



Workforce Diversity Management In Hindustan Petroleum Corporation Limited: Leads To Improve Productivity

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Abstract

India, just not like most countries of the world, is diverse in its population and the people are culturally diverse. It is also characterized by other aspects of diversity in terms of age, gender, number of employees region wise, which are even evident in making the workforce heterogeneous. Currently, employing a diversified workforce is a necessity for every organization. This paper analyzes the workforce diversity and its impact on productivity of an organization called Hindustan Petroleum Corporation Limited.

Key Words : HPCL, Workforce, Diversity, Management

1 Introduction

In recent years, a fundamental shift is occurring in the world economy. We are moving towards a world in which barriers to cross border trade and investments are tumbling, perceiver distance is shrinking due to advances in transportation and telecommunications technology. In this dependent global economy, from an Indian perspective also, the world has now recognized India as one of the prime economic drivers in the global scenario. Various companies are coming to India to explore this opportunity. In order to survive in this type of competitive world the organizations have to hire an effective and efficient workforce that can handle such a competitive environment. Employing a diversified workforce is essential for every organization. In the current scenario the organizations that employ quality and competitive workforce regardless of their age, gender, number of employees region wise can only compete in the marketplace. Human resources are an important asset for any organization [1,2]. On the basis of the above statement, we followed the following model as shown in fig 1 [1]. Also there can be more than 10 benefits of workplace diversity possible, like : perspectives, increased creativity, more innovations, increased profits, higher engagement, better decision making, employee turnover, better reputation, hiring results, problem solving [3].

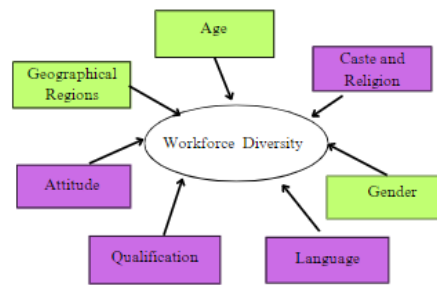


Fig 1

1.1 Impact of Workforce on Productivity

To manage a diversified workforce is a big challenge for any organization. Each individual is different from each other because of their different region, educational background to which they belong, age and the perception. When different types of people in terms of thinking, perception, generation come together to work at the same place then definitely a situation may come where all these different types of people may not agree at the same point. At that point, it is going to affect the interpersonal relationship among people. We considered some aspects, which are a part of diversity among the workforce : age, gender and the employees coming from various geographical regions. On the basis of the above statement, we followed the following model [3].



Fig 2

II. Literature survey

This study tries to assess the impact of workforce diversity on productivity. Many researchers have studied different aspects of workforce diversity in various organizations and various other areas not only at all India level but also at international level. The various findings of past research were of great help for the researcher to sort out the different factors to be used in this study. This review also helped in finding out the differences between the past research and the current research on the same topic. Let us look at the earlier research.

Taylor H. Cox, 1991: In this paper, the writer has suggested that organizations should value diversity to enhance organizational effectiveness. Diversified workforce provides various advantages like creativity, problem solving, and flexible adaptation to change that may leads to competitive advantage But the management of such diversified workforce is an important issue and can be done by adopting key components like leadership, training, research, analysis and change of culture and human resource management systems and follow-up activities like additional training, discussions about diversity issues with the group members [10].

Janice R.W. Joplin and Catherine S. Daus, 1997 : In this paper the author emphasizes that various companies are focusing on capitalizing the skills of a diverse workforce but they have to face many challenges like diverse opinion, lack of empathy, differences in perception, lack of participation. Further the author has concluded that these challenges can be faced by effective leadership style instead of implementing traditional methods [11].

Jeffery Sanchez-Burks and Michal E. Mor Barak, 2005 : In this the researcher has discussed one's perceptions, values, and behavior in such situations that reflect deep-seated beliefs about the nature of interpersonal work relationships. He further emphasized that to understand and manage these differences

requires understanding the nature of workforce diversity and how it influences relational and communication styles [4].

Ashok Chanda, Dec 2006: In this article the author says that workforce diversity is a hot and burning issue in every organization of the current scenario. Every human resource manager has to take care in managing this diversity and finally he concluded that there is a lack of awareness towards diversity management approach, the manager doesn't have sufficient knowledge and competency to manage a diversified workforce [5].

K Mallikarjunan, 2007 : In this the author is saying that each and every individual is different, everybody is having their own perception, attitude and thoughts and to manage such type of different individuals requires a specific skill because of the complexities involved in this process [9].

Sharbari Saha, Dewpha Mukherjee Patra, 2008 : In this the authors have focused over the requirements due to globalized market and benefits of workforce diversity further they said that if the organization is not employing the diversified workforce then that organization is not competitive enough and the sales managers can make their diversified workforce effective and competent by providing them training [6].

Asmita Jha, 2009 : In this article the author said that the most important asset of any organization is a diversified workforce because the diversified workforce is good at problem solving as they provide different and creative ideas and gives competitive advantage to the organization. Further the author focused on making the workforce happier by proper understanding of the expectations and needs of each individual [7].

Kulin Patel and Anuradha Sriram, Oct 2010 : In this article the author explores the role of managing diversified workforce in the case of mergers and acquisitions. The author said that the merger and acquisitions among the organization is just like a marriage which means that the compatibility among the employees of both the organizations having different cultures is most important for this the culture assessment of both the organizations is necessary [8].

III. Research Methodology

The data of employees, belongs to parameters like age, gender and number of employees from various regions were collected from Sustainability Reports (SRs) of Hindustan Petroleum Corporation Limited (HPCL) from financial year 2018-2019 to the financial year 2021-2022. And analyzed the variations in those parameters, with the help of comparative knowledge, starting with the financial year 2018-2019 till the financial year 2021-2022.

Analysis of Data: The data collected has been presented in the form of figures. A Multi-bar Chart generator tool [12] was used to draw charts.

The analysis of employee turnover by age was understood from figures : 3,4,5,6.

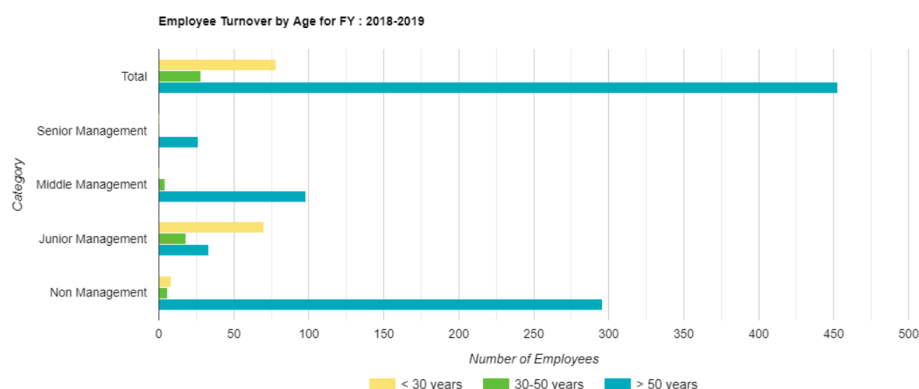


Fig 3

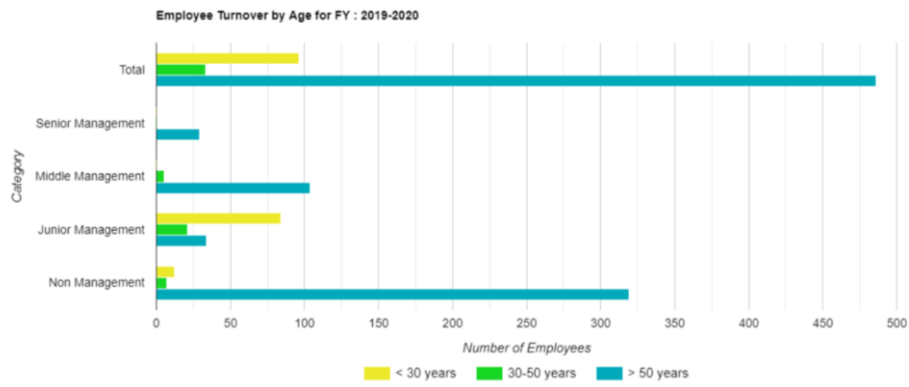


Fig 4

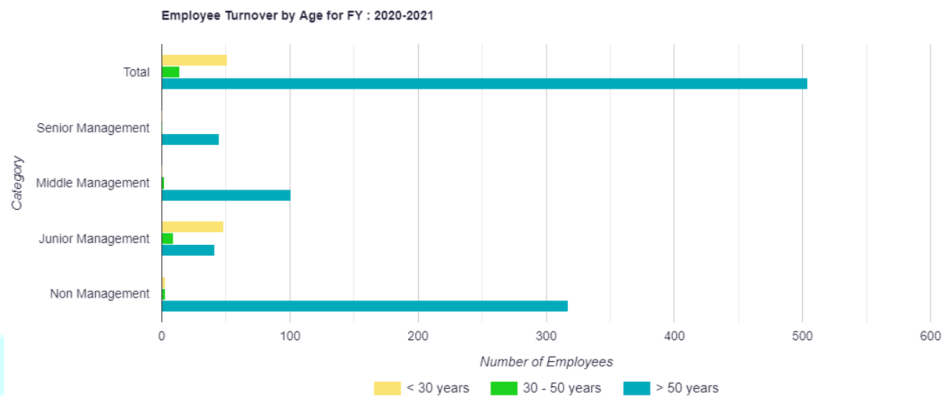


Fig 5

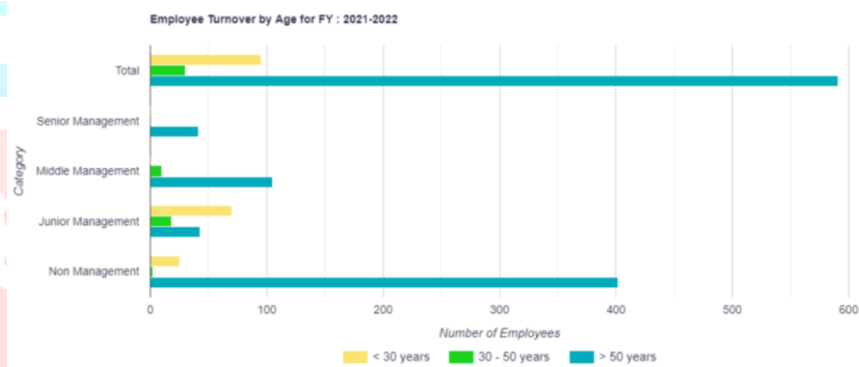


Fig 6

The analysis of employee turnover by gender was understood from figures : 7,8,9,10

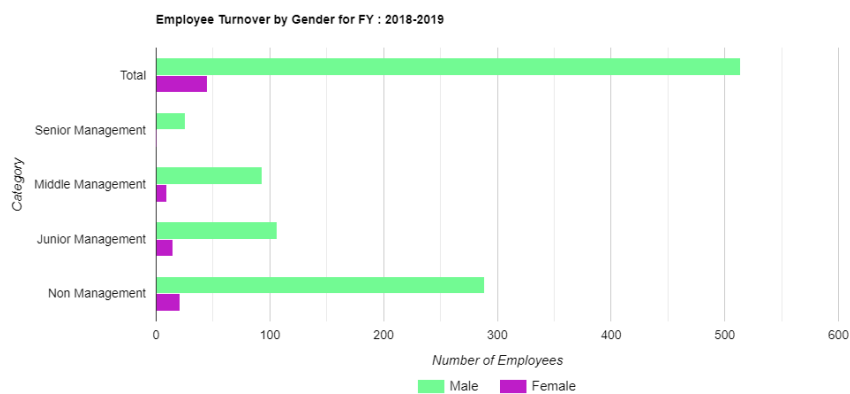


Fig 7

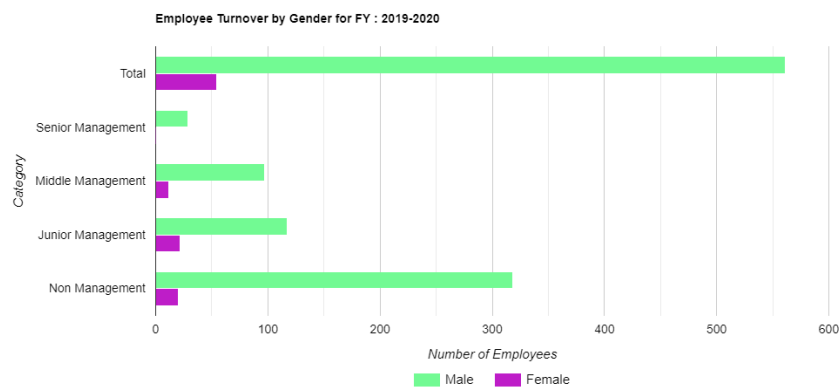


Fig 8

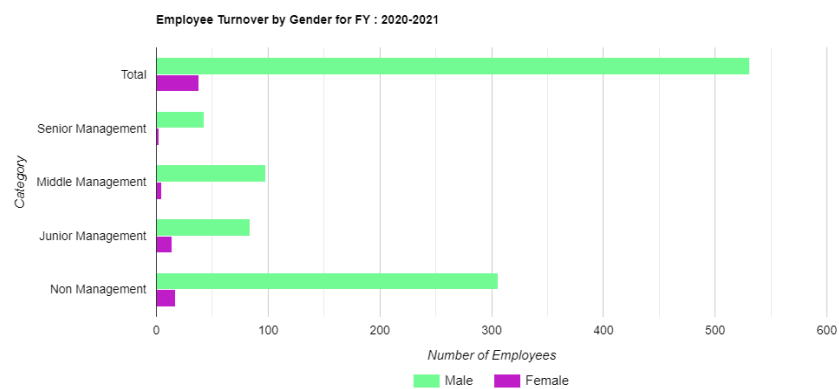


Fig 9

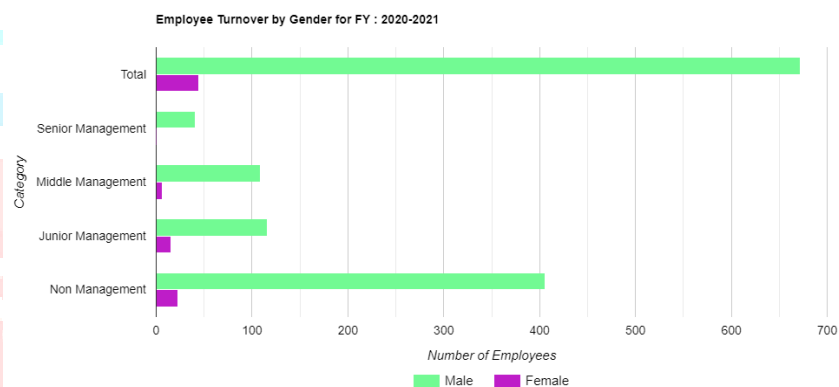


Fig 10

IV Results and Discussion

From the figures 3,4,5,6, it is clear that, for greater than 50 year old employees working under non management, middle management is gradually increased. As well as from figures 7,8,9,10, it is also clear that, while males are working under non management, senior management is gradually increasing. At the same time, it is also observed that, there is a slight increment and decrement in the number of females under the non management category and junior management category respectively.

V Conclusion

Finally, from the results and discussions, we can conclude that, based on the employee turnover data in terms of age, gender statistics, as the age factor of 50 years old or more are suitable for non management, middle management category, can be placed more in number as well as males from employee turnover by gender says that, suitable for non management, senior management. Few females can be good at non management categories. The changes are possible to be made for the improvement of the economy. This concludes, age and gender choice can lead to improvement in productivity, being the data belonging to the employees of Hindustan Petroleum Corporation Limited.

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