

## “Probe In Multi-Ethnic Disputes About HR Practices In HRM”

Ms.R.P.Kanchana<sup>1</sup> Dr.R.Ganesan<sup>2</sup>

MGCollege of arts and science, India

DGVaishnav college, India

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### Abstract

**“Ethnic diversity adds richness to a society” \*Gary Locke\***

The real organization of human resource management is organizational culture and its reformation and management. Ethos is closely related to organizational strategy, structure and intention. It influences staff's notice of job selection, evaluation training, and reward and so on. In addition to the normal pressures of management, managers are now required to deal with challenges, friction and misunderstandings emanating from cross ethnic differences. Effective management in the modern environment necessitates cross ethnic competency in order to get the best out of a multiethnic team. With the growing significance of developing economies in the global business environment, Human Resource Management is facing increased difficulty in managing cross-border ethnic relationships. This paper of mine analyze the HR must be knowledgeable about multiethnic factors on both the domestic and global fronts in Human Resource Management As **Dr Zareen Karani Araoz, President and founder of “Managing Across cultures, Karani Lam & Associates**, says in global conference , "For an employee who repeatedly takes a conference call from US at 3 a.m. regularly is a major problem area, but he finds it difficult to articulate this to his client or his counterpart in the US, due to fear. In an institutionalized environment, it is easy to learn to be frank, where saying “NO” is often appreciated rather than saying “YES” and failing to deliver on the promise

**Keywords: Conflicts, HR Practices, Human Resource Management, Multi-ethnic Disputes, Multi-ethnic Relationship**

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### I. Prelude

In a budding economy, HRM is playing an imperative role in promoting the HR Practices in Multi-Ethnic disputes. HR acts as a gadget in making other resources effectual and helping the organization to accomplish its target and shows an affluent escalation. This paper of mine analyzes enterprise HRM which is ostentatious by economic catastrophe and offers the counter measures about cross-cultural factors on both the domestic and global fronts in Human Resource Management of HR Practices through a Case Revise.

#### 1.1.1 The Concept of Ethnic

To understand the implications of cultures within an organization it is important to understand the basic concept of culture. “The core of culture is serene of explicit and inferred assumptions or understandings commonly held by a group of people; a particular configuration of assumptions/understandings is distinctive to the group; these assumptions/understandings serve as guides to acceptable and unacceptable perceptions, verdict, mind-set and behaviors; they are learned and passed to new members of the group through social interface; culture is dynamic – it changes over time” **\*\*Milliken and Martins\*\***

#### 1.1.2 Connotation of study

- ✳ The objective of this is to find out the multi ethnic disputes in HR practices how effect in the individual person in an organization
- ✳ This Knowledge it's beneficial to the employees while Practicing HR in HRM to avoid cross cultural issues in future.
- ✳ The broad aim of the study is to ascertain how the multi ethnic disputes about HRM in HR practices in an organization

Based on this specific objective this study helps us to find out the various multi ethnic disputes of employees working in organization and to implement latest tools to resort the various obstacles for smooth function about HR practices in HRM

## 1.2 Intention Of The Study

### 1.2.1 Prime Objectives

- ⊙ To ascertain how far the management should prominence the level of Cross Cultural issues in HR practices.
- ⊙ To find an ample study exploring talent management in an emerging market by using HR practices in cross cultural issues.
- ⊙ To find significant relationship between employees feelings of smugness and contentment with the organization.

### 1.2.2 Plagiaristic Objective

- To identify the reason for the Multi Ethnic disputes about HR practices in HRM
- To suggest apt counsel to perk up HR practices in developing organizations.
- To suggest amendment in the existing HR policies for the enhancement of employees.
- To reduce the conflicts between employees in the organizations.
- To increase the motivation level of employees by using HR Practices

## II. Research Methodology

### 2.1 Research Topics

Topic selected for this research is “Multi ethnic disputes about HR Practices in HRM” Qualitative research is an amorphous empirical research methodology based on small samples proposed to provide insight and understanding of the problem setting. Qualitative is aimed at gaining a qualitative indulgent of the underlying causes and stimuli, and it focuses on a small number of non-representative cases. Quantitative research is a research methodology that seeks to quantify the data and, typically, applies some forms of statistical analysis.

### 2.2 Endeavor of the Research

Research is concerned with the methodical and objective compilation, investigation and assessment of information about specific aspect in order to help management make effectual HR’s and HR practices. Once the aspect is notorious and distinct it is the responsibility of the researcher to chalk out an ample plan explaining each step required to conduct the research in a booming mode.

### 2.3 Sources of Data

The type of data composed both Primary and Secondary Data.

**2.3.1 Primary data:** It is the first hand data collected from HR. It was collected through Questionnaire.

**2.3.2 Secondary data:** It is the data for the study has been compiled from the reports and authorized pamphlet of the organization, which have been helped in getting an insight of the present scenario existing in the operations of the management.

### 2.4 Investigate Instrument

Survey method is employed to collect the data from the respondents and the data are collected with the help of 21 questions. The questionnaire is a structured one. It was a mixture of open ended, close ended and multiple choices. The words used were undemanding and helps in avoiding perplexity among 125 respondents.

## III. Review Of Literature

Meanwhile, many cases had proved that the retardation of Ethnic differences and lack of ethnic knowledge of destination has led to the failure of American multinational enterprises. Therefore, the Americans have had to learn from the experiences of other countries and explore the reasons of failures in cross-culture management perspective, which has resulted in the new study filed of cross-cultural management. (Wang, 2009). From the article we identifies the attributes of organizational culture and human resource practices required for successful transitions in HR Practices in HRM towards cross cultural issues, and analyses the implications of culture types for inter-organizational combinations. (Kearney, 2005) Kearney’s conclusions back up those of Faulkner, Pitkethly and Child (2002), who investigated HRM practices adopted by companies from the USA, Japan, Germany and France in UK companies that they acquired, with UK/UK acquisitions used as a control.

The research, which was based on a survey instrument applied to 201 companies and interviews with forty, notes that there is some convergence of HRM practices. It found, however, that there is a distinct difference in the HRM practices employed by companies from each of the countries, influenced by the characteristic HR practices common to companies in the country of origin of the parent. This work thus shows the importance of cross cultural issues for national differences whilst also ensuring that necessary changes are carried out swiftly and efficiently in order to minimize prolonging the pain, as (Kearney, 2005) put it.

Brewster (2002) argued that the majority of studies in International human resource management have traditionally focused on expatriation: the cross-border assignments of employees that last for a significant period of time. There are many researchers who dedicate themselves to the International Human Resource Management, Human Resource Management, and Cross-cultural Management. The anxiety and conflict originating in society has the potential to spill over into the organization (Simon and Klandermans 2001 ;Lau and Murnighan, 1998), particularly when an event activates fault lines in the organization and social identity differences become salient. Initially a conflict may erupt between two individuals, if not, at least one part what’s more, Sackmann (1997) has analyzed the cultural complexity in an organization, which shows that different cultures with different identities in organization members will influence much on the organization culture. There are many researches, about international human resource management, who are close to my topic, cross-cultural human resource management that is more specific under international human resource management. Based on the literature review and the interviews we conducted, we believe social identity conflicts are manifested in the work context in the following way. Anxiety between social identity groups exists in society due to historical and deeply rooted tensions. One of the few places in which these groups are forced to interact is the workplace. Fault lines that exist within the organization or within work teams become activated when external forces (e.g. identity conflict in society) make subgroup distinctions highly salient. Group members “collide” when they find themselves having to work together on the same team or within the same organization. Boxall (1995) has analyzed clearly the distinction between comparative human resource management and international human resource management; Schuler et al (1993) gave a clear picture of an integrative framework for the study and understanding of strategic human resource management; Dowling and de Cieri (1993) have proposed detailed models of how International human resource management fits into the overall globalization strategy of organizations.

**IV. Data Analysis And Interpretation**

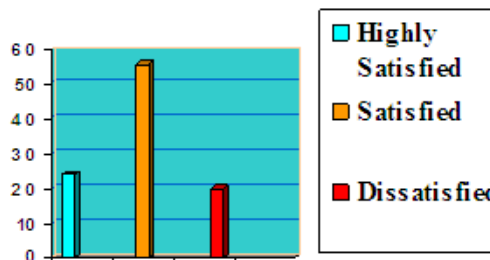
**Table4.1 Indicating satisfaction level about HR Practices in HRM towards cross cultural issues in percentage Analysis**

Parameters	No. of Respondents	Percentage (%)
Highly Satisfied	30	24
Satisfied	70	56
Dissatisfied	25	20
<b>TOTAL</b>	<b>125</b>	<b>100</b>

**Conjecture**

From the above table, it is obvious, that 24% of the respondents feel that their level is Highly Satisfied towards cross cultural issues about HR practices in HRM; 56% of major respondents feel that their level is Satisfied towards cross cultural issues about HR Practices in HRM and the remaining 20% of respondents feel that their level is dissatisfied towards their practices in HRM.

**Fig.4.1.1 Indicates Satisfaction Level about HR Practices in HRM towards Multi-ethnic Disputes**



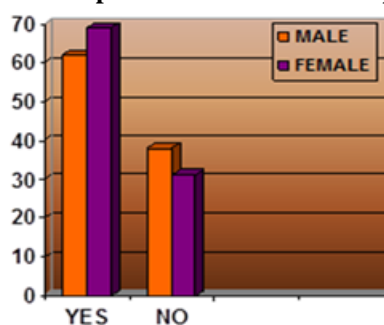
**Table 4.2** Indicating masculinity wise response whether life style has any collision towards multi - ethnic disputes about HRM in HR practices.

Masculinity	Life Style has any collision on cross cultural issues about HRM in HR Practices		
	Yes	No	Total
Male	78	47	125
	62%	38%	100%
Female	86	39	125
	69%	31%	100%

**Conjecture**

Based on the above table, it is inferred that **62 %** of male and **69%** of female respondents of HR are affirmed that any collision towards multi-ethnic disputes revolutionize due to life mode, and the remaining **38%** of male and **31%** of female respondents are affirmed that any collision towards multi ethnic disputes may amend due to life style.

**Fig.4.2.1.** Indicates, masculinity wise response whether life style has any collision towards Multi-ethnic disputes about HRM in HR practices



**Table 4.3** Indicating correlation between HR and HRM to evade Multi-ethnic disputes in work place.

Parameters	Highly Satisfied	Satisfied	Dissatisfied	Weighted Average	Rank
Co-operation	38	42	45	2.8	2
Delegation of authority	20	50	55	2.2	4
Understanding Personal problem	35	43	47	2.7	3
Communication Gap	37	53	35	2.9	1

**Conjecture**

Based on the above mentioned table, it is ambiguous that majority of the respondents have ranked first in communication Gap followed by cooperation, understanding personal problems and delegation of authority is least preferred, when compared with HR and HRM correlation at workplace to evade Multi ethnic issues

**Table 4.4** Indicating Chi –Square Analysis for HR practices in HRM to dodge multi-ethnic vs masculinity.

Masculinity	Respondents Towards HR Practices in HRM to dodge Multi-Ethnic Disputes		
	Easy	Difficult	Total
Male	50 (A)	20 (B)	70
Female	40 (C)	15 (D)	55
Total	90	35	125

**4.4.1 Hypothesis**

**Ho** – There is no Connotation liaison between the Masculinity and Respondents towards HR practices in HRM to dodge multi-ethnic disputes.

**Ha** – There is Connotation liaison between the Masculinity and Respondent towards HR practices in HRM to dodge multi-ethnic disputes.

**4.4.2 Applying Chi-Square Analysis (Expected Frequencies)**

Expected Frequency of A =  $70 \times 90 / 125 = 50.4$   
 Expected Frequency of B =  $70 \times 35 / 125 = 19.6$   
 Expected Frequency of C =  $55 \times 90 / 125 = 39.6$   
 Expected Frequency of D =  $55 \times 35 / 125 = 15.4$

Masculinity	Respondents Towards HR Practices in HRM to circumvent Multi-Ethnic Disputes		
	Easy	Difficult	Total
Male	50.4	19.6	70
Female	39.6	15.4	55
<b>Total</b>	<b>90</b>	<b>35</b>	<b>125</b>

**4.4.3 Table Of Observation**

Follows  $\chi^2$  distribution with  $(2 - 1) (2 - 1) \text{ d.f} = 0.549$

Observed Frequencies (O <sub>i</sub> )	Expected Frequencies (E <sub>i</sub> )	(O <sub>i</sub> - E <sub>i</sub> )	(O <sub>i</sub> - E <sub>i</sub> ) <sup>2</sup>	[(O <sub>i</sub> - E <sub>i</sub> ) <sup>2</sup> ] / E <sub>i</sub>
50	50.4	(-).4	0.16	0.003
20	19.6	0.4	0.16	0.008
40	39.6	0.4	0.16	0.004
15	15.4	(-).4	0.16	0.010
<b>Total</b>	-----	-----	-----	<b>0.025</b>

**Conjecture**

Since, the calculated value is **less** than the expected table value; the **null hypothesis is accepted @ 5% level of significance**. Therefore, we infer that there is no Connotation liaison between the Masculinity and Respondents towards HR practices in HRM to elude Multi- Ethnic Disputes.

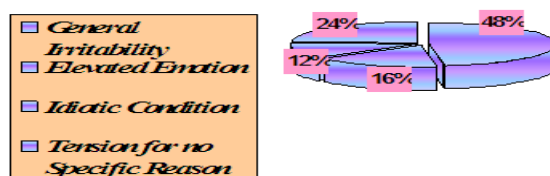
**Table: 4.5** Indicating respondents for pessimistic penal action causes while HR practices in multi-ethnic disputes

Parameters	No. of Respondents	Percentage (%)
General Irritability	60	48%
Elevated Emotion	20	16%
Idiotic Condition	15	12%
Tension for no specific reason	30	24%
<b>TOTAL</b>	<b>125</b>	<b>100</b>

**Conjecture**

From the above table, it is inferred, that 48% of majority respondents stated clearly the General Irritability as a major pessimistic penal action causes while HR practices in multi-ethnic disputes, 24% of the respondents on Tension for no specific reason, 16% of the respondents negative disciplinary action based on Elevated Emotion and the enduring 12% of response is based on Idiotic Condition.

**Fig. 4.5.1** Indicates responses for pessimistic penal action causes while HR Practices in multi-ethnic disputes.



**Table 4.6 Indicating ANNOVA for levels of HR practices towards multi- ethnic disputes at work module for the behavioural magnitudes**

Levels of HR Practices	Reason for the behavioural magnitudes of HR practices about HRM towards Multi-Ethnic Disputes at work module					Total
	Anxiety	Low Self Esteem	Absent mindedness	Depression	Anger	
High Level	12	10	15	25	11	73
Low Level	14	13	06	09	10	52
<b>TOTAL</b>	<b>26</b>	<b>23</b>	<b>21</b>	<b>34</b>	<b>21</b>	<b>125</b>

**4.6.1 Hypothesis**

**H<sub>0</sub>** - There is no significant difference between the Levels of HR practices about HRM towards cross cultural issues at work module for the behavioral magnitude.

**H<sub>1</sub>** - There is significant metamorphosis between the Levels of HR practices about HRM towards cross cultural issues at work module for the behavioral magnitude.

X <sub>1</sub>	(X <sub>1</sub> ) <sup>2</sup>	X <sub>2</sub>	(X <sub>2</sub> ) <sup>2</sup>	X <sub>3</sub>	(X <sub>3</sub> ) <sup>2</sup>	X <sub>4</sub>	(X <sub>4</sub> ) <sup>2</sup>	X <sub>5</sub>	(X <sub>5</sub> ) <sup>2</sup>
12	144	10	100	15	225	25	625	11	121
14	196	13	169	06	36	09	81	10	100
26	340	23	269	21	261	34	706	21	221
∑ X <sub>1</sub>	∑(X <sub>1</sub> ) <sup>2</sup>	∑ X <sub>2</sub>	∑(X <sub>2</sub> ) <sup>2</sup>	∑ X <sub>3</sub>	∑(X <sub>3</sub> ) <sup>2</sup>	∑ X <sub>4</sub>	∑(X <sub>4</sub> ) <sup>2</sup>	∑ X <sub>5</sub>	∑(X <sub>5</sub> ) <sup>2</sup>

**4.6.2 Analysis of Variance Table**

Sources of variance	Sum of Squares	Degree of freedom	Variation Ratio
Between Samples	59	(05 – 01) = 4	59 / 4 = 15
Within Samples	176	(10 – 05) = 5	176 / 5 = 35

From the above table  $F = \text{Variance within samples} / \text{Variance between samples}$   
 $F = 35/15$        $F = 2.33$       Calculated  $F = 2.33$       Tabulated  $F = 5.19$  (For degree of freedom  $V_1 = 4, V_2 = 5$ )

**Upshot**

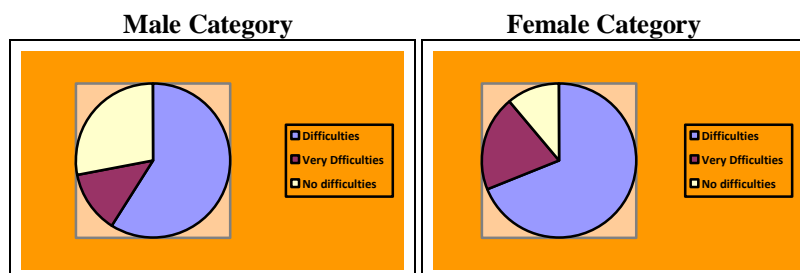
Since calculated F is lesser than the tabulated F, we accept the null hypothesis i.e. there is no significant difference between the Levels of HR practices about HRM towards cross cultural issues at work module for the behavioral consequences.

**Table 4.7 Indicating COMPARATIVE ANALYSIS For Emotional Imports Of Performing HR in human factor towards multi-ethnic disputes**

Here are two comparative analyses framed between male and female who faces difficulties, very difficulties and no difficulties of practicing HR in Human Factor onwards multi-ethnic disputes.

Masculinity	Emotional imports of performing HR in human factor towards multi-ethnic disputes			Total
	Difficulties	Very Difficulties	No Difficulties	
Male	74	16	35	<b>125</b>
	59%	13%	28%	<b>100</b>
Female	86	25	14	<b>125</b>
	69%	20%	11%	<b>100</b>

**Fig. 4.7.1 Indicates, COMPARATIVE ANALYSIS for emotional imports of Performing HR in human factor towards multi-ethnic disputes**



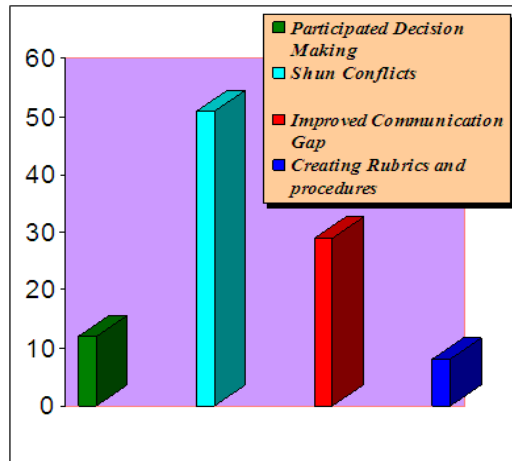
**Conjecture**

From the above Comparative Table between Male and Female, we conclude that majority 59% of male and 69% of female respondents feel difficulties, 13% of male and 20% of female response sense very difficulties and the remaining 28% of male and 11% of female respondents no difficulties of practicing HR in Human factor towards multi-ethnic disputes.

**Table 4.8 Indicating HR techniques espoused to shun multi-ethnic disputes – individual opted**

Techniques	No. of Respondents	Percentage (%)
Participated Decision making	15	12%
Shun Conflicts	64	51%
Enriched Communication Gap	36	29%
Creating Rubrics and Procedures	10	08%
<b>TOTAL</b>	<b>125</b>	<b>100</b>

**Fig. 4.8.1 Indicating HR techniques espoused to shun multi-ethnic disputes – individual opted**



**Conjecture**

The above table clearly states that **51%** of HR feels that management has adopted techniques to shun **Conflicts** to reduce cross cultural issues, 29% of HR techniques adopted Improved Communication Gap and 12% of HR techniques espoused Participated Decision Making and finally 08% of HR techniques espoused Crafting Rubrics and Procedures.

**V. Findings And Annotations**

- **56%** of major respondents feel that their level is satisfied towards multi-ethnic disputes about HR Practices in HRM.
- **62 %** of male and **69%** of female respondents of HR are affirmed that any collision towards multi-ethnic disputes revolutionize due to life mode.
- From the **Weighted Average Test**, It is found that majority of the respondents have ranked first in Communication Gap at workplace to evade multi-ethnic disputes..
- From the **CHI-SQUARE Test**, it is inferred that there is no Connotation liaison between the Masculinity and Respondents towards HR practices in HRM to shun multi-ethnic disputes.
- **48%** of majority respondents stated clearly the General Irritability as a major pessimistic penal action causes while HR practices in multi-ethnic disputes.
- From the **ANOVA Test**, it is observed that there is no significant difference between the Levels of HR practices about HRM towards multi-ethnic disputes at work module for the behavioral consequences.
- From the above Comparative Analysis, majority 59% of male and 69% of female respondents feel difficulties.
- **51%** of HR feels that management has adopted techniques to avoid **Conflicts** to reduce multi-ethnic disputes.



## **VI. Suggestions And Recommendations**

**Professor Geert Hofstede** used to say:”Culture is more often a source of conflict than of synergy. Ethnic metamorphoses are a nuisance at best and often a disaster.”

- 🌈 Develop a cordial relationship with superior and subordinate will drastically reduce the multi-ethnic disputes towards HR practices.
- 🌈 The human resource management should take necessary ladder to solve the issues through counseling.
- 🌈 A self appraisal programme should be adopted to reduce multi-ethnic disputes at work module
- 🌈 From the findings and annotations that the target cannot be achieved by majority of the employees during HR practices, the management has to pursue multi-ethnic disputes reduction techniques in a systematic manner to achieve 100% target.
- 🌈 Frequent meeting should be conducted to locate out the elucidation for the hitch at early stage.
- 🌈 The management has to create awareness that the employees are treated as an asset of the organization.
- 🌈 Avoid bottleneck situation towards multi-ethnic disputes about HRM in HR practices.
- 🌈 The Human resource management must evade bigotry (bias) and HR should be practiced to indulge employees similarly.
- 🌈 The management must consider the employees opinion at frequent intervals.
- 🌈 Management should endeavor to curtail interpersonal and intergroup conflicts and they must craft them a vigorous human relation.
- 🌈 Management should create a work environment wherein workers can perform their jobs with a sense of security, so that the multi-ethnic disputes never enhance more.
- 🌈 Increase in motivation and morale drastically reduce the multi-ethnic disputes in HRM.

There are some specific multi-ethnic disputes with majority of the employees. The subsequent suggestions will help to unravel (solve) the evils in HR practices.

## **VII. Conclusions**

A study brings out the entire employee is facing a typical intensity of cross cultural issues but the management sees not to exacerbate the situation in an elevated stage. From the research methodology and data collection, it can be concluded that the management should hub its awareness on civilizing the human relations amid the superior and subordinate devoid of any conflict and must contemplate on framing / modifying the existing the HR practices and measures to congregate the expectations of the employees for their betterment in mutually the proficient and delicate life. This venture has been a culture process, which has given an imminent of the sensible procedures and practices, which are being performed in the authentic life situations.

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**Opinion Poll**

1. What do you feel about your work?  
a) Routine b) Too easy c) Monotonous d) Too difficult e) Interesting f) Challenging
2. Specify the satisfaction level about your job  
a) Highly satisfied b) Satisfied c) Dissatisfied
3. Which destination do you belong in HR?
4. Specify the HR practices in your organization to elude multi-ethnic disputes.  
a) Highly satisfaction b) Satisfaction c) Dissatisfaction
5. Rate the following factor: FAIR MODERATE UNFAIR  
a) The management influence.  
b) The organizational policies  
c) The organizational structure
6. Does conflicts occur in your organization?  
a) Frequently b) Sometimes c) Not at all
7. Flexibility in the selection of employees by the use of HR practices.  
a) Yes b) No
8. How is the HR and HRM have participated in work place?  
a) co-operation b) Understanding personal problems c) Communication
9. Do you feel that external factors cause individual interference?  
a) Yes b) No
10. How is the correlation between HR and HRM at your work place to shun multi-ethnic disputes?  
High satisfied Satisfied Dissatisfied  
a) Co-operation  
b) Delegation Authority  
c) Understanding personal Problems  
d) Communication Gap
11. Whether Flexibility in the career plan is acceptable by HR towards multi-ethnic Disputes about HRM.  
a) Yes b) No
12. Do you think life style as any impact on HR practices?  
a) Yes b) No
13. What do you think the reason for HR practices at work module would be?  
a) Individual precipitation b) Work environment c) Managing routine affairs  
d) Management Inference
14. What do you think the behavioral magnitudes of HR Practices in the levels of work module?  
a. Anxiety b. Low self esteem c. Absentmindedness d. Depression e. Anger
15. What do you feel the Psychological consequences of practicing HR in human factors?  
Difficulties Very difficulties No difficulties  
(a) Male  
(b) Female
16. What kind of multi-ethnic disputes in the HR practice?  
a) Trembling b) De promotion c) Conflict d) Transfer

17. Do you feel any following negative disciplinary action causes while HR Practices in multi-ethnic disputes?  
a) General irritability b) Elevated emotion c) Idiotic condition d) Tension for no specific reasons
18. What kinds of HR practices implementation to dodge multi-ethnic disputes?  
a) Creating promotion b) Creates opportunity c) Giving job security d) Clear plan for career development  
e) Rectifying boredom with current role
19. What type of HR techniques can introduced to circumvent multi-ethnic disputes the management has adopted in your organization?  
a) Participated decision making  
b) Shun conflicts  
c) Improved communication gaps  
d) Creating rubrics and procedure
20. What do you think that HR managers have to do for reducing multi-ethnic disputes in the organization?  
a) Special treatment with HR managers and employees  
b) Counseling  
c) Mediation  
d) Job rotation  
e) Having a smooth dealing with superior
21. You are in the critical situation while you practicing HR, how will you react in the cases.  
a) Do you lose your temper even over minor problems?  
b) If you hear any piece of information or question, do you feel it as? Criticism of your work?  
c) If someone criticizes your work, do you take it as a personal attack?  
d) Even though you're feeling fine, to avoid work, do you call in sick?

\*\*\*\*\*ThankYou\*\*\*\*\*