Volume : 3 | Issue : 4 | April 2014 • ISSN No 2277 - 8160



Research Paper | Management

HRM and Diversity Management –A Case Study on Managing Diversity in Multi National Company Special Reference Infosys Ltd

Niyaz

II nd M.COM, St.Agnes Centre For Post Graduate and Research Centre, Mangalore (Autonomous), P.B.NO.513,Bendore, Mangalore-575002.

ABSTRACT

{"Diversity refers to human qualities that are different from our own and those of groups to which we belong; but that are manifested in other individuals and groups. Dimensions of diversity include but are not limited to: age, ethnicity, gender, physical abilities / qualities, race, sexual orientation, educational background, geographic location, income, marital status, military experience, parental status, religious beliefs, work experience, and job classification." Diversity management is when managers create an environment that helps employees feel comfortable with others of different races, cultures, religions or backgrounds. When managing workforce diversity, it is important to remember that diversity includes more than just race. Diversity in the workplace deals with many aspects, including sex, age, culture, education, socioeconomic background and disability. It is also important to remember that diversity sometimes includes certain attributes that are not readily evident. For example, an employee may have lived through certain experiences that a manager would not be able to see based solely on outward appearance. Workforce diversity can create both opportunities and challenges for managers. Diversity management is critical in the early 21st century, as companies can either benefit from or struggle with the reality of increased workplace diversity. Diversity traits can vary with differences in cultural, ethnic and racial make-up, age and gender. Thus, the key to management is focusing on general acceptance of differences." This study is an attempt to analyze core issues and challenges in managing diversity in cultures in Infosys Ltd. This leading software company Infosys is a global leader in consulting, technology and outsourcing solutions. As a proven partner focused on building tomorrow's enterprise, Infosys enables clients in more than 30 countries to outperform the competition and stay ahead of the innovation curve. Managing diversity in a global company such as Infosys is a very challenging issue in the present scenario. In this study an effort has been made to evaluate the strategies employed to manage cross cultural diversity and minimize cultural conflicts.}

KEYWORDS : Effective HRM, HR Issues, Geographical and Demographical character, Diversity, Cross Culture, Conflicts and Team building.

1.Introduction

Diversity means differences, difference of age, sex, race, religion and culture etc. People with different demographic differences working in the organization makes diverse workforce. And it is becoming more important for the organizations to know about these differences and how to manage it. Diversity is also the common issue in the workforce environment, in some companies employees often get discriminated or misunderstood because of the diverse features. Diversity in the workplace involves creating a work culture where people with varying races, gender and nationalities can blend together and work in harmony. Creating a more diverse work environment can impact the way a workplace functions. Management may also need to examine its operating procedures and make any necessary adjustments.

People with different cultural backgrounds behave differently even at the workplace. Workplaces in MNCs today are highly diversified with the employees of different state, different countries, different age groups, culture, religions, races, ethnic, groups, colour and gender. People from various place and societies bring varied culture to the work place in addition to the best talent. Managing cultural diversity, racial and differences in sex can be very challenging for an organization in the present scenario given the multi-cultural dimensions that exist among groups in organizations. This study is an attempt to study the various issues in diversity management that prevail in MNC s and especially the software giant Infosys Ltd.

ABOUT INFOSYS

Infosys Technologies Limited started its journey on July 2, 1981 when N R Narayan Murthy along with six others, NandanNilekani, Kris Golapakrishnan, N S Raghavan, S D Shibulal, Ashok Arora and K Dines launched a software development company, called "Infosys Consultants Pvt. Ltd." with N S Raghavan being the first employee of the organization. Infosys is now a NYSE listed global consulting and IT services company with more than 160,000 employees. From a capital of US$ 250, we have grown to become a US$ 7.906 billion (LTM Q2 FY14 revenues) company with a market capitalization of approximately US$ 28 billion.

Infosys has established a dedicated organization to manage and drive diversity and inclusion initiatives effectively. Today, Infosys has a workforce drawn from more than 83 countries; women comprise more than 32% of the workforce.

Diversity in talent is not an option, but a key driver contributing to the company's success. The very vision of the company is to create an inclusive workplace and leverage diversity for a sustainable competitive advantage. The principles and goals of The Universal Declaration of Human Rights are at the epicenter of its Diversity and Inclusion strategy. Infosys is an equal opportunity employer, and their recruitment and promotion policies are based on proven merit. The company has various programs to enhance their cultural diversity. The In Step is one such experience, with its talent and engagement framework which complements their vision of diversity. The interns have the unique opportunity to engage with students from diverse cultural and educational backgrounds.

INFOSYS AND DIVERSITY

Infosys defines designs and delivers technology-enabled business solutions that help Global 2000 companies win in a Flat World. Infosys also provides a complete range of services by leveraging our domain and business expertise and strategic alliances with leading technology providers; offerings span business and technology consulting, application services, systems integration, product engineering, custom software development, maintenance, re-engineering, independent testing and validation services, IT infrastructure services and business process outsourcing.

A global company must reflect the diversity of the world it serves. Infosys› employees represent the widest possible variety of nationalities, cultures, genders and gender identities, employment histories, and levels of physical ability. We recruit employees from global talent pools and provide paths for professional growth to all members of the society. Within such a diverse company, people bring to the workplace contrasting opinions and worldviews. As these people interact, they develop new ideas, methods and perspectives. Infosys recognizes and promotes this power of diversity to drive innovation. Infosys actively fosters inclusivity across business units and company offices.

INFOSYS CROSS CULTURAL AND INCLUSION APPROACH

Infosys technologies limited see challenges as opportunities to create an inclusive work culture where everybody enthusiastically takes ownership for the future of the corporation and becomes a change agent in transforming the organization. N.R. Narayana Murthy, Chief Mentor, Infosys

Infosys have differences and commonalities, some differences are obvious and need to be recognized for creating an inclusive work place. The intent is to help in removing the barriers that they may face, prevent dissimilarities affecting the business decisions and leverage the advantages that diversity offers. It is important to recognize that workplace integration needs arising from these changes for establishing and providing appropriate support systems, policies and practices. They are an equal opportunity employer and recruitment and promotion policies based on meritocracy.

2. OBJECTIVES OF THE STUDY

- To trace the important of diversity management at varied level of job hierarchy.
- To identify the importance of diversity management and its corresponding reflection over work environment.
- To identify impact of work force diversity over Indian companies.
- To know the importance of effective human resources management in multi-national business
- To find the various cultural issues creating conflict in the organization.
- To find whether bringing diversity management can help improve the performance of individual as well as team building.

3. METHODOLOGY

The investigator has selected INFOSYS LTD for the research work. This study used questionnaire survey method and secondary data. The questionnaires were distributed to 50 employees. The respondents are they are working in top level, middle level and operation level. The collected data were analyzed, classified and tabulated by employing statistical method. The data collected coded according to the requirements and fed into the computer for further analysis using the software SPSS for windows (version 22.0).

Following statistical techniques were employed in the present study.

- Descriptive statistics
- Chi-square test/Kendall's test/Contingency table analysis

LIMITATIONS OF THE STUDY

The study is limited only towards Infosys Ltd. of Mangalore, Karnataka. The researchers were not able to extent their study to further locations as it was not convenient.

Human resource management (HRM)

Human resource management (HRM) is the strategic and coherent approach to the management of an organization's most valued assets - the people working there who individually and collectively contribute to the achievement of the objectives of the business. The terms "human resource management" and "human resources" (HR) have largely replaced the term "personnel management" as a description of the processes involved in managing people in organizations. Human Resource management is evolving rapidly. Human resource management is both an academic theory and a business practice that addresses the theoretical and practical techniques of managing a workforce.

Human resource management is a process of bringing people and organizations together so that the goals of each other are met. The role of Human Resource manager is shifting from that of a protector and screener to the role of a planner and change agent. Personnel directors are the new corporate "heroes". The today focus in business is personnel. Nowadays it is not possible to show a good financial or operating report unless your personnel relations are in order. The major purpose of Human Resource Management is to increase and improve the productive contribution of personnel to the organization in more ethical, social, and administratively responsible way.

MAJOR FUNCTIONS OF INTERNATIONAL HUMANRESOURCE MANAGEMENT

International human resource management involves five functional areas we will discuss in detail in this section:

1.Recruitment and selection

Recruitment and selection are the processes through which an organization takes in new members. Recruitment involves attracting a pool of qualified applicants for the positions available. Selection requires choosing from this pool the candidate whose qualifications most closely match the job requirements.

2. Development and training

The overall aim of the development function is to provide that adequately trained personnel in a company are capable to fulfil their goals, as well as to contribute to better performance and growth with their work (Armstrong, 1996). The development of employees can be treated as a special field of human resource management that includes planned individual learning, education, organization development, career development and training.

3. Performance evaluation

Performance evaluation is challenging for any organization. At the international level, the complexity is greater because the organization must evaluate employees from different countries working in different subsidiaries. The need for consistency across subsidiaries for performance comparisons conflicts with the need to consider the cultural background of employees to make the evaluation meaningful.

4. Remuneration and benefits

Remuneration of employees has a key role in acquiring new employees and is important for employees as well as for the employers. Pay is the basic resource of living of the employees, while benefits cover better health care, the possibility of spending holidays in the company's holiday facilities at a favourable price and also other advantages. The decisions about remuneration may also enhance the ability of the employer to compete for employees on the labor market. The rewards he warrants make the standing personnel either want to keep their jobs or quit.

5. Labor relations

The labor relations function identifies and defines the roles of management and workers in the workplace. The concept of labor relations varies greatly in different parts of the world. In the United States, for example, labor relations are often a formal relationship, sometimes antagonistic, between labor and management defined by a union contract. In Japan, the relationship between management and unions is cooperative, and management often appoints union leaders (Hodgetts, Luthans, 1994).

In many countries, the government regulates labor relations practices. Consequently, in this function, more than other human resources management functions, an organization may have to be polycentric. However, even though labor relations are local level issues, it is good corporate strategy to coordinate a labor relations policy across subsidiaries.

4. Data Analysis

The following are the results of the primary data survey conducted among employees of Infosys Ltd.
Table 1.Heirarchy of job level of respondent

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Top level	6	12.0	12.0	12.0
	middle level	22	44.0	44.0	56.0
	operations	22	44.0	44.0	100.0
	Total	50	100.0	100.0	

Table 1 shows total number of employee's working in 12% top level management, 44% middle level management and remaining 44% operational level. Its shows most of the employer working in middle level and operational level.

Table 2. How often do cultural diversity issues emerge in team operation?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	very often	2	4.0	4.0	4.0
	Often	16	32.0	32.0	36.0
	occasionally	12	24.0	24.0	60.0
	Rarely	20	40.0	40.0	100.0
	Total	50	100.0	100.0	

Table 2 shows 4% employees very often to accepting cultural diversity issues emerging team operation, 32% often, 24% occasionally and 40%

rarely.

So it shows most of the respondent suggested cultural issues affecting the team operation.

Table 3.cultural diversity issue creates conflicts in organization.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Never	24	48.0	48.0	48.0
	sometimes	26	52.0	52.0	100.0
	Total	50	100.0	100.0	

Table 3. shows 48% respondent are chosen 'never' .It shows only 48% respondent says cultural diversity issues does not create conflicts but 52% respondents are chosen 'sometimes' means cultural issues create conflict in organization ,so this table clearly says there diversity in organization.

Table 4.Is there a cluster among teams formed by groups belonging to the same cultural group.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	No	24	48.0	48.0	48.0
	Yes	26	52.0	52.0	100.0
	Total	50	100.0	100.0	

Table 4. Shows 48% employees accepted there is no separate group belonging same culture of employees but 52% are accepting there is separate group in organization

It is very clear from the above table says that in organization same culture background people formed new group it affect team operation.

Table 5. Is there is need for diversity management due to the internal and external demographical changes.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	No	18	36.0	36.0	36.0
	Yes	32	64.0	64.0	100.0
	Total	50	100.0	100.0	

Table 6.Managing cultural diversity advantages to Infosys Ltd

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	No	16	32.0	32.0	32.0
	Yes	34	68.0	68.0	100.0
	Total	50	100.0	100.0	

Table 6.shows 68% respondent suggested managing cultural diversity advantages to Infosys Ltd, so it helps improve the individual performance and team operation.

Table 7.Cultural diversity is a major factor in creating conflict in teams.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	No	18	36.0	36.0	36.0
	Yes	24	48.0	48.0	84.0
	may be	8	16.0	16.0	100.0
	Total	50	100.0	100.0	

Table 7 it explains the different culture in organizations is creating conflicts in teams operation because 48% respondent are chosen their opinion and 36% no and 16% may be it happen, so it gives clear idea different culture creates conflict in the organization.

Table 8.Cross-cultural issues are dealt with through efficient diversity management strategies in Infosys Ltd.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Agree	20	40.0	40.0	40.0
	Disagree	60	12.0	12.0	52.0
	to some extent	24	48.0	48.0	100.0
	Total	50	100.0	100.0	

Table 8 shows 40% Respondent agree with the cross culture dealt with efficient diversity management strategies ,12% not agree and 48% are some extent means when large organisation has require effective diversity management to deal cross culture issues.

Table 9.Infosys Ltd has a good mechanism to handle cultural diversity.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Agree	28	56.0	56.0	56.0
	to some extent	22	44.0	44.0	100.0
	Total	50	100.0	100.0	

Table.9 shows 56% respondent agrees Infosys Ltd has a good mechanism to handle cultural diversity, so it gives clear idea about the Infosys Ltd has facing many diversity issues.

Table 10.Do you agree that diversity management plays a very important role in team building and individual performance of employees in Infosys Ltd.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Agree	24	48.0	48.0	48.0
	Disagree	2	4.0	4.0	52.0
	to some extent	24	48.0	48.0	100.0
	Total	50	100.0	100.0	

Table 10 shows 48 %of respondent agree diversity management plays a very important role in team building and individual performance in organization ,4%not agree and 42% some extent .so clearly explain the diversity management is important role to development of large organization.

Table 11.Statistics

		hierarchy of job	working experience	worked abroad	total number of employees	composition of team members
N	Valid	25	25	25	25	25
	Missing	0	0	0	0	
Mean						
Median		2.00	1.00		2.00	
Mode				0		1
Std. Deviation		.690	.200	.200	1.640	2.116
Percentiles	25	2.00	1.00	.00	1.00	1.00
	50	2.00	1.00	.00	2.00	2.00
	75	3.00	1.00	.00	3.50	3.00

Table 12.statistics

		How often cultural diversities	cultural issues creates conflicts	clusters teamed by groups	need for diversity management	How well known diversity management
N	Valid	50	50	50	50	50
	Missing	0	0	0	0	0
Mean						
Median						2.00
Mode		4	2	1	1	2
Std. Deviation		.957	.510	.510	.490	.688
Percentiles	25	2.00	1.00	.00	.00	1.00
	50	3.00	2.00	1.00	1.00	2.00
	75	4.00	2.00	1.00	1.00	2.00

Table 13.statistics

		How far is the development of diversity management	companies prepared for the changes in work environment	What can companies do to prevent disadvantages	diversity management solution	cultural diversity advantages to Infosys
N	Valid	50	50	50	50	50
	Missing		0	0	0	0
Mean						
Median		2.00	2.00		2.00	1.00
Mode		2	2	3		
Std. Deviation		.702	.600	2.423	.653	.476
Percentiles	25	2.00	1.50	3.00	1.00	.00
	50	2.00	2.00	3.00	2.00	1.00
	75	3.00	2.00	5.00	2.00	1.00

Table 14. statistics

		cultural diversity is a major factor	cross-cultural issues through efficient diversity management	has a good mechanism to handle cultural diversity	agree that diversity management plays a very important role in team building
N	Valid	50	50	50	50
	Missing	0	0	0	0
Mean					
Median		1.00			
Mode			3	1	1a
Std. Deviation		.707	.954	1.013	1.000
Percentiles	25	.00	1.00	1.00	1.00
	50	1.00	2.00	1.00	2.00
	75	1.00	3.00	3.00	3.00

Table15.Hierarchy of job * How far is the development of diversity management.Crosstab

Count					
		How far is the development of diversity management			Total
		very advanced	of recent development	not in practice	
hierarchy of job	top level	2	4	0	6
	middle level	6	12	4	22
	Operations	2	10	10	22
Total		10	26	14	50

P value <0.05. (Kendall's tau –b value is 0.349) There exists significant association between hierarchy of jobs and the development of diversity management t. at 5% level of significance. These findings gives how the need of diversity management importance to different level of employer in organization.

Hypothesis:
H1: There is association between hierarchy of jobs and the development of diversity management.

Table16.Need for diversity management * companies prepared for the changes in work environment.

Crosstab						
			companies prepared for the changes in work environment			Total
			to large extent	to certain extent	not at all	
need for diversity management	No	Count	0	12	6	18
		% within need for diversity management	.0%	66.7%	33.3%	100.0%
		% within companies prepared for the changes in work environment	.0%	37.5%	100.0%	36.0%
		% of Total	.0%	24.0%	12.0%	36.0%
	Yes	Count	12	20	0	32
		% within need for diversity management	37.5%	62.5%	.0%	100.0%
		% within companies prepared for the changes in work environment	100.0%	62.5%	.0%	64.0%
		% of Total	24.0%	40.0%	.0%	64.0%
Total		Count	12	32	6	50
% within need for diversity management		24.0%	64.0%	12.0%	100.0%	
% within companies prepared for the changes in work environment		100.0%	100.0%	100.0%	100.0%	
% of Total		24.0%	64.0%	12.0%	100.0%	

P value <0.05. (Chi-square value is 8.724) There exists significant association between the need for diversity management and feelings of companies for the changes in the work environment at 5% level of significance. These analysis gives there is significance relationship between need of diversity management and changes in work environment it suggest that if large organization needs effective diversity management it leads there is changes require in work environment.

Hypothesis:
H1: There is significant association between the need for diversity management and feelings of companies for the changes in the work environment.

Table17 . Need for diversity management * How well known diversity Management.

Crosstab						
			How well known diversity management			Total
			very popular	occasionally mentioned	unheard of	
need for diversity management	No	Count	4	6	8	18
		% within need for diversity management	22.2%	33.3%	44.4%	100.0%
		% within How well known diversity management	25.0%	23.1%	100.0%	36.0%
		% of Total	8.0%	12.0%	16.0%	36.0%
	Yes	Count	12	20	0	32
		% within need for diversity management	37.5%	62.5%	.0%	100.0%
		% within How well known diversity management	75.0%	76.9%	.0%	64.0%
		% of Total	24.0%	40.0%	.0%	64.0%
Total		Count	16	26	8	50
	% within need for diversity management		32.0%	52.0%	16.0%	100.0%	
	% within How well known diversity management		100.0%	100.0%	100.0%	100.0%	
	% of Total		32.0%	52.0%	16.0%	100.0%	

P value <0.05. (Chi-square value is 8.474 there exists significant association between the need for diversity management and the popularity of diversity management in Indian companies at 5% level of significance.

These findings gives there significance relationship between need of diversity management in large organization and popularity of diversity management in Indian companies it clearly find if there need diversity management in many large organization because the reason many large organization have different cultural issues and different geographical and demographical character of individual.

Hypothesis:

H1: There is significant association between the need for diversity management and the popularity of diversity management in Indian companies.

5.FINDINGS OF THE STUDY

1. Majority of employees from different states and from abroad.

2. Employees says cultural diversity issues emerging team operations

3. Diversity issues/multi culture issues in large scale organizations it creates conflict between Employees

4. Many employees form their own cluster group in the organization and it impact team Building and team operation.

5. Effective diversity management need for internal and external and demographical in large Scale organization.

6. IT company like Infosys is a good mechanism to deal cross cultural diversity/diversity Management.

7. Managing diversity in large scale organization is important role in team building, Individual performance and organization objective.

6.Suggestion

STRATEGIES TO MANAGING DIVERSITY IN ORGANISATION

1. INDIVIDUAL STRATEGIES

Individuals with broad minded approach can formulate strategies based on the situations, ego-state and cultural background of other person at the workplace in order to manage the diversified cultural situations. Individual strategies to manage cultural diversity are not inclusive however, we discuss some important strategies. They are

- Understanding the cultural background of others;
- Belief that all cultures are good;
- Perceive from other's perspective;
- Approach of ' no-winning –over' other's culture;
- Clear communication
- Deals with diversity issues
- Individual training

2. GROUP STRATEGIES TO CULTURAL DIVERSITY:

Group of employees belong to the same culture can understand the culture of other groups and cultural differences between the two group. They can also formulated appropriate strategies for managing diversity. The group strategies include:

- Knowledge sharing
- Advising and cautioning
- Cultural exchange through socialization programs
- Build inter cultural harmony
- Equal chance women employees
- It can be help in the form following way:
- Understand the each other beyond cultural boundaries;
- Prevent the possible cultural conflicts at the workforce;
- Build relationship among employee's family member, which would act as a shock absorber 'during the periods of cultural or work related conflicts;
- Understand and respecting others' cultures;
- Practice the relevant or interesting areas of others cultures. This practice provides immense satisfaction to others, whose cultural practices are adapted;
- Build near uniform culture at the workplace;
- Prevent cultural conflicts at workplace;
- Solving common problem with regard conflict

3. ORGANISATION STRATEGIES TO CULTURAL DIVERSITY

- Organizations can formulate effective strategies to manage cultural diversity at work place, in addition to the strategies adapted by individuals and groups.organisational strategies include:
- Recruitment and selection strategies
- Build cultural harmony
- Organizational policies and practices
- Cultural training
- Breaking the Glass-Ceilings
- Formal socialization programs
- Structuring work teams
- Use of counselors
- Communication
- Special benefits and facilities for women and old people

4. NATIONAL STRATEGIES

- Legislative approach towards equal employment opportunities
- Efforts of the cultural associations/societies
- Efforts of the diplomatic missions

7. CONCLUSION

It is very clear from the above information that the model adopted by Infosys Ltd is an extremely effective strategy in managing diversity. Promoting diversity helps companies increase revenue by attracting new customers, identifying new markets, improving success in cross-cultural negotiations, stimulating innovation, and boosting growth potential through non-traditional hires. A diverse workforce is a reflection of a changing world and marketplace. Diverse work teams bring high value to organizations. Respecting individual differences will benefit the workplace by creating a competitive edge and increasing work productivity. Diversity management benefits associates by creating a fair and safe environment where everyone has access to opportunities and challenges.

In an interview on diversity management, Mr. N.R NARAYAN MURTHY*:*

1.Do you feel diversity and inclusion policies and best practices evolve

out of pressure from the beneficiary group or because of visionary leadership that is way ahead of its time?

I believe best practices evolve when a leader creates a culture of inclusion within the organization though policies make difference, what matters is how sensitive and fungible the organization is the shift to meet the needs of employees from diverse background. The pressure from the beneficiary groups may lead to new policies, but implementation will be unsuccessful if there is no commitment from the organization.

2.How involved is the senior leadership in implementing the diversity program to ITL?

Diversity is an important parameter of the Infosys corporate score card. While I am the mentor for the office, the internal board of directors is responsible for the outcome of diversity programs. All business units and enabling functions are measured for their performance on diversity and inclusion. The diversity aspects are built into the leadership, 360-degree feedback. We also have a global advisory council comprising senior leadership to monitor and measure effectiveness of the diversity programs.

3.Are the demographics of Infosys workforce comparable to the best global companies?

Yes, I believe we have started the journey well and are comparable now. Women make up 32.4 percent of our workforce. During 2008-09 we saw a 50 percent increase in women promotions as title holders and they make up 9 percent of our senior workforce. We have won the NASSCOM award for excellence in gender inclusion for two consecutive years now. We have employees from 72n nationalities. Around 75.2 percent of senior management positions outside India are occupied by local hire. Our aim is to ensure that 5 percent of the Infosys BPO.

4.How do balance the sometimes corporate interests of marinating an internationally diversified employee base?

Globalization as I define it is a paradigm about sourcing talent from where it is best available. Infosys was founded to leverage the power of globalization. As global corporation operating in multiple geographies, our success depends on the collaborative distributed model. This model is about terms in different parts of the world working together in harmony to develop solutions for our customers.

5.What are the challenges faced by your company in hiring employees from different nationalities? How do you deal with them?

We see challenges as opportunities to create an inclusive work culture where everybody enthusiastically takes ownership for the future of the corporation and becomes a change agent in transforming the organization,

In order to attract the most competitive talent, we offer the best diversity opportunities. Firstly, wede-empa size the differences. In the process of embracing, diversity we ensure that the unique advantages of every minority become a part of the Infosys core values C-LIFE , which stands for customer delight, leadership by example, integrity, fairness and execution excellence and help employees deemphize differences. Secondly we celebrate commonality. Diversity dividends can be enhanced only if we celebrate the communities and the common values that bring joy, happiness, energy, and enthusiasm to the community.

The introduction program support systems and polices as well as cross-culture, sensivity training help employees from different backgrounds to settle down in the Infosys work environment. In2007, we won the optima's award for our global training and management programs.

6.Can you share diversity a best practice that is unique to Infosys?

We are among the first few companies in India to set up the diversity office to support affinity groups and facilitate equal opportunity employment. The leadership commitment to inclusive growth is unique to Infosys .we was the first Indian IT company to offer an ESOP scheme. Our inclusion does not stop which employees but extend to all our associates as well .all Infosys health-care programs cover the contractual and maintains workers .we have also institutionalized special award to recognize those promoting inclusivity, diversity, and social responsibility in their business units.

"We see challenges as opportunities to create an inclusive work culture where everybody enthusiastically takes ownership for the future of the corporation and becomes change agent in transforming the organization"

The above findings I find that in large organization the many employees they are form different state, different countries ,different cultures it clearly shows there is diversity, the reason is it arises from the different culture, race, sex ,age and job hierarchy. Infosys has covered more than 83 countries there is large number employer they are from different places and different culture it effect the management and employer. The different culture has creating conflict and the same cultural people they creating cluster group in the organization these affect leads to performance of team work and team building. Managing diversity in large organization is not easy task so when managing diversity in organization the management will take many efforts. Suggested when managing diversity in Organization Company will follow strategies with regard individual strategies, group strategies, organization strategies and national Strategies. It also gives final conclusion in large organization diversity management it will effect at varied level of job hierarchy. It may top level, middle level, and operational level. The effective HRM is important every organization to expand their business .the company life Infosys, utilizing effective human resources in organization that is the key expanded their business.

It also find how the diversity management reflecting over the work environment. It leads to positive or negative effect different level management operation. How global era a large organization like "INFOSYS" require managing diversity management to build teamwork and individual performance within the organization and how the different cultural how impact the management in different level of operation. The concept of diversity management encompasses acceptance and respect. It means understanding that each individual is unique, and recognizing our individual differences. These can be along the dimensions of race, ethnicity, gender, sexual orientation, socioeconomic status, age, physical abilities, religious beliefs, political beliefs, or other ideologies. It is the exploration of these differences in a safe, positive, and nurturing environment.

REFERENCES

✓ Definition and meaning | ✓ http://www.wordiq.com/definition/Multicultural#Official_Cross | ✓ Conflict | ✓ http://www.internationalpeaceandconflict.org/profiles/blogs/Cross Cultural-worksites | ✓ Sustainability | ✓ http://www.infosys.com/sustainability/diversity/Documents/diversity-inclusion-approach.pdf | ✓ Cross Cultural | ✓ http://www.flipkart.com/managing-CrossCultural-substance-abuse-services-book-080395736x | ✓ Multi Cultural | ✓ http://www.slideshare.net/myelita/developing-multicultural-leadershipfinal | ✓ Cross cultural in India | ✓ http://www.temasekreview.com/2009/11/18/Cross Cultural-in-India/ | ✓ Managing diversity | ✓ http://www.scribd.com/doc/89064467/Management-of-Cultural-Diversity -multicultural | ✓ Diversity | ✓ www.businessdictionary.com/definition/diversity-management.html' | ✓ Multicultural and diversity management | ✓ en.wikipedia.org/wiki/Multicultural_and_diversity management' | ✓ Infosys and diversity management | ✓ www.infosys.com/.../diversity/Documents/diversity-inclusion-approach...' | ✓ Diversity from global perspective | ✓ www.infosys.com/sustainability/diversity/.../diversity-practices.pdf' | | Book References | | ✓ Nilanjan Sengupta;Manodip Ray Chaudhari. (2002). Managing Cross Culture and Divrsity in organisation. | ✓ Rao.P, S. (2013). Essentials of Human Resource Management and Industrial Relations (2013 ed.). Girgaon, Mumbai, India: Himalaya Publishing House pvt ltd. |