

## Drivers of Diversity- A Surface Level Analysis

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**Abstract:** *The study tried to understand diversity and its dimensions and the impact of diversity on the outcomes of the organizational behavior and development. This study is an attempt to encapsulate the degree or magnitude of diversity on personality, competency and conflict. This study proposed that there may be some ups and down in the dimensions of diversity, however, there is a need to understand the link between primary dimensions of diversity and tertiary dimensions of diversity.*

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### I. Introduction.

Today the work places has become heterogeneous in nature. It is because of the globalization and advance in technology. This has brought the people of the world under a single roof. So, the organizations are looking for better ways to manage this vast diverse workforce. Managing diversity is one of the crucial initiative. According to a study done by the Society for Human Resource Management (SHRM) and Fortune magazine (2001), more than 75% of surveyed organizations are involved in various diversity activity. They have understood the importance of understanding the constitution of work groups and team performance. It is said that diversity has both positive and negative effects of diversity. Research related to the influence of diversity practice's on organizational performance are lacking. However, some researches claim that there is a positive impact of diversity on the performance of organization. But some are contradictory to these studies. (Dessler, 2000; Rice, 1994; Sheridan, 1992). According to Friedman & Amoo (2002), proposed that by including people with different experiences and cultural, the collective knowledge of organizations can be improved. The main purpose of this study is to study primary dimensions of diversity with respect to personality, competency and conflict.

The world has become a global village. People according to their inclinations, are working either internationally or locally but in the form of global or virtual teams(Adler & Gundersen, 2008; Conlin, 1999).People are directly affected by the beliefs, norms and practices of others. According to workforce 2020, Lorenz, (2010) there will be a increase in diversity at the workplace as compared to workforce 2000. For example, America would have a ratio of 63%, 30% and 50% for Whites, Latino, women respectively working in the organization. More emphasis would be given to the social corporate responsibility and social media. Workplaces become increasingly mobile means open to the challenges and environment, so employers will have to work harder in order to ensure that their workforces does not get exhausted. The work-life would be more flexible because of the advancement in the technology. New type of trainings like simulated games and excessive mentoring would be the focus of organizations. There will be a decrease in the retiring age of employees. This also show a rise in women participation towards increasing economy.

But this wide range of diversity is needed to be managed. When we talk in Indian context, an increase in the male and women working ratio is noticed. Now women is not confined to household activities as in earlier time. They are more outgoing, confident, focused and want an independent life. As a result the workplaces are now having more women who are self-dependent. Similarly, the role of religion is also very important to understand in a secular country like India

Hence, this study has focused on gender and religion as the surface level dimension of diversity to access them with personality, competencies and conflict.

### II. Extensive Literature Review

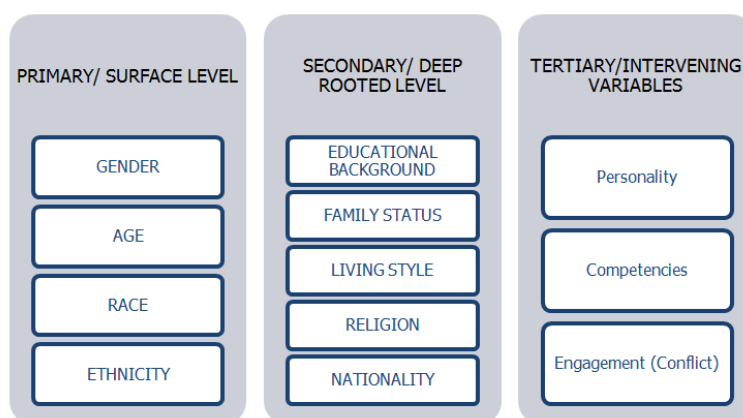
This literature review is divided in two parts. The first part has discussed about the diversity and other part has discussed about the influence of diversity on the performance of organization with respect to gender and religion.

#### a. Diversity

Black Enterprise (2001) proposed that with the growing competition the workplace has gradually become more and more diverse. He also suggest that if employees want to be competent than they must understand the importance of these differences and use these differences as their strength. Dahm (2003) said that

diversity is a source of series of emotions. Diversity is an idiosyncratic/individual phenomenon. It is generated by individual member of the group who on the basis of their dissimilar social personalities classify others as dissimilar or similar. According to Kundu (2003) diversity is defined as the “coexistence of employees from different socio-cultural background”. According to Fainstein, (2005) Diversity is now has been regarded as the new custom. Weiliang et al, (2011) said presently organizations have started taking diversity as a resource for either providing good customer service or to have a competitive edge in the market. Diversification makes the organization more fluid. In other words we can say that organizations are now more open to changes. A practical business approach focuses more on maximizing the output, creativeness and accountability of the work force. Milliken and Martins (1996), opines that 'diversity appears to be a double-edged sword, increasing the opportunity for creativity as well as the likelihood that group members will be dissatisfied and fail to identify with the group'.

Białostocka (2010) proposed that diversity is defined as the combined and comprehensive synthesis of the dissimilarities and similarities on the basis of primary, secondary and tertiary dimensions.



In India, gender and religion are the two dimensions of diversity that are given more emphasis rather than an individual or as an employees. So it has become very important to study the link between these two dimensions with the tertiary dimensions of diversity.

#### b. Gender and Religion – A prejudiced notion or a genuine fact!!

The Increase in the study of workforce diversity has gained momentum in 1990s. According to social identity theory Tajfel (1978), diversity is negatively related to the performance. On the other hand Barney (1991) in the resource based view model suggested that there is a positive relationship between diversity and performance. Svyantek and Bott (2004) said that the relationship of gender diversity on organizational performance could be positive, negative or null. Lombardo, (2016) define gender diversity in the workplace as the equality of gender and acceptance of both genders in an organization. Due to different point of view and diverse background of individual, diversity adds value to an organization.

Moderate gender diversity leads to the competitive advantage while higher level of gender diversity may have negative impact on the performance. Team building along with group training leads to more mutual-corporation, less conflicts and ultimately more knowledge sharing. The role of senior management is equally important to manage the diversified workforce and improving the performance of the employees. According to Jenny Maria Riz-Jimenez, (2015) and Muhammad Ali 2007 the gender diversity at top management help in attaining competitive edge in the market by offering new style, thought process, attitude, beliefs and values.

According to Fowler, religion is very important and deserve consideration as a part of diversity program. “From a compliance angle, religion is on the same level with race, gender, age, and other characteristics protected under Title VII of the US Civil Rights Act and similar provisions in many jurisdictions, both in the US and globally”. In our increasing universal workplaces, religion diversity is contributing a lot to the strength of organization. It is important to understand diversity if one want talent retention and productivity increment. Various researches said that employees who can incorporate work with their identities including their religious identities are found to be more engrossed and efficient at work(Treagus, 2017).

Asha Rao (2011) throws light on the impact of religion on management of diversity and said that religion is a very important component of the workplace. India and U.S both are the secular states. It is important for the organizations maintain and take care of the beliefs, attitude and norms developed due to culture. According to some religions women are not allow to go for a job, they are supposed to be a homemaker. This to some extent hampers the attitude towards work. Many organizations consider work important but their interpretations regarding work culture is different like commitment, time put in for the job, loyalty, etc. So

religion is regarded as the intervening variable between work attitude and performance. Few researchers said that a good knowledge of other religion helped to manage the team more effectively. Few researchers said that religion has no role in HR activities like recruitment and selection, performance appraisal etc. Some said that religion has an indirect role in context of recruiting women. Women are sometimes suppressed by the religion or gender bias to participate at work.

After doing extensive literature review, one is of the opinion that the heterogeneity of gender and religion at the work place indeed affect the performance of the organization both in positive as well as negative manner. There are genuine cases of conflicts that are provoked due any reason but they are unnecessarily stereotyped because of belonging to a particular gender, religion or community. So, it has become the need of the hour to understand the basic reason of conflict. The personality of the individuals is due to the society in which he/she is living. It forms the behavioral pattern of the individual. Hence, it due to the behavioral pattern of the individual that of how he/she will behave in a tense situation. This paper is focusing on the role of gender and religion in conflict management. It also try to study effect of gender and religion on personality and on the level of competency.

**1. Objectives**

- a. To study the effect of primary dimensions of diversity on organizational behavior.

**2. Hypotheses**

- a. Religion influence the professional behavior, proficiency and competencies.
- b. Gender determine the level of competency and personality.

**III. Methodology**

The study focused on healthcare industry, and considered hospitals as a unit of study. The hospitals were identified through two staged stratified random sampling. First stage is 250 beds and second stage is multispecialty hospital that are located in Delhi. The study sample size was 200.

**Data Interpretation**

**Table 1.1 Showing Gender Conflict**

VARIABLE	GENDER		TOTAL	CHI SQUARE	SIG.
	MALE	FEMALE			
<b>DISPUTES</b>					
Interest, values, background	18.2	50.5	30	24.946	0.000
Skills, abilities, experience	15.4	15.5	15.5		
Perspectives	66.4	34.0	54.5		
<b>EMOTIONAL CONFLICT</b>					
Lack of trust	44.7	27.8	36.5	19.232	0.001
Lack of communication	38.8	32	35.5		
Favoritism	15.5	25.8	20.5		
Lack of group cohesion	1	14.4	6.5		
<b>EMOTIONAL PERSONAL CONFLICT</b>					
Personal clashes in the group	26.2%	18.6%	23	12.302	0.006
People try to put themselves ahead	53.4%	44.3	48.5		
Tendencies of anger & aggression	20.4%	37.1	28.5		
<b>INFORMATIONAL CONFLICT</b>					
Lack of sharing of Information	50.5%	34.0%	42.5	7.67	0.053
Wrong interpretation of information shared	16.5	30.9	23.5		
Delayed Information	9.7	10.3	9.5		
Lack of coordination	23.3	24.7	24.5		
<b>INTRAGROUP CONFLICT</b>					
Excessive discussion about how things to be done	38.8	5.2	22.5	40.210	0.000
Excessive discussion about the procedure opted to do work	4.9	21.6	13		
Difference in opinion, compatibility and commitment	54.4	68.0	61		
Personality Clashes	1.9	5.2	3.5		
<b>INFORMATION</b>					
Do not share information	19.4	5.2	12.5	22.537	0.000
Share information with people of same compatibility	66.0	83.5	74.5		
Share it with people of same social identity	1.0	8.2	4.5		
Do not like to share information due to competition.	13.6	3.1	8.5		
<b>DISAGREEMENT</b>					
Difference in their professional status	30.1	11.3	20.5	24.910	0.000

Difference in their decision making	54.4	47.4	51.5		
Difference in the extent to which they are regarded as important	15.5	41.2	28		

**Table 1.1**

The table above showed that there are 50% of the total respondents who said that the disputes arises due difference in perspectives. The statistical analysis revealed that there is a significant difference between gender and disputes. This reflects the thinking capabilities of an individual. Moreover, in Indian cultural context that drives different thinking process among the males and females. When the perspective of an individuals is different than the basic values as well as skills are also different. Hence, it can be said that the difference in perspective is one of the major reasons for disputes.

In the case of emotional conflicts, overall 36.5% of the total respondents said that it is due lack of trust among each other. The statistical analysis revealed that there is a significant difference found between gender and reasons of emotional conflict. People do not trust each other easily. Because of which the sharing of information become difficult or the process of sharing of information is hampered. As a result of which due to the lack of proper information this kind of conflict arises.

A total of 47% respondents said that emotional personal conflict arises because some people try to put themselves ahead at the cost of others. The statistical analysis revealed that there is a significant difference found between gender and reasons of emotional personal conflict. This is generally because of different personalities of the individual. Some people are aggressive in nature and some are quiet. This drastic difference in the nature of people leads to personality clashes. On the other hand, with the rise in competition people tends to think for the betterment of themselves even at the cost of others. Because of which people get emotionally hurt and this leads to emotional personal conflict.

When we talk about sharing of information, overall 60.5% of the total respondents said that they like to share information with the people of same compatibility. The statistical analysis revealed that there is a significant difference between gender and reasons of informational conflict. In case of informational conflict, the overall 42.5% of the total respondents said that the main reason for the informational conflict is lack of sharing of information. The statistical analysis revealed that there was a significant difference between gender and informational conflict. This is because people do not trust each other so they do not share the unique information they possess with each other. This ultimately gives rise to informational conflict.

In case of intragroup conflict, overall 60.5% of the total respondents said that it arises due to difference in opinion, compatibility and commitment. The statistical analysis revealed that there is a significant difference between gender and informational conflict. This is again because of the fact that people do not trust each other as a result of which the level of comfort decreases. The difference in opinion is just because of the difference in cultural background. Moreover, People are comfortable in participating with people of same background. Therefore the level of commitment and compatibility decreases and hence, the intragroup conflict arises.

**Table 1.2 Personality X Gender**

VARIABLE	Gender		Total	Chi Square	Sig.
	Male	Female			
<b>OPENNESS</b>					
I am open to speak to people of different social identity	63.5	43.8	54	43.7	0.000
I am not open to share information with anyone	11.5	10.4	11		
I am open to share information to people of same social identity	1.9	33.3	17		
I share everything with everyone.	3.8	8.3	6		
I am duty bound	19.2	4.2	12		
<b>Extraversion</b>					
I am seen as "outgoing" or as a "people person."	43.3	27.1	35.5	15.07	0.010
I feel comfortable in groups and like working in them.	17.3	30.2	23.5		
I have a wide range of friends and know lots of people.	19.2	13.5	16.5		
Even when people don't talk, I talk	1	8.3	4.5		
I don't mind talking to anyone for gaining knowledge.	15.4	18.8	17		
I am an introvert person.	3.8	2.1	3		
<b>Agreeableness</b>					
I accept any work according to my skills and knowledge	69.2	53.1	61.5	11.515	0.009
I accept when I get some assistance	12.5	21.9	17		
I agree when I have given freedom to choose my team members	12.5	24	18		
I don't agree any job that is not in my job description	5.8	1	3.5		
<b>Emotional stability</b>					
I get stressed easily	8.7	14.6	11.5	10.737	0.013
I get irritated easily	16.3	13.5	15		
I often worry about people	42.3	22.9	33		

I don't worry or feel blue for people	32.7	49	40.5		
<b>Conscientiousness</b>					
I pay attention to every detail	43.3	53.1	48	15.208	0.00 2
I like to follow orders	1	5.2	3		
I like to follow a schedule	34.6	37.5	36		
I am always prepared	21.2	4.2	13		
<b>Innovation</b>					
I have a vivid imagination	8.7	24	16	8.71	0.01 3
I have innovative ideas	22.1	17.7	20		
I am quick at understanding things	69.2	58.3	64		
<b>Open mindedness</b>					
I tries out various approach	5.8	16.7	11	8.27	0.04 1
I have broad range of interest	24	21.9	23		
I like to learn different things from people of different background	58.7	44.8	52		
I have a feeling of what is appropriate in culture	11.5	16.7	14		
<b>Emotional Stability</b>					
I keep calm when things don't go well	76.9	42.7	60.5	35.394	0.00
I get under pressure easily while working	14.4	47.9	30.5		
I often feel insecure	1	0	0.5		
I often get nervous easily	7.7	4.2	6.0		
I lie low	0	5.2	2.5		
<b>Personal Empathy</b>					
I pay attention to the emotions of others	42.3	29.2	36	18.399	0.00 2
I am a good listener	44.2	31.3	38		
I get to know when others get irritated	1	2.1	1.5		
I enjoy other people stories	4.8	18.8	11.5		
I notices when others are in trouble	3.8	11.5	7.5		
I am sympathetic with others	3.8	7.3	5.5		

The table 1.2 shows a crosstab between personality and gender. 54% of the total respondents says that they are open to talk to people of different social identity. The statistical analysis reveal that there is a significant difference between openness and gender. This shows that majority of the people are open for diverse background. They are open to talk to each other and share information with different people. In case of extraversion, 35.5% of the total respondents says that they are outspoken. The statistical analysis says that there is a significant difference between extraversion and gender. This shows that majority of the total respondents are outspoken, like to interact with each other and show a good interest in working within a team.

When we talk about agreeableness, 61.5% of the total respondents said that they accept work according to their skills and knowledge. The statistical analysis said that there is a significant difference between agreeableness and gender. This shows that majority of the people easily agreed to accept work according to their skills and knowledge and happy to work in a team if given chance to choose their team mates. When we talk about emotional stability, 40.5% of the total respondents said that they don't worry or feel blue for people. Statistical analysis state that there is a significant difference between emotional stability and gender. This simply shows that majority of the people (33+15+11.5=59.5%) feel for other when they are in problem.

In case of conscientiousness, 48% of the total respondents said that they pay attention to every detail. The statistical analysis said that there is a significant difference between conscientiousness and gender. This shows that majority of the respondents are conscious about the job or duty assigned to them and have planned their job in a systematic manner. When we talk about innovation, 64% of the total respondents are quick at understanding things. On an average 18% of the total respondents have vivid imagination and innovative ideas. The statistical analysis state that there is a significant difference between innovation and gender. This simply shows that the people are good at understanding things. However, majority of the people does not have innovative ideas and even if they have innovative ideas they are not able to express them.

When we talk about open mindedness, 52% of the total respondents said that they like to learn different things from different people with different background. The statistical analysis reveal that there is a significant difference between open mindedness and gender. This shows that majority of the people have a positive outlook towards innovative ideas and diversity. They want to do the work in an innovative manner and accept the innovative ideas given by someone in order to attain organizational goal.

In case of emotional stability in terms of high pressure working condition, 60.5% said that they keep calm under pressure condition. The statistical analysis state that there is a significant difference between emotional stability and gender. This clearly shows that majority of the respondents keep calm while in pressure. They keep a balance in their emotions while working in a diverse working environment. When we talk about personal empathy, 38% of the total respondents said that they are good listeners. The statistical analysis state that there is a significant difference in between personal empathy and gender. This clearly shows that majority of the respondents are high in personal empathy. They care of each other.

Table 1.3 Competency X Gender

Variable	Gender			ChiSquare	Sig.
	Male	Female	Total		
<b>Problem solving</b>					
People are allowed to solve the problem in different ways	88.5	62.5	76	19.047	0.00
People are expected to deal with the problem in the same way	8.7	32.3	20		
People are not allowed to do the work according to their way	2.9	5.2	4		
<b>Creativity</b>					
Creativity is encouraged in our organization	43.3	44.8	44	13.357	0.004
The member of our organization are encouraged to be different	26.9	18.8	23		
Creative efforts are usually ignored here	24	14.6	19.5		
Here, a person can get into trouble by being different	5.8	21.9	13.5		
<b>Autonomy</b>					
My position allows me to make independent decisions.	44.2	28.1	36.5	8.817	0.032
I am encouraged to be self-sufficient.	49	54.2	51.5		
I participate in decisions for the company.	6.7	17.7	12		
<b>Decision Making</b>					
I mostly get agree with how we do things here	10.6	19.8	15	13.296	0.004
Our ability to function creativity is replaced by the leadership	10.6	18.8	14.5		
Leadership act as if we are not very creative	25	32.3	28.5		
New ideas can come from anywhere in this organization and equally valued.	53.8	29.2	42		
<b>Authority</b>					
People on top positions have much more power than people on lower positions in the organization.	48.1	18.8	34	21.318	0.00
Assistance in developing new ideas is readily available	19.2	31.3	25		
Individual independence is encouraged in this organization	28.8	37.5	33		
The function of the members in this organization is to follow order that come down through channel.	3.8	12.5	8		
<b>Empowering (freedom to execute)</b>					
I am empowered to take decisions	22.1	47.9	34.5	15.721	0.001
I am allowed to take decisions	46.2	31.3	39		
I am empowered to adopt process reengineering	8.7	3.1	6		
We have to follow the traditional method of doing the tasks.	23.1	17.7	20.5		

Table 1.3 shows a crosstab between competency and gender. When we talk about problem solving 76% support that people are allowed to solve problem in different ways. The statistical analysis says that there is a significant difference between problem solving and gender. This simply shows that majority of the respondents support that they should be allowed to solve the problem according to the way they are comfortable.

In case of creativity, 44% of the total respondents state that creativity is encouraged in their organization. The statistical analysis reveal that there is a significant difference between creativity and gender. This shows that creativity is encouraged in most of the organization. They are open to have new methods to do their tasks and job.

In case of autonomy, 51.5% of the total respondents said that they are encouraged to be self-sufficient. The statistical analysis reveal that there is a significant difference between the two i.e. autonomy and gender. This shows that majority of the respondents support autonomy along with them majority of the organizations also give their support to make their employees free for taking their decisions for doing the job effectively and efficiently.

When we talk about decision making, 42% of the total respondents state that new ideas are welcomed from anywhere and they are equally valued. The statistical analysis reveal that there is a significant difference between decision making and gender. This shows that although, employees are given freedom to take their decision for doing the tasks but the leaders (manager/management) expect that they should work according to the plan given to them. No matter they can choose their path to accomplish that plan.

In case of authority, 34% of the total respondents said that people on top have much more power than people on lower position in the organization. The statistical analysis reveals that there is a significant difference between authority and gender. This shows that although the in most of the organizations the power lies with top management, but individuals are encouraged to be different and are made free to take decision of doing their jobs according to them.

In case of empowering (freedom to execute), 39% of the total respondents said that they are allowed or enabled to take decision. The statistical analysis state that there is a significant difference between empowering and gender. This shows that the individuals are given the authority or freedom to take decisions and if not given authority to take decision, they are provided with resources on which they are free to take decision for their usage.

**Table 1.4 Showing Conflict With Religion**

VARIABLE	Religion				Total	Chi Squa re	Sig.
	Hindu	Muslim	Christian	Sikh			
<b>CONFLICT</b>							
Gender	0	28.6	0	0	1	96.09 1	0.00
Language	2.4	0	0	0	2		
Cultural Differences	3.6	0	0	0	3		
Age Gap	8.3	0	0	43.5	12		
Difference in opinion	72	57.1	0	56.5	69		
Lack of support	13.7	14.3	100	0	13		
<b>DISPUTES</b>							
Interest, values, background	27.4	0	0	60.9	30	21.13 3	0.012
Skills, abilities, experience	16.7	42.9	0	0	15.5		
Perspectives	56	57.1	100	39.1	50		
<b>Majority of conflicts are due to</b>							
Difference in opinion, ideas, disagreements among team members	63.1	28.6	0	82.6	63.5		
Frustration, annoyance and tension	10.7	0	0	0	9		
Disagreement about assignment of duties and resources	11.9	28.6	0	0	11		
Lack of availability of expertise and information	8.3	42.9	100	17.4	11.5		
Dislikes	6	0	0	0	5	35.88	0.000
<b>EMOTIONAL CONFLICT</b>							
Lack of trust	<b>37.5</b>	42.9	0	43.2	37		
Lack of communication	<b>33.9</b>	14.3	0	56.5	35.5		
Favoritism	<b>23.2</b>	28.6	0	0	20.5		
Lack of group cohesion	<b>5.4</b>	14.3	100	0	6	43.99	0.000
<b>EMOTIONAL PERSONAL CONFLICT</b>							
Personal clashes in the group	<b>24.4</b>	14.3	0	17.4	23		
People try to put themselves ahead	<b>50.6</b>	71.4	100	21.7	46.7		
Tendencies of anger & aggression	<b>25</b>	14.3	0	60.9	28.5	17.46 1	0.042
<b>EMOTIONAL TASK CONFLICT</b>							
It is characterized by strong feelings and motivation to find the best solution	<b>31.5</b>	42.9	0	39.1	32.5		
It is emotional, but leads to new ways of viewing the cases	<b>11.3</b>	28.6	0	21.7	13		
We express different opinion that are quite heated however it bring everything on table	<b>17.9</b>	14.3	0	39.1	20		
The discussion are very lively and energetics however we have a shared need to find the best alternative	<b>39.3</b>	14.3	100	0	34.5	22	0.009
<b>Task Conflict</b>							
Lack of Planning	<b>24.4</b>	14.3	0	17.4	23		
Lack of communication	<b>24.4</b>	0	0	60.9	27.5		
Lack of group cohesion	<b>16.7</b>	28.6	0	21.7	17.5		
Lack of coordination	<b>30.4</b>	42.9	100	0	28		

Lack of support	4.2	14.3	0	0	4	28.55	0.005
<b>INFORMATIONAL CONFLICT</b>							
Lack of sharing of Information	47.6	14.3	0	17.4	42.5		
Wrong interpretation of information shared	22.6	28.6	100	21.4	23.5		
Delayed Information.....	10.1	28.6	0	0	9.5		
Lack of coordination	19.6	28.6	0	60.9	24.5	31.44	0.000
<b>Intragroup Conflict</b>							
Excessive discussion about how things to be done	25	42.9	0	0	22.5		
Excessive discussion about the procedure opted to do work	6.5	14.3	0	60.9	13		
Difference in opinion, compatibility and commitment	64.3	42.9	100	39.1	60.5		
Personality Clashes	4.2	0	69.	0	3.5	57.99	0.000
<b>TRUST</b>							
I do not trust anyone easily	56.6	0	100	82.6	58		
I trust people who belongs to same gender, age, race and ethnicity	13.1	28.6	0	0	12		
I trust people easily	30.4	71.4	0	17.4	30	18.34	0.031
<b>COMFORT</b>							
I am comfortable with people of different background	47	28.6	0	17.4	42.5	67.02	0.000
I am not comfortable with people of different background	0	28.6	0	0	1		
I am happy while working with diverse entity	43.5	42.9	100	60.9	46		
I don't feel happy while working with people of diverse entity	9.5	0	0	21.7	10.5		
<b>INFORMATION</b>							
Do not share information	13.1	42.9	0	0	12.5	59.4	0.000
Share information with people of same compatibility	73.2	42.9	0	100	74.5		
Share it with people of same social identity	3.6	14.3	100	0	4.5		
Do not like to share information due to competition.	10.1	0		0	8.5		
<b>DISAGREEMENT</b>							
Difference in their professional status	22	57.1	0	0	20.5	45.09	0.000
Difference in their decision making	56.6	42.9	0	21.7	51.5		
Difference in the extent to which they are regarded as important	21.4	0	100	78.3	28		

The table above show a cross tab between conflict and religion. According to this table, 69% of the total respondents said that conflict arises due to difference in opinion. The statistical analysis reveals that there is a significant difference between conflict and religion. This shows that the major reason for conflict is difference in opinion. Because every individual is different and has a unique process of taking decision. Hence, the opinion differ in every spheres. In case of disputes, 50% of the respondents said that disputes arises due to difference in perspectives. 30% of the respondents said that it is due to difference in interest, values and background. The statistical analysis reveals that there is a significant difference between disputes and religion. In case of majority of the conflicts, 63.5% are due to difference in opinion, ideas, and disagreements among team members. The statistical analysis reveal that there is a significant difference between conflicts and religion. This shows that the major reason of the conflict is that people have a difference in opinion, perspectives, interest, values and background.

In case of emotional conflict, 37% of the respondents said that lack of trust. The statistical analysis state that there is a significant difference between emotional conflict and religion. This shows that trust is not



easily developed among individual as a result of which communication gap arises. On the other hand, favoritism also arises which emotionally drains the individual. When we talk about emotional personal conflict, 46.7% of the respondents said that people tries to put themselves ahead of others. The statistical analysis reveal that there is a significant difference between emotional personal conflict and religion. In case of emotional task conflict, 34.5% of the respondents said that the discussion are very lively and energetics however they have a shared need to find the best alternation. On the other hand, 32.5% of the total respondents said that emotional conflict is characterized by strong feelings and motivation to find the best solution. The statistical analysis reveal that there is significant difference between emotional task conflict and religion.

In case of task conflict, 28% of the total respondents said that it arises due to lack of coordination. The statistical analysis reveals that there is a significant difference between task conflict and religion. This shows that the task conflict most of the time arises due to lack of coordination which is a by-product of lack of communication. This is the severe form of conflict which is directly affecting the growth of organization.

In case of informational conflict, 42.5% of the total respondents said that it arises due to lack of sharing of information. The statistical analysis reveals that there is a significant difference between informational conflict and religion.

In case of trust, majority of the respondents 58% said that they don't trust others. The statistical analysis reveals that there is a significant difference between trust and religion. In case of comfort, 88.5% (42.5+46=88.5%) of the respondents said that they are comfortable and happy to work with people of diverse background. The statistical analysis reveal that there is a significant difference between comfort and religion. In case information sharing, 79% (74.5%+4.5) of the total respondents said that they like to share information with people of same compatibility or of same social identity. The statistical analysis reveal that there is a significant difference between information sharing and religion. In case disagreements, 51.5% of the total respondents said that the disagreement arises due to difference in decision making of the individual. The statistical analysis reveals that there is a significant difference in disagreement and religion.

From the table above we come to know that there are various reasons of discomforts among individual of diverse identity. First and the foremost is the trust factor. People don't trust each other because of some previous experiences in the past. This makes them uncomfortable while working with people of different cultural values. This gives rise to conflicts of various types. The major reason of conflict is difference in opinion, compatibility and commitment. Every individual has a personality or perspective on the basis of which they give their reactions. So difference in opinion is the basic reason of conflicts. Sometimes, it gives rise to emotional conflicts. This type of conflict act as source of depression to the employees and this gives rise to various other problems like high attrition rate etc. This results in lack of information sharing. As the information sharing in not up to the mark because of any reason like no information sharing or delayed information sharing or wrong interpretation of information leads to task conflict, which ultimately gives rise to intragroup conflict.

**Table 1.5 showing Personality X Religion**

VARIABLE	Religion				Total	Chi Square	Sig .
	Hindu	Muslim	Christian	Sikh			
<b>Extraversion</b>							
I am seen as "outgoing" or as a "people person."	32.7	28.6	0	60.9	35.5	58.997	0.000
I feel comfortable in groups and like working in them.	22.6	57.1	0	21.7	23.5		
I have a wide range of friends and know lots of people.	19.6	0	0	0	16.5		
Even when people don't talk, I talk	4.2	0	100	0	4.5		
I don't mind talking to anyone for gaining knowledge.	17.3	14.3	0	17.4	17		
I am an introvert person.	3.6	0	0	0	3		
<b>Extraversion assertiveness</b>							
I feel confident while interacting with my teammates	38.1	28.6	0	0	33	54.085	0.000
I leave a good impact on the people with whom I interact	53.6	42.9	0	100	58		
I command well my team when it is homogeneous in nature	3	14.3	0	0	3		
I command well my team, when it is heterogeneous in nature	5.4	14.3	100	0	6		
<b>Assertiveness</b>							
I express my feelings even if others are disagree with me	31	57.1	0	0	28	35.399	0.000
In general, I present myself as I am, without hiding my emotions	33.9	14.3	0	17.4	31		

I'm comfortable with face-to-face interactions	29.8	14.3	100	82.6	36		
I know how to get close to influence people.	1.8	0	0	0	1.5		
I do not like to interact much with the people	3.6	14.3	0	0	3.5		
<b>Agreeableness</b>							
I accept any work according to my skills and knowledge	67.9	42.9	100	17.4	61.5	45.66	0.00
I accept when I get some assistance	14.9	57.1	0	21.4	17		
I agree when I have given freedom to choose my team members	13.1	0	0	60.9	18		
I don't agree any job that is not in my job description	4.2	0	0	0	3.5		
<b>Emotional stability</b>							
I get stressed easily	11.3	0	0	17.4	11.5	24.385	0.04
I get irritated easily	14.3	14.3	0	21.7	15		
I often worry about people	35.7	85.7	0	0	33		
I don't worry or feel blue for people	38.7	0	100	60.9	40.5		
<b>Conscientiousness</b>							
I pay attention to every detail	50	14.3	100	39.1	48	16.975	0.049
I like to follow orders	3	14.3	0	0	3		
I like to follow a schedule	32.1	57.1	0	60.9	36		
I am always prepared	14.9	14.3	0	0	13		
<b>Innovation</b>							
I have a vivid imagination	16.1	0	0	21.7	16	13.721	0.033
I have innovative ideas	18.5	71.4	0	17.4	20		
I am quick at understanding things	65.5	28.6	100	60.9	64		
<b>Open mindedness</b>							
I tries out various approach	6.5	28.6	0	39.1	11	40.98	0.00
I have broad range of interest	26.2	28.6	0	0	23		
I like to learn different things from people of different background	52.4	0	100	60.9	52		
I have a feeling of what is appropriate in culture	14.9	42.9	0	0	14		
<b>Emotional Stability</b>							
I keep calm when things don't go well	67.9	42.9	0	17.4	60.5	140.789	0.00
I get under pressure easily while working	23.8	28.6	0	82.6	30.5		
I often feel insecure	0	14.3	0	0	0.5		
I often get nervous easily	6.5	14.3	0	0	6		
I lie low	1.8	0	100	0	2.5		
<b>Social Initiatives</b>							
I am inclined to speak out	36.9	28.6	0	100	43.5	59.825	0.00
I am often the driving force behind things	4.8	28.6	0	0	5		
I make contacts easily	13.1	14.3	100	0	12.5		
I like to take the lead	19	0	0	0	16		
I leave initiatives to others to make contact	23.2	14.3	0	0	20		
I keep things to myself	3	14.3	0	0	3		
<b>Flexibility</b>							
I work according to any norms	36.9	14.3	0	17.4	33.5	59.254	0.00
I work according to a plan	33.9	71.4	0	82.6	40.5		
I like to work under any norms schemes	10.7	14.3	0	0	9.5		
I look for irregularities in life	0.6	0	0	0	0.5		
I like routines	12.5	0	0	0	10.5		
I function well in familiar settings.	5.4	0	100	0	5.5		
<b>Personal Empathy</b>							
I pay attention to the emotions of others	40.5	7.1	0	0	36	109.611	0.00
I am a good listener	38.1	14.3	100	39.1	38		
I get to know when others get irritated	0.6	28.6	0	0	1.5		
I enjoy other people stories	5.4	0	0	60.9	11.5		
I notices when others are in trouble	8.9	0	0	0	7.5		
I am sympathetic with others	6.5	0	0	0	5.5		
<b>Empathetic attitude towards person of another racial or ethnic background</b>							
I understand what it would feel like to be a person of another racial or ethnic background	69.6	28.6	0	0	59.5	66.980	0.00
I don't relate to the stories in which people talk about racial or ethnic discrimination they had experienced	20.2	71.4	100	82.6	30		
It is difficult for me to put myself in others	7.7	0	0	0	6.5		

shoes who is ethnically or racially different from me						
I can relate to the frustration that people faced due to having fewer opportunity because of their race and ethnicity	2.4	0	0	17.4	4.0	

The table above shows the cross tab between personality and religion. In case of extraversion, 35.5% of the total respondents said that they believe that they are seen as an outgoing person. The statistical analysis reveals that there is a significant difference in extraversion and religion. This shows that majority of the respondents are open to speak to each other and are comfortable in working in diverse working environment. In case of extraversion assertiveness, 58% of the total respondents said that they leave a good impact on the people with whom they interact. The statistical analysis reveals that there is a significant difference between extraversion assertiveness and religion. This simply shows that most of the people are extrovert and give a good impact on others irrespective of the religion they belongs to.

When we talk about assertiveness 36% of the total respondents said that they are comfortable in face to face interactions. 31% of the total respondents said that they in general present themselves as they are without hiding their emotions. The statistical analysis reveals that there is a significant difference between assertiveness and religion. This shows that the people does not pretend to be extrovert and assertive by nature. They actually tend to speak and mark a good impression while they are in a diverse environment.

In case of agreeableness, 61.5% of the total respondents said that they accept the work which suits their skills and knowledge. The statistical analysis reveals that there is a significant difference between agreeableness and religion. This shows that people in general are of agreeable attitude. They tend to seek help while in group and like have a team of their own choosing.

In case of emotional stability (people concerning), 40.5% of the total respondents said that they don't worry or feel blue for others. The statistical analysis reveals that there is a significant difference between emotional stability and religion. This shows that people are not concerned about the feelings of others. They only use to look at their personal objectives while working in a diverse workplace.

In case of conscientiousness, 48% of the total respondents said that they pay attention to every minute details. The statistical analysis reveal that there is a significant difference between conscientiousness and religion. This shows that the people are aware of the fact that they should give priority to the minutest detail of the task and must have a schedule or a plan in order to accomplish the task effectively and efficiently. In case of innovation, 64% of the total respondents said that they are quick at understanding things. The statistical analysis reveals that there is a significant difference between innovation and religion. This simply shows that people are aware of the fact that they are having a vivid imagination and has innovative ideas. They accept that they are good at learning and understanding things by paying attention to very details and following a schedule.

In case of open mindedness (in terms of broad thinking), 52% of the total respondents said that they like to learn various things from people of different background. The statistical analysis reveal that there is a significant difference between open mindedness and religion. In case of emotional stability (regarding self-control), 67.9% of the total respondents said that they keep calm when things does not go well 30.5% of the total respondents said that they get under pressure while working. The statistical analysis reveals that there is a significant difference between emotional stability and open mindedness. This simply shows that people are open to learn while keeping themselves in a state of calm while working. They are aware of the fact that emotional stability is required in this competitive world if one wants to perform well.

In case of social initiatives, 43.5% of the total respondents said that they are inclined to speak out, and 20% of the total respondents said that they leave initiatives to others to make contacts. The statistical analysis reveals that there is a significant difference between social initiative and religion. This again is proving that people like to take initiative in talking to others and learn different things from them. In case of flexibility, 40.5% of the total respondents said that they like to follow a schedule/plan. The statistical analysis reveal that there is a significant difference between flexibility and religion. This shows that the people are not flexible to do anything which is under their plan/schedule.

In case of personal empathy, 38% of the total respondents said that they are good listeners and 36% of the total respondents said that they pay attentions to others emotions. The statistical analysis reveals that there is a significant difference between personal empathy and religion. In case of empathetic attitude, 59.5% of the total respondents said that they understand that what it would feel like to be a person of another racial or ethnic background. The statistical analysis reveal that there is a significant differencebetween empathetic attitude and religion. This simply show that although people in general have an empathetic attitude towards others but it does not last longer when their own personal objective are on stake.

Table 1.6 Competency X Religion

Variables	Religion				Total	Chi Square	Sig.
	Hindu	Muslim	Christian	Sikh			
<b>Problem solving</b>							
People are allowed to solve the problem in different ways	79.2	71.4	0	60.9	76	16.140	0.013
People are expected to deal with the problem in the same way	16.1	28.6	100	39.1	20		
People are not allowed to do the work according to their way	4.8	0	0	0	4		
<b>Creativity</b>							
Creativity is encouraged in our organization	48.2	71.4	100	0	44	58.338	0.000
The member of our organization are encouraged to be different	23.8	14.3	0	21.7	23		
Creative efforts are usually ignored here	20.2	14.3	0	17.4	19.5		
Here, a person can get into trouble by being different	7.7	0	0	60.9	13.5		
<b>Autonomy</b>							
My position allows me to make independent decisions.	41.7	57.2	0	0	36.5	38.837	0.000
I am encouraged to be self-sufficient.	45.3	14.3	100	82.6	51.5		
I participate in decisions for the company.	13.1	28.6	0	17.4	12		
<b>Decision Making</b>							
I mostly get agree with how we do things here	16.7	28.6	0	0	15	46.896	0.000
Our ability to function creativity is replaced by the leadership	13.1	28.6	0	21.7	14.5		
Leadership act as if we are not very creative	21.4	14.3	100	78.3	28.5		
New ideas can come from anywhere in this organization and equally valued.	48.8	28.6	0	0	42		

The table above shows a cross tab between competency and religion. When we talk about problem solving, 76% of the total respondents said that they are allowed to solve problems in different ways. The statistical analysis reveal that there is a significant difference between problem solving and religion. In case of creativity, 44% of the total respondents said that creativity is encouraged in their organization. The statistical analysis reveal that there is a significant difference between creativity and religion. This simply shows that organizations have permitted their employees to take decisions for their tasks in a creative manner.

In case of autonomy, 51.5% of the total respondents said that they encouraged to be self-sufficient. The statistical analysis reveal that there is a significant difference ( $p < 0.05$ ) between autonomy and religion. In case of decision making 42% of the total respondents said that new ideas can come from anywhere in this organization and are equally valued. The statistical analysis reveals that there is a significant difference between decision making and religion.

#### IV. Discussion

It can be inferred from the table that while working in an organization there are disagreements which arises from difference in decision making skills of a leader. People have different styles of working and thought process. This gives rise to the disagreements and further it get converted into disputes. As the disputes arise, this leads to the low level of comfort while working within the group/team. Another reason for disputes is lack of trust. People do not trust others or they trust people of same compatibility or same background. Because of lack of trust and comfort the process of sharing of information is hampered. They hesitate in sharing information and it leads to many other problems like miscommunication, misinterpretation of data or delayed information sharing. All these factors leads to conflicts in various forms. First and the most hazardous form of conflict "Information Conflict". It is simply because of the fact that the shared information has lost its authenticity due to either lack of interest, trust or late sharing of information. This has a severe impact on both employees and organization. Informational conflict act as a catalyst between emotional conflict and task conflict.

As per the data, males are more open to interact with people of different social identities but on the contrary, females are more comfortable to open with people of same social identity. They are comfortable in working in a group but they don't take initiative to talk unless it pertains to professional dealings only. They are more comfortable in their own space rather than any outside interference. This makes them more introvert in nature. At the time of the controversial situation they tend to be calm and do not let the situation to overpower them. Hence they keep themselves away from all sorts of controversies that arises due to difference in social identity. Hence we can say that gender plays an important role in determining the competency and personality of the individual.

In India religion is one of the most controversial topic. People of various religion show various peculiarities in an organizational environment. Majority of the Hindus and Sikhs are of same view that the basic

reason of conflict is difference in opinion. However, many Muslims are of opinion that it arises due difference in gender. The women is being dominated and they are not given full freedom to work according to their skills and knowledge. They are always guided by their supervisors or heads. They are not given jobs or tasks according to their competencies. They always struggle for the betterment and even for their rights. This increases the discomfort and hence gives rise to conflict.

Christian have a totally different opinion. They believe that conflict arises due to lack of support. According to census 2011, Christians are in minorities. So they believe in a stereotype that there is a lack of support for minorities in India. However, government had made many policies for the betterment of the minorities. There is a mindset of the minorities that they are not given full support. This same feeling exist in the organizations that there is a lack of support, favoritism and even bullying. Hence a sense of distrust prevails giving rise to conflicts.

People feel more comfortable with the people of same religion. They tend to trust the people of same religion as compared to other religion. It is one of the most important reason of emotional conflict. For personal agendas people put their religion ahead than the organizational goals. This brings emotional personal conflict. However, when people are more loyal towards their work they try to put the best way of doing the work forward. This makes the team to have a discussion for a number of times and arrive at a logical conclusion. Absence of involvement of gender or religion avoid conflict. People then freely like to speak and share their views. They enjoy working in teams and leave a good impact on others when having a face to face interaction. They like to accept work according to their skills and knowledge rather than gender or religion which is fruitful for the organization.

Another reason for conflict is lack of trust which again has its roots is gender and religious differences. Many a times, when the level of trust is low, people become reluctant to share information. Even if they share the information others are reluctant to even decode it and use it for the betterment of the organization. Hence again it is the initiating factor for informational conflict. Out of all, this conflict is very hazardous for the organization. Because the organizations work only on the basis of information sharing. If the basic mode of working of the organizations become faulty, then the organization cannot flourish.

Almost all respondents agrees to the fact that they speak when it is required. But they don't leave any opportunity to learn from others no matter he belongs to which religion, gender or age. Even the management of the organizations, have now understood that they need to allow their employees to work according to their own ways. They encourage creativity, welcome new ideas, give equal respect to each idea and take the best decision which they feel is good for the organization. Hence we can say that religion has no influence on the professional behavior, proficiency and competencies.

## **V. Conclusion**

Here, both male and female have same opinion regarding conflicts. However, females are more likely to have a comfort zone with people of same social identity and always try not to come in front for taking an initiative to interact with others. These sometimes gives a wrong interpretation about their personality. In some of the religions, females are not given liberty to work or have a say in society. This is now inculcated in the minds of most of the females and hence they have become ignorant about their rights and hence they are not able to outperform their capabilities. Even though they have started working in various organizations they have a little bit of hesitation in accepting diversity.

From this study it is clear that the individual either it be Hindu Muslim Christian or Sikh, their personality is formed on the basis the society in which they are living. Sometimes even in other religion other than Muslims, women are found being dominated by men and in Muslim religion sometimes women is found as the head of the family. It is all depend upon the environment in which one is living. Society is playing a major role in shaping the attitude and personality of the individual.

In an organization, people with different background do not trust and are not comfortable with the people of different background. They do not like to open up with their own colleagues and share information only with the people of same social identity. Moreover, they are not empowered to take decisions. Hence, this has to be taken into consideration by the management in order to make a healthy work environment. This can be improved by following social capital measure.

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