OPINION OF MANAGERS ABOUT IMPACT OF WORKPLACE DIVERSITY AND CULTURAL INTELLIGENCE (CI) ON THEIR PERFORMANCE AND OVERALL DEVELOPMENT

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Abstract: At the present situation, the world has become a global village. Due to liberalization, privatization and globalization (LPG policy), the business across the borders was expanded. The competencies like adaptability and forbearance at the workplace got more importance. It underlined the need of the study of understanding & capability of individuals about the diversity and cultural challenges. Cultural intelligence is the ability of an individual to interact in multicultural environment. This study attempts to find out the impact of diversity and cultural intelligence on overall development of managers working in automobile multinational companies in and around Pune city. The sample consists of 407 managers divided into top level (20%), middle level (30%) and lower level (50%)managers. The data was collected through structured questionnaire. The variables used to check the impact of diversity on the overall development of managers were: team performance, individual productivity and performance, innovative ideas, problem solving, timely completion of project and group decision making. The variables used to check the impact of cultural intelligence on the overall development of managers were: quality of life & work life, healthy work environment, leadership, individual & team performance and overall productivity and performance, employee retention and, organizational effectiveness. Outcome of the study is that there is a significant impact of diversity and cultural intelligence (CI) or cultural quotient (CQ)on the variables selected for the study i.e. on the performance and overall development of managers.

Index Terms - **cultural intelligence or cultural quotient, diversity management, overall development, performance**
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I. INTRODUCTION

The environment at the workplace is positive if the human resource involved is satisfied and contented. Each organizational culture is unique. Organizational culture is a system of shared assumptions, values, and beliefs, to govern how people behave in organizations. Human resource is diverse in the organizations in terms of education , religion, language, sex, gender, equalities, abilities ,experience ,economic background etc.

Cultural intelligence is the person's capability for successful adaptation to new cultural settings that is for unfamiliar settings attributable to cultural context. (Early & Ang, 2003).Cultural intelligence is the pathway for a journey from desire to action.(Livermore, 2015)

The workforce diversity had its benefits like better decision making, higher creativity and innovation , better distribution of economic opportunities. The disadvantages of diverse workforce includes: increase in cost of training, increase in conflicts, increase in labour turnover and absenteeism.(Ongori & Agolla, 2007)

" The true measure of the value of any business leader and manager is performance.~Brian Tracy. (Anon., n.d.)

The performance positively adds in the overall development of employees. Cultural intelligence helps to maximize their potential as well as performance of teams in multicultural environment. (Balsubramanian & Nirmala, 2014)

II. CONCEPTUAL FRAMEWORK , REVIEW OF LITERATURE AND RESEARCH GAP

The Diversity management simply means a systematic and planned responsibility by the organizations to recruit, retain, reward and promote the diverse or heterogeneous employees.(Ongori & Agolla, 2007)

Overall development of employees is a very relative concept. For this study the meaning of development of employees is related with development of soft skills, decision making, problem solving abilities, quality of life ,quality of work life ,sharing innovative ideas,

timely completion of project, leadership ability, increase in employees retention, healthy work environment, increase in organizational effectiveness , improvement in individual ,team or group and overall performance and productivity , job satisfaction etc.

Cultural intelligence is a multi- dimensional concept. There are four dimensions of cultural intelligence (CI) :
Cognitive cultural intelligence refers to knowledge of an Individual regarding cultural norms, practices and conventions , strategies in different cultural settings. High cognitive means understanding basic culture.
Metacognitive cultural intelligence refers to the level of a person's conscious of cultural awareness and processing during cross-cultural interactions. High metacognitive means cultural understanding with interpretations.
Motivational cultural intelligence refers to the capability of a person to pay attention and energy towards learning about and functioning in situations characterized by cultural differences. High motivational means energy and self-confidence to pursue needed cultural understanding and Planning.
Behavioral cultural intelligence refers to the capability of a person to do verbal and non-verbal communication while interacting with people from different cultures.
High behavioral means ability to engage in leadership across cross cultures.
In today's globalised world, there is an urgent need to make companies aware about role of cultural intelligence in organisational success. The study is needed to learn techniques to raise cultural intelligence of employees in organisations. It improves interpersonal relations amongst the human force. It also boosts self-confidence of human resource. One can understand the maxim: *better teamwork: better execution*. The same is applicable to the employees who are equipped with high cultural intelligence working in fast changing and diverse markets. Managing multi-cultural workforce requires high cultural intelligence. Past studies proved that cultural intelligence helps to attract and retain top talent also supports profitability and cost saving .(Livermore, 2015)
The organizations were keen to exhibit better image of organization and employees,and to keep healthy organizational culture to get succeed. The employees as well organizations need to increase their adaptability for number of reasons. Effective and happy workforce turns into positive organizational culture and also better work performance.

The organizations According to Arora & Rohmetra (2010),Cultural intelligence is newer area of research. One of the studies discussed about cultural intelligence is not limited to international interaction, rather encompassed to national subcultures ,communication and organization cultures. The countries and organizations are considered as small world and cultural intelligence can help them to act more effectively and properly.(Vedadi, et al., 2010)
Balsubramaniam & Nirmala (2014) discussed about how cultural intelligence helps individual to appropriately behave and respond in culturally diverse settings. Cultural intelligence helps to maximize their potential as well as performance of teams in multicultural environment . Further study neede is to investigate the effects of cultural intelligence on leadership and managerial effectiveness.90 percent of leading executives from 68 countries identify cross-cultural skills as one of the most important capabilities needed to remain competitive. (Livermore, 2016)

Odita & Egbule (2015)conducted research and found positive correlation between workplace diversity and organizational effectiveness.
So ,the efforts are needed to develop cultural intelligence in organisations. The first step towards this is 'understanding cultural intelligence' and to find the challenges before individual employees and managers in dealing with diverse issues as behaving bias and discrimination is human tendency. Also the study is required to explore the ways that the managers increase their cultural intelligence.

Research gap

- Prieto, Phipps & Osiri (2009) suggested the need to develop alternative ways to conceptualize and operationalize group diversity and also to study relationship of team diversity and team performance**.**
- Afkaneh & Beyginia (2014) wrote in this regard that CI is not about interacting in foreign cultures but to interact in minor cultures or subcultures within national culture, it is the ability to adjust with values, customs, different traditions and working at organization .
- Cultural Diversity has some positive and negative effects. The author, Martin (2014) points out that there is a need to find various ways to increase its positive effects.
- Operationalization and conceptualization of CI needs to be increased. Bucker et.al (2015)showed regret that development of valid and reliable measure of CI is still in progress. These researchers commented that there is no test for discriminant validity to measure CI.
- Gorji, Ghareseflo (2011) recommended that more research is expected in the area of developing EQ and CQ and its role in performance of employees to enhance productivity.
- The other study revealed that in depth research in this area is needed which should be linked with leadership , management and motivation . (Mashlah, 2015)
- CQ theory and practice in Asia needs upgradation . (Menon & Narayanan, 2015)
- Okoro, Washington (2012)advised that unmanaged workplace diversity affects productivity and performance of employees and business. In simple words , diversity at workplace with CQ is equal to innovation. (Livermore, 2016)

- Lower CQ means more cultural clashes, confrontation between majority and minority groups, lower down overall performance, increase in absenteeism. (Amaram, 2007)

III. RESEARCH METHODOLOGY

3.1   Method of Data Collection
Data was collected through primary and secondary sources.

- **Secondary Data**

Data collected through secondary sources. It includes books, online resources, journals, thesis , magazines, newspapers, the official websites of the organizations involved.

- **Primary Data**

A well-structured questionnaire was circulated to the managers of various organizations .The sample size was 407 managers[top, middle and lower level managers] from the automobile manufacturing multinational companies in and around Pune city.

3.2 Statistical tools used

- For this study Z test is used to know significant difference in the awareness of employees about diversity & cultural intelligence. This test is used with the assumption that the data is normally distributed and sample size is more than 30.
- Chi square is used to know significant impact of one variable on another. It is applied to know significant impact of diversity and cultural intelligence on overall development of employees.

3.3 Objectives

1) To know the extent of awareness in managers about workplace diversity, diversity management & cultural intelligence (CI).
2) To check the perception of managers about the impact of workplace diversity & cultural intelligence (CI) on their overall development.

3.4 Hypotheses to be tested:

Hypothesis 1

H_0 : There is no significant difference in the awareness of managers regarding diversity at workplace, diversity management and cultural intelligence.

H_1 : There is significant difference in the awareness of managers regarding diversity at workplace ,diversity management and cultural intelligence.

Hypothesis 2

H_0 : There is no significant impact of diversity on overall development of managers.

H_1 : There is no significant impact of diversity on overall development of managers.

Hypothesis 3

H_0 : There is no significant impact of cultural intelligence on overall development of managers.

H_1 : There is no significant impact of cultural intelligence on overall development of managers.

3.5 Meaning of overall development

Overall development of employees and organization includes the following variables:

Quality can be rightly called as the degree of excellence of work or the characteristics of a person . In this study, quality of life (personal life) and quality of work life (professional life) both are considered as a part of overall development.

Performance is the application of knowledge, expertise, ability and motivation. (Afkaneh & Beyginia , 2014) Performance is the capability of an employee to accomplish the mission based on expectations of the organizations. In general terms, productivity is the total revenue per employee. (Prieto, et al., 2009).It could be termed as the efficiency to accomplish the objectives set by the organization.

The performance is based on a number of categories of variables like technical competence, financial rewards, safety and security of the job, working conditions, social need satisfaction, motivational and leadership factors, esteem & actualization need related factors etc. All these factors are responsible for individual performance. When diversity and cultural intelligence is concerned, it is about how the employee accepts, respects and adjusts to the diverse cultures and performs in teams. Therefore, as mentioned in the scope of research, the factors relating to the performance are mainly related to the concepts of diversity and cultural intelligence.

If and when the team members are comfortable and confident in teams, then only the team performance improves. This reflects the contribution of innovative ideas, problem solving, completion of project, decision making, creating positive work environment, getting quality of life, quality of work life etc. And therefore, how the diversity management and cultural intelligence has impact on the performance and overall development of managers is measured; which is based on the perceptions of the managers. Financial data is not considered as it does not come in the scope of research. There is a scope for further research in this area.

3.6 Scope of the study

The scope of the study is around the following conceptual areas:

- Workplace diversity and diversity management .
- Cultural intelligence or cultural quotient .
- Performance of employees and its relation to cultural intelligence.
- Impact of diversity and cultural intelligence on overall development of employees.

3.7 Limitations of the study

The study is done within the purview of following Limitations:

- Limitation as to geographical area: This study is done with the multi -national companies in and around Pune City.
- Limitation as to duration: The study was completed in 2021.
- Limitation as to Sample
  a) Sample type: Simple random sampling method is used to for sampling. The respondents covered here are top, middle and lower managers working in domestic and cross cultural interactions or teams at present or as a past experience.
  b) Sample size is 407 managers which includes
  top level managers-20% (81), middle level managers-30 % (122), and lower level managers-50% (204)

IV. ANALYSIS, INTERPRETATION AND HYPOTHESES TESTING

Reliability test conducted as per Cronbach Alpha [0.946] which is close to 1, which means reliability of questionnaire is high. This is not action research ,it is opinion based research .The instrument is developed by the researcher and reliability is established.

Hypothesis 1:

     H_0 : There is no significant difference in the awareness of managers regarding diversity at workplace, diversity management and cultural intelligence.

     H_1 : There is significant difference in the awareness of managers regarding diversity at workplace , diversity management and cultural intelligence.

The Z test used.

Table13: One-Sample Test(Z test)

Awareness	Test Value = 0 df=406	
	Z	Sig. (2-tailed)
Awareness of Diversity at Work Place	75.521	.000
Awareness of Diversity Management	63.342	.000
Awareness of Cultural Intelligence	46.633	.000

(Bele & Hebalkar, 2020)

Interpretation

In table no.**13** value of Z is greater than the table value of Z (i.e. Z = 1.96) in all the cases. Also the 'P' value is less than 0.05 (P < 0.05). This means that the null hypothesis (**H_0**)is rejected & alternate hypothesis (**H_1**)is accepted. As per the managers the awareness of diversity at workplace is 91%, the awareness of diversity management is 86% and for cultural intelligence it is 74%.

Alternate hypothesis accepted (**H_1**),so t**here is a significant difference in the awareness of employees regarding workplace diversity ,diversity management and cultural intelligence.**

Hypothesis 2:

H_0: There is no significant impact of diversity on the overall development of managers.
H_1: There is a significant impact of diversity on the overall development of managers.
The chi-square test is used.

Table no.2: **Test Statistics**

Perceptions	Chi-square	Asymp. Sig.
Team Performance	356.428	.000
Innovative Ideas	248.074	.000
Problem solving	266.452	.000
Completion of project	221.415	.000
Group decision making	235.838	.000
Individual & Group Productivity/Performance	272.840	.000

(Bele & Hebalkar, 2020)

Interpretation

In Table No. 2, the chi-square test has been used. The 'P' value is less than 0.05 (P < 0.05) in all cases. This means that the null hypothesis (**H_0**) is rejected & alternate hypothesis (**H_1**) is accepted. Hence it can be concluded that there is a significant impact of diversity on the variables selected for the study which leads to overall development of managers.

Majority of the respondents agree that there is significant impact of diversity on the overall development of managers. The following parameters of overall development are used:

 team performance -96%, individual productivity and performance, innovative ideas, problem solving-95%,timely completion of project -93% and group decision making -90%

There is a significant impact of diversity on the overall development of managers.

Hypothesis accepted (**H_1**)   ,

There is a significant impact of diversity on team performance.

There is a significant impact of diversity on innovative ideas.

There is a significant impact of diversity on problem solving.

There is a significant impact of diversity on completion of project.

There is a significant impact of diversity on group decision making.

There is a significant impact of diversity on individual /group productivity performance.

Diversity has major impact on team performance (96%),and lesser impact on group decision making (90%)

So, **there is a significant** impact **of diversity on overall development of managers.**

Hypothesis 3:
H_0: There is no significant impact of the CI on the overall development of managers.

H₁: There is a significant impact of the CI on the overall development of managers.

Table no.3: **Test Statistics**

Perceptions	Chi-square	Asymp. Sig.
Individual & Team Performance	61.500	.000
Overall Productivity/Performance	68.300	.000
Employees Retention	61.100	.000
Leadership	52.100	.000
Work environment	73.500	.000
Quality of Life	54.700	.000
Quality of Work life	78.200	.000
Organizational Effectiveness	66.000	.000

(Bele & Hebalkar, 2020)

Interpretation:

The chi-square test is used. As per table No.3 , the 'P' value is less than 0.05 (P < 0.05) in all cases. This means that the null hypothesis (**H₀**) is rejected & alternate hypothesis is (**H₁**) accepted.

Hence it can be concluded that there is a significant impact of the CI on the overall development of managers.

Majority of the respondents are of the opinion that **cultural Intelligence of managers has impact on–** quality of work life (96 %),healthy work environment and organizational effectiveness (95%) ,leadership (94%),individual &team performance and overall productivity/performance ,quality of life (93%) and employee retention (91%)

There is a significant impact of CI on overall development of managers, it covers the following:

There is a significant impact of the CI on individual & team performance.

There is a significant impact of the CI on employees retention.

There is a significant impact of the CI on leadership.

There is a significant impact of the CI on quality of life.

There is a significant impact of the CI on work environment .

There is a significant impact of the CI on quality of work life.

There is a significant impact of the CI on organizational effectiveness.

There is a significant impact of the CI on overall productivity/performance.

CI has major impact on quality of work life (96 %), and lesser impact on employee retention (91%)

So, there is a significant impact of the cultural intelligence on overall development of managers.

V. RESULTS AND DISCUSSION

1. Majority of the managers agree with the following:
   - Cultural Intelligence[CI] is an important competency for working in domestic and cross border & cross-cultural teams and also CI is a critical leadership competency in present world of globalization.
   - Cultural intelligence helps to increase the tolerance in cross-cultural interactions and improves cross-cultural interactions.
   - There is a system of reward and recognition of employees to exhibit cultural standards and norms.
   - One of the important instruments to develop culture at the workplace is Diversity Training.
   - One of the important instruments to embrace diversity in the organizations is Diversity Audit and it needs to be conducted on regular basis.

2. As per the opinions of the respondent,
   Diversity has positive impact on: -
   - Enhanced individual & group or team performance
   - Innovative ideas
   - Problem solving
   - Better completion of project
   - Group decision making

   Cultural intelligence of managers has positive impact on: –
   - Healthy work environment
   - Leadership
   - Quality of Work life
   - Individual & Team Performance
   - Overall Performance
   - Employee retention
   - Organizational Effectiveness
   - Quality of life

3. Majority of the managers are aware of the concepts of workplace diversity, diversity management, and cultural intelligence. This awareness is sought by employees through colleagues, peers and newspapers.
   Though there is high awareness about the concepts of diversity management, workplace diversity, there is comparatively less awareness about concept of cultural intelligence .Though the % of respondents who are not aware or of somewhat aware of the concepts of workplace diversity, diversity management, and cultural intelligence is less, it does affect the performance. Therefore, absolute awareness is essential.

4. While doing cross- cultural interactions, the managers are aware and are conscious of socio- cultural, legal and religious belief of diverse cultural aspects.Majority of the employees said that organizational culture of every undertaking is unique. The % of respondents who do not understand the values, religious beliefs, economic systems of other cultures, applying non-verbal

behavior (kinesics) in different cultures and uniqueness of organizational culture is less, still it affects the cultural intelligence of the team, and thereby the performance.

5. Managers are of the view that that :
> they should explore the concept of cultural intelligence further. The managers and the companies are earnestly making an attempt to explore different ways and means to develop CI.
> diversity management and cultural intelligence of employees are of ample importance in the organizations and therefore should be seriously attended to, as it helps to attract and retain best managers and enhance organizational effectiveness.

6. Only 40 % can confidently say that their companies arrange special training programs to manage cultural diversity. Whatever training is conducted, it is conducted on awareness of diversity and cultural intelligence [CI].

7. Regarding whether CI is important, 20% respondents are not sure.

8. The following needs are highlighted by the employees-
> Accommodating heterogeneous workforce (socio-economically, ethnically & by language diverse) in the organizations.
> Congruency between culture of employees and culture of the organization to
> Reduce the negative effect on employee performance and business performance.

9. There is a high diversity in the respondent companies with regards to age, gender, religion, economic Status, values, and norms etc. Though the employees enjoy and appreciate working in variety of cultures, managing the heterogeneous workforce is a challenge for managers. For majority of managers, managing Diversity is a big challenge.

The following suggestions can be thought of :

1. Diversity related laws and regulations i.e. Law of equal opportunity, Inclusion policy and Discrimination policy, etc. should be communicated to employees by the organization to avoid conflicts or clashes and bias.
   e.g. Issues with transgender employees (proper training and information is required for other employees for the proper behavior with the transgender in the normal way.)
2. in order to make training workshops effective, innovative and participatory way of training is required so that the information will reach to the participants directly. It can be in the form of role play, theatre play/activity, situational activities, interactive discussions, activities, brain storming sessions, management games etc.
3. There should be Need Analysis regarding the training workshop on cultural intelligence and target group should be identified through that.
4. The efforts required from companies to create a working environment to increase motivation and satisfaction of diverse people to make the workforce happy and contended.
5. Though the managers think and increase the workplace diversity and cultural intelligence at international and global level, they should also give a serious thought at the cultural intelligence at local and national level.
6. A workshop or training on 'How to capitalize Diversity at workplace?' should be arranged covering the benefits and advantages of diversity-innovative ideas, ease in problem solving, better and timely completion of project, enhance performance, increase in decision making abilities, attracts and retains best employees, increase in organizational competitiveness etc.
7. A workshop on 'Need of Cultural Intelligence' should be arranged covering the benefits or advantages of CI-Individual & team performance/productivity, leadership, healthy work environment, quality of life and work life, increase tolerance, improve cross cultural interactions and organizational effectiveness etc.
8. Cross- cultural training should cover:
> Communication skills-verbal (oral and written) and non-verbal (body language-to know positive or negative response of peers).
> Tolerance to ambiguity (to deal with the ambiguity in diverse/heterogeneous groups as people join with different social, cultural backgrounds.)
> Tolerance to learn different styles of culture like OCTAPACE or
   - Clan: collaborative, team work, involvement in work
   - Adhocracy: creative, innovative working environment with Individual Initiation
   - Market: a culture of competitiveness
   - Hierarchy: The culture with control-continuous planning and smooth functioning
   - Authoritative, bureaucratic, Individualism, collectivism etc.
> The team building and capacity building exercises to increase empathy, flexibility, adaptability, open mindedness, positive attitude towards learning
> Dissemination of cultural knowledge, values, norms etc.
> Increasing ability of leaders or manager to work on dual forces: Task (effective work will automatically develop good relationships) and Relationship (with good rapport work becomes easy and productive.)
9. Cultural Intelligence Audit (CIA) is advisable at regular intervals
10. Inclusion of diversity and cultural intelligence is to be advised in Induction program.
11. The organizations should make effective use of social media to impart knowledge on how to become culturally intelligent.
12. A special paper on cross-cultural interaction, cultural sensitivity, cultural fit, and cultural intelligence with evaluation on grade system should accommodated in pedagogy at university level.

VI. AREA FOR FURTHER STUDY

There is the further scope of research in the following areas:
- Diversity assessment & diversity audit for service and manufacturing organizations.
- Assessment of Cultural Quotient Level – Assessment of Cultural intelligence/Quotient for service and manufacturing organizations

VII. ACKNOWLEDGMENT

VIII. CONCLUSION

Working in more and more diverse groups is an added challenge for the 21st century employees and managing this diversity for organizational effectiveness is an added challenge for the managers.

It is essential that the diversity is recognized as an asset. It is available without much investment. So organizations are supposed to take maximum benefit by offering proper organizational environment. The organizations are to make optimum efforts to manage the diversity and keep equilibrium in organizational culture and organizational development at local, regional, national level and also at international level.

Diversity brings innovation in ideas which is important for enhancing individual, team and thereby organizational performance. There is much requirement to spread awareness about the cultural intelligence in companies and to build the capacity of employees in cultural intelligence. It is essential that the diversity is treated as boon and not as the bane.

To get the benefits of high cultural intelligence ,it is necessary that awareness of' Cultural Quotient Assessment Test ' is spread.

As cultural intelligence has proved to be a catalyst for better organizational performance and effectiveness, it should be attended to and the focused trainings should be conducted frequently on diversity management and cultural intelligence.

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