Socio-political and cultural challenges of managing the workforce

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ABSTRACT

This paper considers the socio- political and cultural challenges of managing the workforce. Workplace diversity refers to the variety of differences between people in an organization. That sounds simple, but diversity encompasses race, gender, ethnic group, age, personality, cognitive style, tenure, organizational function, education, background and more.

Diversity not only involves how people perceive themselves, but how they perceive others. Those perceptions affect their interactions. For a wide assortment of employees to function effectively as an organization, human resource professionals need to deal effectively with issues such as communication, adaptability and change.

An organization's success and competitiveness depends upon its ability to embrace diversity and realize the benefits. When organizations actively assess their handling of workplace diversity issues, develop and implement diversity plans, multiple benefits are reported such as:

- *Increased adaptability,*
- *Broader service range,*
- *Variety of viewpoints,*
- *More effective execution*

This paper examines the factors affecting the socio – political and cultural diversity of the workforce and evaluates the challenges as per the trend. The objective of this article is twofold.

Firstly, it tries to identify the various elements of diversity, as it exists in modern Indian Business Corporation. Secondly, it looks at the methods that the companies can employ, not only to understand and cope with the diversity but also to leverage it towards building wholesome business relationships. Diversity in many ways is closely connected to another term that we see commonly used today, which is 'CHANGE'. Managing diversity is an essential part of change management. If Indian Companies have to thrive in today's changing global marketplace, it has to learn to manage diversity, both within the company and without.

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In Indian context, the dimensions of workplace diversity include, but are not limited to: age, ethnicity, ancestry, gender, physical abilities/qualities, race, sexual orientation, educational background, geographic location, income, marital status, military experience, religious beliefs, parental status, and work experience. Promoting and managing diversity, particularly at the workplace would go a long way in promoting social progress and help bring down barriers created by differences in Languages, caste, Ethnicity & Religion.

Managing workplace diversity is one of thorniest challenges for HR Managers in India today. Gone are the days, when most people in the office looked the same, spoke in the same manner and had the same outlook in life. Now things are somewhat different and so are the challenges.

I.INTRODUCTION

The 21st century L**eaders** needs to keep adapting and adopting a network approach if they are to move their organizations forward - old management models will not carry them to the future.

Leadership Challenges

1. **Generational leadership** - managing an older workforce, as well as the digital generation

2. **Sustainability** - protecting today's environment and addressing consumers' needs

3. **Virtual leadership** - leading an internet-based environment

4. **The developing world** - responding to a changing economy

5. **Diversity** - leading a workforce comprising ethnic minorities, mature workers, etc

6. **Globalisation** - managing an extended workforce, and social responsibility.

Organisations face rapid change, unprecedented global competition, unpredictability and the constant threat of acquisition. At the same time, there is growing awareness of the global social responsibility of business and the challenges of sustainability in the broadest sense. The 21st century, therefore, is one in which we are going to need 'servant leaders' more than ever before. It is challenging, exciting and full of opportunity. If organisations are to thrive and survive, they must innovate. They need all the energy and creativity of their people. This requires a revolution in workplace culture – from workplaces that limit, frustrate and disempowered people to ones that release energy, enterprise and spirit. They also need to be led by global citizens. The best people want to work for ethical organisations that meet the needs of society and avoid doing harm.

For their survival, the culture of organisations has become top of the agenda.This presents people in **HRD** with exciting opportunities as never before.

The Challenges of Workplace Diversity

The future success of any organizations relies on the ability to manage a diverse body of talent that can bring innovative ideas, perspectives and views to their work. The challenge and problems faced of workplace diversity can be turned into a strategic organizational asset if an organization is able to capitalize on this melting pot of diverse talents. With the mixture of talents of diverse cultural backgrounds, genders, ages and lifestyles, an organization can respond to business opportunities more rapidly and creatively, especially in the global arena, which must be one of the important organisational goals to be attained. More importantly, if the organizational environment does not support diversity broadly, one risks losing talent to competitors. This is especially true for multinational companies, who have operations on a global scale and employ people of different countries, ethical and cultural backgrounds.

Thus, a HR manager needs to be mindful and may employ a 'Think Global, Act Local' approach in most circumstances. With a population / the nation's strive towards high technology and knowledge-based economy; foreign talents are lured to share their expertise in these areas. Thus, many local HR managers have to undergo cultural-based Human Resource Management training to further their abilities to motivate a group of professional that are highly qualified but culturally diverse. Furthermore, the professional must assure the local professionals that these foreign talents are not a threat to their career advancement. In many ways, the effectiveness of workplace diversity management is dependent on the skilful balancing act of the HR manager.

One of the main reasons for ineffective workplace diversity management is the predisposition to pigeonhole employees, placing them in a different silo based on their diversity profile. In the real world, diversity cannot be easily categorized and those organizations that respond to human complexity by leveraging the talents of a broad workforce will be the most effective in growing their businesses and their customer base.

There are different kinds of diversity that one encounters at the workplace. These include diversity of Gender, Age, Psychology, Education, Language and Culture.

Managing Gender Diversity at Indian Co.

The corporate workplace has traditionally been a male-dominated one. This has change greatly in recent days in many of the business sectors like Technology Services, Finance & Banking and Retail. One significant change is men and women are being employed in the same roles within a company, whereas earlier even in the most diverse of organizations, there was clear demarcation as to what was a 'women's job' and what was not.

This has brought with it a fresh set of challenges from the HR Perspective. Gender Diversity is one of the reasons many HR Policies fail; one man's bread is often another woman's poison. One sector that has been relatively successful in promoting Gender Diversity is the IT Industry.

Managing Ethnological Diversity – an India specific Challenge

In a modern Indian workplace, there is a great deal of diversity when it comes to language, ethnicity & Culture. We will now look at the challenges and difficulties this presents to the organization and ways to overcome it.

The challenges from Ethnological Diversity

The challenges an Indian Company faces from Ethnological diversity could stem from differences in any of the 4 identities:

1. **Language**: People speaking different languages find it difficult to communicate effectively when working in a group
2. **Religion**: Animosity or ill-feeling could stem from religious differences
3. **Caste**: Caste divides could make its presence felt even in the most open and diverse of workplaces
4. **Ethnicity**: Misunderstandings can arise among employees because of perceived ethnic stereotypes

Among the advantages of diversity in the workplace are: increased creativity, increased productivity, new attitudes, new language skills, global understanding, new processes, and new solutions to difficult problems.

1. **Creativity increases** when people with different ways of solving difficult problems work together towards a common solution. There is no one best answer to any question--the more ideas you can obtain from different people, the more likely you are to develop a workable answer. Other cultures can offer insightful alternatives Americans might not have considered. This is a tremendous advantage of diversity in the workplace.

2. **Productivity increases** exponentially when people of all cultures pull together towards a single inspiring goal. Foreign executives are extremely successful in the American corporate world because of globalization and internationalization. Increased productivity is an obvious advantage of diversity in the workplace.

3. **New attitudes** are brought to the business table by people from diverse cultures. For instance, Americans may want to consider adopting the perspective other cultures have about time. Our culture believes that "time is money" and "getting to the bottom line" is paramount in business. However, in most other countries around the world "time is for building relationships" and an integral part of getting to know the other party you are considering doing business with before starting a transaction.

4. **Language skills** are obviously needed in today's increasingly global economy--and diverse workers often have this proficiency. If a company needs specific knowledge or language skills, it may hire foreign nationals for help. In some markets, international job seekers have the advantage. For example, companies breaking into European, Asian or Latin American markets will need foreign expertise. High-tech firms in particular are

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expanding into countries abroad. It is a tremendous advantage of workplace diversity if we enable people from other cultures can help us understand not just their words, but also the meaning behind what they are saying.

5. **New processes** can result when people with different ideas come together and collaborate. In today's fast-moving world, there is no longer room for thinking, "We have always done things this way and cannot change." Those who meet these criteria are likely to do well, regardless of culture--even in tough economic times.

Workplace diversity can make companies more productive and profitable. They also bring differences that we must understand and embrace for those benefits to be realized.

Dynamic Workforce Trends:

1. Wellness, Health and Productivity:
Managing health & wellness reduces health care benefits costs, lessens stress, and increases productivity.

2. Expanding Diversity:
Utilizing the unique skills/traits of all employees establishes an inclusive work environment that strengthens the competitive business advantage.

o **Aging Workforce:** Retaining older workers preserves organizational knowledge a leadership skills as labor shortages grow.
o **Flexible Work Culture:** Promoting a supportive and "family friendly" work culture results in committed and engaged workers, with greater productivity.

Business Drivers

1. Meeting diverse employee needs
2. Increasing recruitment and retention while reducing turnover
3. Improving employee productivity and work quality
4. Increasing employee well-being and reducing stress
5. Improving work effectiveness, employee engagement, commitment and performance
6. Improving employee satisfaction
7. Enhancing workplace supports: work/life programs, policies and education

Aging Workforce Trends

Age can be viewed as one aspect of workforce diversity, along with sex, religion, ethnicity, and other forms of diversity. Each form of diversity may influence an individual's attitudes, values and behaviors at

work. Indeed, a largely neglected aspect of diversity management is the challenge of managing a widening age range of employees with vast experiential and attitudinal differences (Wagner, 2007).

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Such diversity creates an imperative for flexible and inclusive management strategies (Childs, 2005; Dass & Parker, 1999; Joplin & Daus, 1997). The goal of managing diversity in an organization is to enhance the achievement of an organization's competitive advantage by managing the similarities and differences between people (De Cieri et al., 2008).

Diversity management practices are specific activities, programs, policies, and any other formal processes designed to improve management of diversity via communication, education and training, employee-involvement, career management, accountability and cultural change. For example, diversity practices may include practices such as training programs to reduce stereotyping and improve interpersonal communication and skills (Nishii & Ozbilgin, 2007; Wentling, 2000). Overall, diversity management places emphasis on the development of organizational strategies and cultures that are not only tolerant of diversity but actively encourage flexibility and inclusion (Burke & Ng, 2006; Childs, 2005).

Workforce diversity is increasing, and managers need to develop ways to effectively manage the different views and characteristics of the new, diverse workforce. The assumption of 'value-in-diversity' suggests that diversity in work-groups will enhance effectiveness and performance (Cox, 1993; Miroshnik, 2002). Cox (2001) identified five ways in which diversity could add value to an organization: improved problem solving; increased creativity and innovation; increased organizational flexibility; improved skill variety in the workforce, and improved marketing (e.g. increased customer base). For example, a diverse workforce is proposed to help organizations to understand the different needs and values of the cultural groups that comprise their client base (Friday & Friday, 2003; Nishii & Özbilgin, 2007; Wentling, 2000). Further, it is suggested that diverse groups such as cross-generational project teams will generate different opinions, engage in more thorough critical analysis, and thus make better-quality decisions (Shaw & Barrett-Power, 1998).

On the other hand, there are recognized costs associated with managing diversity poorly. When organizations do not manage diversity well, there is increased likelihood of turnover and absenteeism among minority groups. In addition, organizations that do not manage diversity well may be in breach of legislation and may incur associated costs. There are also indirect costs, such as the loss of organizational reputation and inability to attract high-quality employees to the organization (Childs, 2005).

While there has been considerable research exploring the 'value-in diversity' approach, many questions remain unanswered. The evaluation of diversity programs remains an area for attention. While many firms have implemented diversity practices, it is difficult to measure the relationship between diversity practices and organizational performance outcomes. Recent research has explored the factors that moderate the relationship between diversity and performance (Grimes & Richard, 2003; Richard, 2000).

Richard (2000: 174) concluded that diversity does add value to a firm but the effects of diversity "are likely to

be determined by the strategies a firm pursues and by how organization leaders and participants respond to and manage diversity".

1. **Retention of older workers is a "sleeper" issue:** Though employers acknowledge this trend, many companies are not actively responding. Employers who do not make an effort to attract and retain older workers are likely to have difficulty finding and keeping enough qualified workers.

2. **Employee benefit responsibilities:** There is a paradigm shift towards an "ownership society," highlighted by the expectation that individuals will take more responsibility for their retirement and health care expenses. And, while baby boomers remain optimistic about retiring, they are developing more conservative financial expectations.

3. **Non-traditional "retirements":** Financial concerns are vital, but only one factor in the decision to continue working. Other factors include the desire to: stay mentally and physically active, remain productive or useful, and to retain health care benefits.

4. **Employer/employee perceptions of older workers:** The older worker is often seen as a liability, which is less productive and more costly than a younger worker. Yet, work is very important to older workers and research indicates that they are more "work-centric" rather than "dual- centric" (oriented to both work and family), or "family-centric."

To successfully manage a diverse workforce, all managers require a **comprehensive skill-set**:

1. Communicating effectively with employees from a wide variety of backgrounds;
2. Coaching and developing employees of different ages, educational backgrounds, ethnicity, physical ability and race; providing performance feedback based on objective outcomes rather than on values and stereotypes that prejudge an individual's abilities and talents;
3. Creating a work environment that is inclusive of employees of all backgrounds (De Cieri et al., 2008).

Flexible Work Culture Trends

1. An effective workplace: a flexible work culture surrounding "family-friendly" policies and practices, supervisor support and an efficient work environment that aligns to work-life needs
2. There are six **factors of workplace effectiveness***:

• Job autonomy

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- Flexible workplace options
- Supervisor support
- Coworker team support
- Learning opportunities
- Involvement in decision-making job challenges

3. **Flexible work arrangements** may include:

- Temporal flexibility (flexible work hours; flexible scheduling);
- Functional flexibility (such as multi-skilling);
- Numerical flexibility (changing the workforce size, by contingent employment or contract arrangements); and locational flexibility (distributed work, telework or telecommuting, work done at home, on the road or anywhere a person can connect to the office or peers using technology).

II.TREND OF TRADE UNIONISM IN INDIA

Trade unions are important players in today's industrialized world. Now-a-days the trade union movement is no longer solely a movement for advancing claims as a movement seeking to increase the material well being of its members but has grown into a force which not only defends the political, social and cultural interests of its members but also carries out special tasks affecting enterprising and intellectual workers especially with regard to their career, jobs, salaries, paid holidays, vocational training, recreational and health improvement programs etc. It is observed that the concept of trade unionism has been influencing a large section of categories of workers.

Not only workers in large and medium-scale industrial establishment but even white collar workers, supervisory and management personnel have also been acting in a concerted way through their trade unions or associations. Employees and supervisory and management personnel are extremely well organized in their respective trade unions in public sector industrial, banking and financial institutions.

In fact, trade unions in public sector undertakings appear to be very powerful and with enormous bargaining power happen to enjoy a dominating position.

Role of trade unions in making policies at the plant, industry and even at the national level is growing in recent years and powerful trade unions as in the case of textile, railways, banking, post and telegraphs, insurance etc., have been exerting great pressure not only at the lower levels but also at the national level, in formulating policies that affect them.

Some Recent Trends in Trade Union Movement in India

1. White-collar workers have formed very powerful trade union organizations in recent years.
2. Trade unions in public sector undertakings appear to be very powerful and with an enormous bargaining power.
3. In large industrial establishments, there is not just one trade union but two or sometimes three, owing allegiance to the different political parties in the country.
4. It is observed that functions of many trade unions are becoming diversified.
5. Politicizing of trade unions has resulted in inter-union and intra-union rivalries in the trade union movement in India.
6. Trade union bodies today are undertaking educational, recreational and health   improvement programs

Role of trade unions in making policies at the plant, industry and even at the national level is growing.

The Management of Workplace Diversity

In order to effectively manage workplace diversity, a HR Manager needs to change from an ethnocentric view ("our way is the best way") to a culturally relative perspective ("let's take the best of a variety of ways"). This shift in philosophy has to be ingrained in the managerial framework of the HR Manager in his/her planning, organizing, leading and controlling of organizational resources.

There are several best practices that a HR manager can adopt in ensuring effective management of workplace diversity in order to attain organizational goals. By integrating workers from culturally diverse backgrounds into their workforce companies become much stronger. However, many firms don't understand the importance or challenges of workplace diversity. Diversity needs to be seen as an integral part of the business plan, essential to successful products and increased sales. This is especially true in today's global marketplace, as companies interact with different cultures and clients. They are:

Planning a Mentoring Program - One of the best ways to handle workplace diversity issues is through initiating a Diversity Mentoring Program. This could entail involving different departmental managers in a mentoring program to coach and provide feedback to employees who are different from them. In order for the program to run successfully, it is wise to provide practical training for these managers or seek help from consultants and experts in this field. Usually, such a program will encourage organization's members to air their opinions and learn how to resolve conflicts due to their diversity. More importantly, the purpose of a Diversity Mentoring Program seeks to encourage members to move beyond their own cultural frame of reference to recognize and take full advantage of the productivity potential inherent in a diverse population.

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Organizing Talents Strategically - Many companies are now realizing the advantages of a diverse workplace. As more and more companies are going global in their market expansions either physically or virtually (for example, E-commerce-related companies), there is a necessity to employ diverse talents to understand the various niches of the market. For example, when China was opening up its markets and exporting their products globally in the late 1980s, the Chinese companies (such as China's electronic giants such as Haier) were seeking the marketing expertise of Singaporeans. This is because Singapore's marketing talents were able to understand the local China markets relatively well (almost 75% of Singaporeans are of Chinese descent) and as well as being attuned to the markets in the West due to Singapore's open economic policies and English language abilities.

With this trend in place, a HR Manager must be able to organize the pool of diverse talents strategically for the organization. He/She must consider how a diverse workforce can enable the company to attain new markets and other organizational goals in order to harness the full potential of workplace diversity.

An organization that sees the existence of a diverse workforce as an organizational asset rather than a liability would indirectly help the organization to positively take in its stride some of the less positive aspects of workforce diversity.

Leading the Talk - An HR Manager needs to advocate a diverse workforce by making diversity evident at all organizational levels. Otherwise, some employees will quickly conclude that there is no future for them in the company. As the HR Manager, it is pertinent to show respect for diversity issues and promote clear and positive responses to them. He/She must also show a high level of commitment and be able to resolve issues of workplace diversity in an ethical and responsible manner.

Control and Measure Results - An HR Manager must conduct regular organizational assessments on issues like pay, benefits, work environment, management and promotional opportunities to assess the progress over the long term. There is also a need to develop appropriate measuring tools to measure the impact of diversity initiatives at the organization through organization-wide feedback surveys and other methods. Without proper control and evaluation, some of these diversity initiatives may just fizzle out, without resolving any real problems that may surface due to workplace diversity.

The diversity dynamics associated with the changing workforce will have a direct impact on organizations' human resources functions, such as recruitment efforts, training and retention programs, and it will indubitably have an effect on industries and professions across the globe.

Let us give a look at the **motivational approaches of handling a diverse workforce**.

Motivational Approaches

Workplace motivation can be defined as the influence that makes us do things to achieve organizational goals: this is a result of our individual needs being satisfied (or met) so that we are motivated to complete organizational tasks effectively. As these needs vary from person to person, an organization must be able to utilize different motivational tools to encourage their employees to put in the required effort and increase productivity for the company.

Why do we need motivated employees? The answer is survival. In our changing workplace and competitive market environments, motivated employees and their contributions are the necessary currency for an organization's survival and success. Motivational factors in an organizational context include working environment, job characteristics, and appropriate organizational reward system and so on.

The development of an appropriate organizational reward system is probably one of the strongest motivational factors. This can influence both job satisfaction and employee motivation. The reward system affects job satisfaction by making the employee more comfortable and contented as a result of the rewards received. The reward system influences motivation primarily through the perceived value of the rewards and their contingency on performance. To be effective, an organizational reward system should be based on sound understanding of the motivation of people at work.

Gain-sharing:

Gain-sharing programs generally refer to incentive plans that involve employees in a common effort to improve organizational performance, and are based on the concept that the resulting incremental economic gains are shared among employees and the company.In most cases, workers voluntarily participate in management to accept responsibility for major reforms. This type of pay is based on factors directly under a worker's control (i.e., productivity or costs).

Gains are measured and distributions are made frequently through a predetermined formula. Because this pay is only implemented when gains are achieved, gain-sharing plans do not adversely affect company costs.

Managing Gain-sharing

In order for a gain-sharing program that meets the minimum requirements for success to be in place, it is suggested a few pointers in the effective management of a gain-sharing program. They are as follows: A HR manager must ensure that the people who will be participating in the plan are influencing the performance measured by the gain-sharing formula in a significant way by changes in their day-to-day behavior. The main idea of the gain sharing is to motivate members to increase productivity through their behavioral changes and working attitudes. If the increase in the performance measurement was due to external factors, then it would have defeated the purpose of having a gain-sharing program.An effective manager must ensure that the gain-

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sharing targets are challenging but legitimate and attainable. In addition, the targets should be specific and challenging but reasonable and justifiable given the historical performance, the business strategy and the competitive environment. If the gain-sharing participants perceive the target as impossibility and are not motivated at all, the whole program will be a disaster.

A manager must provide useful feedback as guidance to the gain-sharing participants concerning how they need to change their behavior(s) to realize gain-sharing payouts the feedback should be frequent, objective and clearly based on the members' performance in relation to the gain-sharing target.

A manager must have an effective mechanism in place to allow gain-sharing participants to initiate changes in work procedures and methods and/or requesting new or additional resources such as new technology to improve performance and realize gains. Though a manager must have a tight control of company's resources, reasonable and justifiable requests for additional resources and/or changes in work methods from gain-sharing participants should be considered.

Executive Information Systems

Executive Information System (EIS) is the most common term used for the unified collections of computer hardware and software that track the essential data of a business' daily performance and present it to managers as an aid to their planning and decision-making. With an EIS in place, a company can track inventory, sales, and receivables, compare today's data with historical patterns. In addition, an EIS will aid in spotting significant variations from "normal" trends almost as soon as it develops, giving the company the maximum amount of time to make decisions and implement required changes to put your business back on the right track. This would enable EIS to be a useful tool in an organization's strategic planning, as well as day-to-day management.

Managing EIS

As information is the basis of decision-making in an organization, there lies a great need for effective managerial control. A good control system would ensure the communication of the right information at the right time and relayed to the right people to take prompt actions. When managing an Executive Information System, a HR manager must first find out exactly what information decision-makers would like to have available in the field of human resource management, and then to include it in the EIS. This is because having people simply use an EIS that lacks critical information is of no value-add to the organization. In addition, the manager must ensure that the use of information technology has to be brought into alignment with strategic business goals.

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III.CONCLUSION

Implication to Human Resources & Challenges in the 21st Century

The principal role of human resources is to build the capacity of its people to deliver business results. To accomplish this, it must have the best talents in the right place, at the right cost, and at the right time. While we can stretch analogies, this role closely parallels that of a global business – that is, having the right product, at the right place, cost and time. The alignment of these two processes, considered separate in many organisations, is really the key to HR's operating as a business partner on global basis.

With the unemployment rate standing at 3.52 % in 2017 , "the type of worker being sought in the new millennium are more skilled or higher educated than in the past. The pool of educated people is running dry as every organisation is going for such workers. Hence, the HR needs to plan on further learning and development for existing employees in order to keep up with the market movement and demand.

To put together programs that help employees find the right balance between home and work. This is especially important for baby boomers (those born between 1946 – 1964), who are turning their attention away from their children toward their elderly parents, who are living longer and need care.

Using best practices to create an environment that attracts people and makes them want to stay. For HR professionals, the new century will take up where the old one left off - with the struggle to recruit and retain a trained, satisfied workforce. The search for people with the proper experience is making HR a primary, critical factor in a company's competitive position. HR will be tailoring the softer benefits, like listen to individuals and give them access to things that work for them, that make the environment their kind of place. For one person that might mean coming in at 10 a.m. so that they can see the children off to school. For another person it might be tuition support.

Companies should be prepared to handle downsizing, even in today's tight labor market. HR should be prepared to handle the challenge of taking care of those people, he says, because "it says something about the organization to the people who stay. A lot of time HR has to be the one to stand up for the people in the face of the entire cost cutting."

Technology, as well as the change in the traditional workweek and how jobs are defined, will combine to give employees more autonomy over when they work. To stay competitive, employers will rely on workers who will be willing to work the flexible hours associated with an increasingly Internet-oriented, nonstop marketplace. These workers are comfortable with the latest technology and rely heavily on portable tools such as cellular phones and palm tops. There is already evidence of this new, more flexible worker –compared to 27.6 % in 1997 and 27.5 % in 2004 of the civilian labor force worked flexible schedules, according to the US Bureau of

Labor Statistics. Dealing with a diverse workforce and will find a way to direct these workers toward a common purpose so that people will continue to find a sense of community outside work.

Change of workplace to 'club' environment requires HR professionals to have extra skills in determining the design and layout of offices and meeting areas. HR needs to know what is needed in creating a more relaxing working environment by providing ergonomic furniture in office meeting rooms etc.

The role of the HR manager must parallel the needs of the changing organization. Successful organizations are becoming more adaptable, resilient, quick to change directions, and customer-centered. Within this environment, the HR professional must learn how to manage effectively through planning, organizing, leading and controlling the human resource and be knowledgeable of emerging trends in training and employee development. Changing demographics, skill shortages and the ageing of the workforce requires a radical rethinking of the way managers approach HRM and diversity management. The most successful organizations will be those that reorient both their organization and workplace strategies to take advantage of a diverse workforce.

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