on various levels (Cox & Blake, 1991). Diversity should not be perceived as an absolute phenomenon which plainly states that whether an organization is diverse or not rather it should be conceptualized as a continuum stating the level or degree of diversity present in an organization on the basis of relevant dimension (Rao & Bagali, 2014).

Diversity is considered as an important business issue as employee diversity can be proved advantageous when dealing with a diverse customer base or international market (Podsiadlowski et al., 2013). Yet there are challenges to managing a diverse work population. Some would contend that when diversity efforts are focused more on visual identities such as gender, race, disability or age, while ignoring hidden identities emergent from differences in cultures, values, attitudes, beliefs or needs, it may actually be a hindrance to development of inclusive cultures by dwelling on differences rather than commonalities (Chavez & Weisinger, 2008a). It consists of acknowledging the merit of differences, fighting the discrimination, and fostering inclusiveness. Managers may also be challenged with losses in terms of employees and productivity due to biasedness and discrimination as well as complaints and legal actions against the firm. Various perspectives of diversity have been in affect varying from negative view like resistance among employees to positive approaches such as - Discrimination and fairness perspective: This approach focuses on justice and equal treatment of all employees. Access and legitimacy perspective (where differences are thought to create opportunities such as access to new markets or consumers): This perspective considers differences to create opportunities like approaching new markets. It is majorly based on the notion that the organization's markets are culturally diverse and complementing the organization's own workforce is a way of gaining access and legitimacy to those markets.

Learning and integration perspective: This perspective is built on the thought that the experiences, skills and insights of diverse employees is a possibly valuable resource for learning and growth, and is valued in the corporate for accomplishment of its goals.

Promoting diversity allows organizations to have a variety of perspectives and thus, have multiple advantages –

When employees are from diverse background, they bring different and creative perspective in the group for solving problems which enhances their performance. (Williams.OReilly.1996. Diversity &demography, n.d.)

- In a study of Fortune 500 companies, it was found that the top 25% of the organizations which had women as their senior management, actually yielded returns to their stockholders 30% higher than their peers (Report: The Bottom Line: Connecting Corporate Performance and Gender Diversity | Catalyst, n.d.)
- TOI commissioned a study on the relation between companies with women on their boards and profitability. An analysis of return on equity data of top 100 companies listed under BSE by Randstad reveals that the board of a private sector company who had a mixture of both men and women contributed to rise by 4.4% of ROE (Companies with Women Board Members Make More Money - Times of India, n.d.)

Along with the above advantages diversity also has some disadvantages.

- Research has shown that (Chavez & Weisinger, 2008b) antagonism may occur in diversity training because of extra focus on differentiation and could also strengthen stereotypes about people belonging to minority groups amongst employees. Studies (Stevens et al., 2008) has also linked diversity to negative outcomes such as personnel issues, costs due to harassment and discrimination, lower commitment, inhibited decision making and prominent turnover.
- Demographic diversity is often associated with some negative group outcomes such as higher levels of conflict (Jackson et al., 2003)

Most of the studies that focus on diversity and inclusion talk about gender and race as they are predominantly based on the Anglo-Saxon perspective that originates from the West. (Nair & Vohra, 2015b).

While diversity focuses primarily on demographic makeup of groups and organizations, inclusion focuses on encouraging participation and moving beyond merely appreciating diversity, toward leveraging and integrating diversity into everyday work life. (Stevens et al., 2008). In one of the early descriptions, term inclusion is described as the extent to which individuals are ‘allowed to participate and are enabled to contribute fully’(Miller, n.d.). Varying along a scale 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, connection to supervisor and co-workers, and ability to participate in and influence the decision making process’. (Covert, 2017). One of the most widely accepted, contemporary approaches to viewing inclusion defines (Shore et al., 2011) it as ‘the degree to which an employee thinks that he or she is an important member of the work group through experiencing treatment that matches his or her needs for belongingness and uniqueness’.

Diversity is an action; inclusivity is a culture and belonging is a feeling. Perceptions of fairness and respect, value and belonging are considered to be driving the feelings of inclusion. Many researchers draw on social identity theory, optimal distinctiveness theory and the need for belongingness in the process of studying inclusiveness.

According to social identity theory, an individual's concept is derived from being members of a particular social group, especially those groups which have highly recognized social identities. Underlying the notion of inclusion is an individual's need to belong to a larger social group, which in turn is related to employee's psychological well-being. (Tajfel & Turner, 2019). As per the optimal distinctiveness theory (Brewer1991, n.d.) individuals seek to be accepted by valued groups to increase their need for belongingness and individualization.

Individuals have two quite opposite needs of belongingness and uniqueness at the same time in groups. When they feel too similar to their group members, there is a need to set themselves apart in order to feel unique. Whereas, when they feel very different from the other group members, it generates a feeling that they don't belong and thus may try to become more alike. (Nair & Vohra, 2015b)

An individual experiences inclusion when both the needs of uniqueness and belongingness are met. These needs are met by treating the individual as a part of the organization and encouraged to appreciate and celebrate their uniqueness.

When inclusion is perceived in an organization it shows that employees' values and thoughts are encouraged and accepted by the organization (Caldwell et al., 1990). Perceived inclusion describes employee's perception about being accepted and recognized in the workplace and researchers believe that inclusion shows employees positive experience and psychological satisfaction at the workplace (Mor-Barak & Cherin, 1998). The inclusion of employees is seen to be influenced by psychological processes such as prejudice, discrimination and exclusion (Mor Barak, 2009). Abrams and colleagues have discussed the various psychological effects of exclusion and motives driven by them. Further the potential responses and interventions and interventions to address these effects have been discussed. While doing this they offer a framework for understanding social inclusion and exclusion (A Social Psychological Framework for Understanding Social Inclusion and Exclusion. - PsycNET, n.d.). The psychological effects of exclusion may vary from: Threat to the self- concept, Lowered self-esteem, Anger, frustration, and emotional denial and Cognitive impairment. These in turn may invoke motives of: need for belongingness, validity and distinctiveness, need for positive self-image, maintaining a reputation in social groups, avoidance of threat or discomfort.

How an organization views diversity & inclusion and its management determines the impact of it. Cultural adaptability is an individual's skill to vary and adapt their communication and management style depending on the environment they are working in. Cultural adaptability is defined as "the ability to rapidly learn and adjust to organizational cultural norms as and when required," according to a study "Enculturation Trajectories: Language, Cultural Adaptation, and Individual Outcomes in Organizations." Cultural adaptability is proven even more important than culture fit as employees who were able to adapt to the new norms as they changed over time were more successful than those who displayed cultural fit at the time of hiring. (The New Analytics of Culture, n.d.) Some studies state that employees such as women and other minorities tend to have lower cultural adaptation than men and majority members due to, they have been marginalized in social interaction for so long (Cho & Barak, 2008).

Diversity management is defined as a number of practices for managing people to make them culturally adaptable (Cox, 1993) and policies for hiring and retaining talent from different backgrounds (Cox, 1991). Management practices should be established and focus on how can they make employees feel included in the organization and managers should understand that the aim of inclusion is not merely to provide fair practices but also creating attachment to the organization (Chen & Tang, 2018) Approaches that focus on cultural diversity formulate policies including diversity committees, multicultural work groups, intercultural training and diversity workshops. Diversity measures can also be included in present tools regarding recruitment, selection, assessment and mentoring. (Podsiadlowski et al., 2013). This study aims to understand the perception of employees towards Diversified and Inclusive culture at the workplace and cultural adaptability associated with it.

Research Methodology

In order to achieve the objectives of this research, primary data collection was done through an online survey which was conducted on employees working in the banking and finance sector. A questionnaire was formed for this purpose and the data collection was done through snowball sampling technique. The questionnaire was divided into three sections. The first section consisted of the demographic questions like gender age and employment type were asked. The second section of the questionnaire comprised a total of 17 questions based on different accepts of diversity. The third section of questionnaire consisted of

questions regarding the adaptability within employees with respect to diversity and inclusion at workplace. A total of 112 responses were taken for the analysis.

Data Analysis, Interpretation and Hypothesis Testing

Part A: Demographic Analysis

Demographic Data

Table 1. Statistics

		Gender	Age Group	Experience Years
N	Valid	112	112	112
	Missing	0	0	0
Mean		1.51	1.54	1.88
Median		2.00	1.00	1.00
Mode		2	1	1
Std. Deviation		.502	.656	1.265
Variance		.252	.430	1.599

Pie Chart 2. Representation of Male and Female

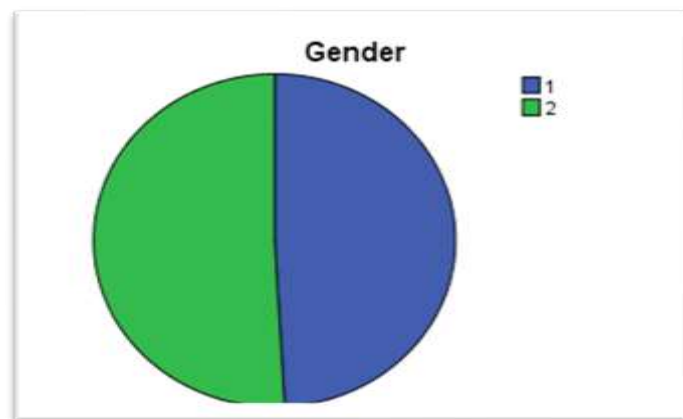


Figure 1

In Figure 1, 1 represents female and 2 represents male. 49.1% of total respondents are female and 50.9 are male.

Pie Chart 2: Representation of Age Group

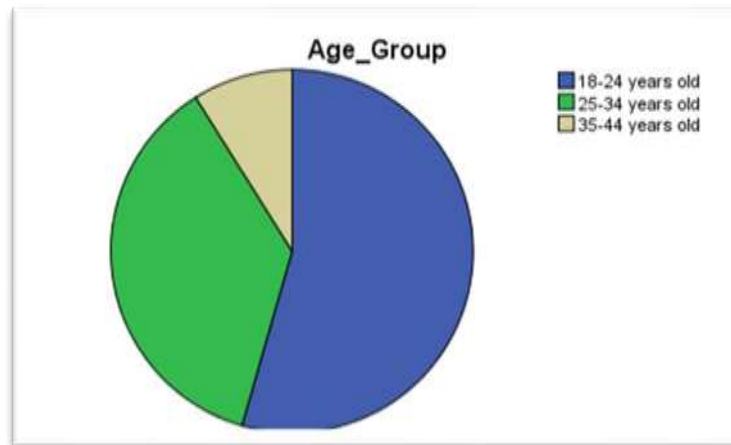


Figure. 2

Figure 2 Represents the Age Group of The Respondents

It can be inferred that 54.5% respondents belong to age group of 18-24 years old; 36.6% respondents belong to age group of 25-34 years old and 8.9% of respondents belong to age group of 35-44 years old.

Pie Chart 3. Representation of Organization Level

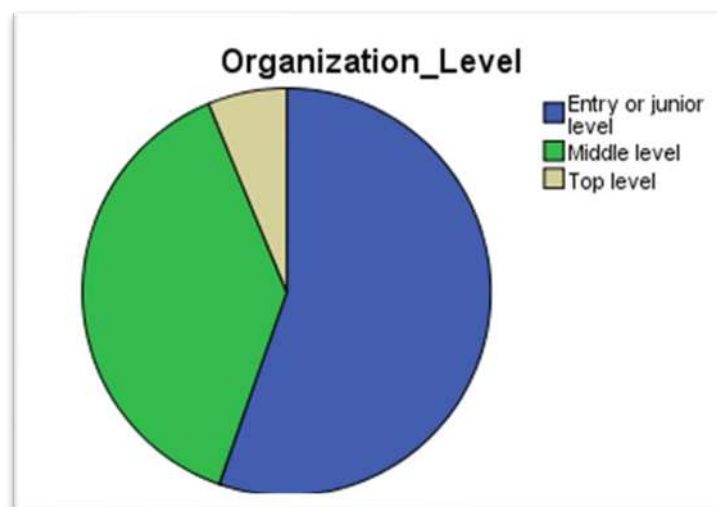


Figure. 3

Figure 3 represents the organization level of the employees.

It can be inferred that 55.4% of respondents are currently working at entry or junior level, 38.4% of respondents are working at middle level and 6.3% respondents are working at top level.

Descriptive Analysis of Individual Question on Diversity and Inclusion

Table 2. Descriptive Statistics

	N	Mean	Std. Deviation	Variance
People from all cultures and background are respected and valued here.	112	3.82	1.125	1.265
You can just feel difference in the way some people are treated or talked to because they are different	112	2.96	1.204	1.448
Although people talk about appreciating other cultures, the visible active support is not present.	112	2.82	1.164	1.355
Individuals with different backgrounds have difficult time getting their ideas across.	112	2.88	1.221	1.491
I have to prove myself more and work a lot harder to get into next position because of my gender or religious background.	112	2.46	1.177	1.385
When people who are of different genders work together, there is always some miscommunication	112	2.29	1.043	1.089
Women are interpreted differently than males, even when they say the same thing.	112	2.46	1.122	1.260
It seems that people don't trust those outside their own gender group.	112	2.37	1.048	1.099
People are reluctant to get involved in a project that requires	112	2.44	1.113	1.239
them to balance ideas from different gender's points of view.				
Whenever I have confronted someone for giving me a hard time because of my diverse background, they have denied the problem.	112	2.87	.925	.856

Geographical diversity at workplace causes miscommunication due to language barriers.	112	3.46	1.162	1.350
Employees of the Gen x age group have to face stereotypes from Gen y and z age group employees with respect to their productivity and creativity.	112	3.37	.986	.973
There is diversity with respect to gender, culture or religion in our workgroup team	112	3.63	1.090	1.189
Individuals in our group have difficult time really listening with an open mind to the ideas presented by those another culture or gender.	112	2.38	1.042	1.086
When people from different backgrounds work together in groups, some people feel ignored because their ideas are not acknowledged.	112	2.83	1.064	1.133
when people from different age group work in a team it can lead to diverse ideas and high team performance	112	3.93	.835	.698
When people from different age groups work in a team, overall team performance gets negatively affected.	112	2.22	.946	.896
Valid N (listwise)	112			

Descriptive Analysis of Individual Question on Diversity and Inclusion

Descriptive Statistics				
	N	Mean	Std. Deviation	Variance
This firms provides an environment for the free and open expression of ideas, opinions and beliefs.	112	3.80	1.056	1.114

People in our workgroup respond to cultural or gender differences by looking for common ground	112	3.35	.965	.932
When someone from different cultural background is reluctant in sharing their ideas, others ask for their opinion.	112	3.36	.919	.844
I feel like it's up to me to adapt to others when there is cultural difference present in their style or mannerism	112	3.76	.932	.869
Working with employees with different cultural backgrounds forces me to reconsider how I approach things.	112	3.32	1.059	1.121
I go out of my way to learn about other's cultural backgrounds , traditions and point of view.	112	3.52	.958	.919
Traditional ways of doing things are abandoned at your workplace to accommodate minority opinions or ways of doing things.	112	3.09	1.018	1.037
Valid N (listwise)	112			

*Part B: Reliability Test**Cronbach's Alpha Value**Cronbach's Alpha Reliability Test*

Reliability Statistics	
Cronbach's Alpha	N of Items
.836	24

The above table shows the Cronbach alpha is 0.836. Its shows that scale for diversity and inclusion as well as adaptability is reliable.

*Part C: Hypothesis Testing**Hypothesis Testing*

Ho: Employees of organisation are not able to adapt the culture when there is diversity and inclusion at workplace

Ha: Employees of organisation are able to adapt the culture when there is diversity and inclusion at workplace.

The hypothesis is tested by Pearson Chi-square using cross tabs. This hypothesis consisted of two variables i.e., employees of the organization being dependent variable and culture of diversity and inclusion being the independent variable.

In this study, diversity is represented in the form of general diversity, gender diversity, geographical diversity, age diversity and workgroup diversity.

For this hypothesis four demographic variables are taken and tested against the diversity and inclusion culture variable.

*Organization Level***Chi-Square Tests Table 1**

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	59.583 ^a	72	.852
Likelihood Ratio	62.060	72	.792
Linear-by-Linear Association	.757	1	.384
N of Valid Cases	112		

As observed in the table 1, the Pearson Chi-Square value is coming out as 59.583 and the value of $p=0.852$ which is greater than the significance level i.e., 0.05.

*Age-Group***Chi-Square Tests Table 2***Value*

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	67.630 ^a	72	.624
Likelihood Ratio	78.213	72	.288
Linear-by-Linear Association	.546	1	.460
N of Valid Cases	112		

As observed in the table 2, the Pearson Chi-Square value is coming out as 67.630 and the value of $p=0.624$ which is greater than the significance level i.e., 0.05.

Experience in Years

Chi-Square Tests Table 3

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	147.493 ^a	144	.404
Likelihood Ratio	123.367	144	.892
Linear-by-Linear Association	.379	1	.538
N of Valid Cases	112		

As observed in the table 3, the Pearson Chi-Square value is coming out as 147.493 and the value of $p=0.404$ which is greater than the significance level i.e., 0.05

Workgroup Members

Chi-Square Tests Table 4

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	61.128 ^a	72	.816
Likelihood Ratio	54.329	72	.940
Linear-by-Linear Association	1.785	1	.182
N of Valid Cases	112		

As observed in the table 4, the Pearson Chi-Square value is coming out as 61.128 and the value of $p=0.816$ which is greater than the significance level i.e., 0.05

It is observed that when Chi-Square test is conducted on all the four demographic variables against diversity and inclusion variable the value of p is coming out greater than significance level i.e., 0.05 in all the cases which suggests that the value of p is not statistically significant. Therefore, we fail to reject the null hypothesis and cannot accept the alternative hypothesis.

Ho: The cultural adaptability of female employees is not more than male employees
 Ha : The cultural adaptability of female employees is more than male employees.

The hypothesis is tested by Pearson Chi-square using cross tabs. This hypothesis consisted of two variables i.e., male & female being dependent variable and cultural adaptability being them independent variable.

Chi-Square Tests Table 5

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	13.843 ^a	21	.876
Likelihood Ratio	17.589	21	.675
Linear-by-Linear Association	.507	1	.476
N of Valid Cases	112		

As observed in the table 5, the Pearson Chi-Square value is coming out as 13.843 and the value of $p=0.876$ which is greater than the significance level i.e., 0.05. As the value of p is greater than the significance level, we cannot conclude that a significant difference exists.

Therefore, we fail to reject the null hypothesis and cannot accept the alternative hypothesis.

Findings

This Research paper on “The study of Cultural adaptability with respect to diversity in inclusion at workplace aims to find the perception of employees towards culture of diversity and inclusion as well potential threats or benefits experienced. It also focuses on how employees adapt the diversity and inclusion culture at the workplace.

For this study, employees were requested to rate their opinion on the various aspects of diversity such as gender diversity, geographical diversity, Age diversity, Workgroup diversity as well as cultural adaptability. Two hypotheses were framed for analysing certain areas of diversity and inclusion as well as adaptability. Few Demographic questions were also asked for general information.

Among 112 respondents, 50.9% were male and 49.1% were female. Also, most of the employees belonged to age group of 18-24 years old and 25-36 years old and majority of employees are employed at junior or entry level jobs.

The findings of the study revealed that only 34 out of 112 i.e., 30.1 % of total respondents felt that people from all cultures and background are respected and valued at their organization as well as, 23.9% of total respondents feel that although people talk about appreciating other cultures, the visible active support is not present. Also 41 out of 112 i.e., 36.3 % of total respondents feel that individuals with different backgrounds have difficult time getting their ideas across.

It is also observed that 46 out of 112 i.e., 40.7% of total respondents disagree that, when people of different gender work together there is always some miscommunication. Also 39.8% of total respondent believe that women are not interpreted differently even when they say the same thing.

Findings also revealed that 47 out of 112 i.e., 41.6% of total respondents believe that Geographical diversity at workplace causes miscommunication due to language barriers. In workgroup diversity 50.4% of total respondents agreed that they had diversity in terms of gender, culture and religion in their workgroup. Where in 18.6% of total feel that individuals in their group have difficult time really listening with an open mind to the ideas presented by those of another culture or gender. And 27.4 % of total respondents feel, due to their different background their ideas are not acknowledged in their organization. But its is also observed that 65.5% of respondents feel that when people from different age group work in a team it can lead to diverse ideas and high team performance.

While studying adaptability of the respondents it was observed that 48.7% of respondents feel that their organization provides them the environment of free and open expression of ideas, opinions and beliefs

despite of their diverse backgrounds. While only 31% of respondents feel that when someone from different cultural background is reluctant in sharing their ideas, others ask for their opinion. Also 54% of respondents feel that it up to them to adapt to others when there is cultural difference present in their style or mannerism. And just 26.5% of respondents feel that Traditional ways of doing things are abandoned at their workplace to accommodate minority opinions or ways of doing things.

Discussion

'Diversity and inclusion' these two terms are often used together to describe the culture of an organisation and are quite interconnected to each other as Diversity is about representation or the make-up of an entity while inclusion is about how well the contributions, presence and perspectives of different groups of people are valued and integrated into an environment of an organization.

The findings of the current study regarding perception of the employees towards the diverse and inclusive culture shows that majority of employees do not feel that the people from all the cultures and backgrounds are respected at their organisation. It is very crucial for any organisation to appreciate and respect the employee's despite of their different backgrounds and create the same culture in the organization. Also, to create a culture where employees do not hesitate to keep their ideas forward and where employees feel that they are heard is very important. Research has shown that when employees feel the belongingness in the organisation there is higher revenue growth, Greater readiness to innovate and 5.4 times higher employee retention. The findings of the study also revealed that it's not necessary that there is always miscommunication when people of different backgrounds work together but Geographical diversity may play a role here because of the language barriers people experience when they work away from their regional place. It is possible that individual might feel left out from the workgroup conversation or fail to put the ideas forward. In such situations it is very necessary to set a common language i.e., English for all the professional conversations at the organisation.

This study also showed that when people work in teams only certain percentage of employees felt difficulty in listening with an open mind to ideas presented by those of different background. Usually, employees work in teams in their all the stages of the employment so its very necessary to understand the dynamics of diverse teams for the success of any project at hand. Diversity in teams can be in the form of gender or age and its is observed that when people of different age group work together it can lead to diverse ideas and high team performance because with mixture of age groups comes the mixture of experience and risk-taking ability which can be really helpful in the success of team.

With the inoculation of diversity an inclusion in the culture of organisation does not mean that employees always accept that as well. Cultural adaptability is about the ability to rapidly learn and conform to organizational cultural norms as they change over time. Certain percentage of cultural adaptability is present in the employees while organisations also need to take necessary steps to make their employees more culturally adaptable.

Conclusion

Diversity and inclusion culture play a very important role in creating an image of an organisation. An environment where many different genders, races, nationalities, and sexual orientations and identities are present but only the perspectives of certain groups are valued or carry any authority or influence, may be diverse, but it is not inclusive. The diversity that lacks genuine inclusion is often called "tokenism." An inclusive workplace doesn't just have a diversity of people present, it has a diversity of people involved, developed, empowered and trusted by the business.

In this study we observe that despite of diverse culture in the organization it is not necessary that employees are able to adapt the culture of diversity and inclusion. And there can be many factors contributing to that such as very less or no effort by organization to make the environment of organization culturally adaptable for all the employees, lack of policies for the fair and equal treatment of employees. Absence of programs

to help employees overcome their prejudices and respect and accept their colleague's despite of their background.

The main limitation of this study is that the Sampling Technique used was Snowball Sampling. Since Snowball sampling does not select units for inclusion in the sample based on random selection, unlike probability sampling techniques, it is impossible to determine the possible sampling error & make statistical inferences from the sample to the population. As such, snowball samples cannot be considered to be representative of the population being studied. The responses were received from only 112 participants from the banking and finance sector therefore it would be incorrect to assume that the sample is an accurate representation of all the employees working in the banking and finance sector. But the results could have been much better with a larger sample. Further, the data for the study was collected from the employees of banking and finance sector so these results or findings may differ in other sectors. therefore, the generalization of the results in banking and finance and other sector will not be possible.

Recommendations

To make the employees more culturally adaptable, organization can create such environment where all can overcome their prejudices. Organization can provide an environment for free and open expression of ideas, opinions and beliefs. It can also abandon traditional way of doing things to accommodate minority opinions or way of doing things.

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