Evaluation of Workforce Diversity Management Practices: A Case of Bangladesh

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Abstract: *In recent years, the management of diverse workforce has become highly significant not only in developed countries but also in developing countries like Bangladesh. Considering this importance, the study examined workforce diversity management practices of some selected organizations of Bangladesh underpinned by a qualitative research technique. 40 organizations were purposively selected from Dhaka and Chittagong, the two main cities of Bangladesh. The results reveal that improving corporate culture, ensuring equal employment opportunity, and proper utilization of human capital of the organization are the main goals of workforce diversity management, whereas mentoring, training, and recruitment are important processes to achieve those diversity goals. The important dimensions of diversity are gender, religion, and age amongst their workforce. The results also indicate that employee and customers' opinion, and training evaluation are highly effective feedback mechanisms for managing diverse workforce. Equal employment opportunity and training and development policies are vital diversity management programs applied by organizations. Further, the results report that rewards, recognition and bonus criteria are the most applied accountability policies of selected organizations. Policy planning, performance indicators, and peer review are key employee involvement policies. The outcomes point out that employee satisfaction, customer satisfaction, and compensation analysis are the most significant indicators with an increasing trend. Therefore, results bring out implication for management, government and policy makers manage diversity to attract and retain talented employees to foster their innovation and creativity.*
Keywords: Workforce diversity management; Bangladesh.

I. Introduction

The globalized economy increases interaction among people from diverse cultures, beliefs, and backgrounds than ever before. People are now living in a globalized economy with intense competition coming from various societies. Due to why, different organizations need diversified workforce to become more creative and open to change. In order to maximize benefits, capitalizing on workforce diversity has become an important issue for today's organizations' management **(Alserhan, Forstenlechner, & Al-Nakeeb, 2010).** Managing diversity has become a significant organizational challenge. Managers of today's organizations must learn efficiencies to work in a multicultural work environment. Supervisors and managers must acquire the knowledge about recognizing and accommodating multicultural differences in their organizational practices so that everyone is treated with dignity and honor **(Greenberg, 2004).** Workforce diversity issues are going to be more important in the future because of increasing differences in the population of Bangladesh **(Adler, 2005).** So, companies need to concentrate on diversity and search for ways to become totally diversity oriented because it has the potential of yielding greater productivity and competitive advantages **(Carrel, 2006).** So, managing and valuing diversity of employees has become a key aspect of managing people effectively to enhance the productivity of workforce **(Jayne & Dipboye, 2004).**

Managing diversity in the workplace can reduce grievances and increase opportunities, creativity, and reputation of business **(Esty, Katharine, Griffin, & Schorr-Hirsh 1995).** In this era of globalized competitive business environment, diversity is of utmost important for an organization's success. Though, it is a challenging job for an organization to manage a diverse workforce. Diversity management is more than simply recognizing differences among employees of an organization. It involves recognizing the value of differences, combating inequity, and developing inclusiveness. Organizations are also likely to be experienced with losses in personnel and work productivity due to discriminatory practices and complaints and legal actions against the organization **(Devoe, 1999).** Negative attitudes and behaviors can be an important challenge to organizational diversity because of its negative impact on relationships, morale and productivity **(Talent Management, 2012).**

The management of workforce diversity cannot be highlighted as a component to enhance organizational performance, especially in the context of such a globalized changing business environment. It is said that organizations that practices diversity certainly tend to be successful and have potentiality in this dynamic global labor market **(Kasomo, 2006).** Workforce diversity management has drawn attention from all sorts of organizations in business ones to sustain the competitive advantage. The globalization of market and

business and shifting of business plants has increased its importance manifold. (**Torrington, Hall & Taylor, 2005).**

II.   Literature Review

"Diversity is generally defined as acknowledging, understanding, accepting, valuing, and celebrating differences among people with respect to age, class, ethnicity, gender, physical and mental ability, race, sexual orientation, spiritual practice, and public assistance status" (**Esty, et al., 1995).** In other words, diversity management can be defined as the logical and intended effort by the organizations to recruit, retain, reward and promote heterogeneity among the employees of an organization. Various systems and practices of diversity management have been devised and devotedly supported by a growing number of chief executives, specialists, diversity consultants and academicians, experts, and researchers (**Hartel, 2004).** Organizations that develop know-how and reputations in managing diversity will likely to attract and retain the talented employees (**Carrel, 2006).**

Diversity reveals the co-existence of people from a variety of socio-cultural backgrounds within the organization. Diversity includes cultural factors such as race, gender, age, color, physical ability, ethnicity, etc. The various aspects of diversity are age, national origin, religion, disability, sexual orientation, values, ethnic culture, education, language, lifestyle, beliefs, and physical appearance and economic status (**Orodho, 2005).** Diversity entails such a type of organizational setting in which each employee can practice his or her career aspirations without any constraints relating to gender, race, nationality, religion, or other factors which are irrelevant to performance (**Holt, 2010).** Managing diversity means allowing the diverse workforce to perform with their full potential in a work environment where there are no discriminations regarding any aspect of diversity (**Chepng'eno, 2012).** Diversity has increasingly become a burning issue in different business and socio-cultural, legal and political arena (**Code, 2007).** Managers of various public and private organizations need to recognize, foresee and handle this remarkable character of workforce. A proper understanding about background of diversity management enables to generate ideas about the evolution of the interest in a diverse workforce in (**Holt, 2010).**

Recently diversity has become a proactive dimensional concept. Many business icons are now going to think that diversity has important bottom-line outputs. Diverse workforce can be a good competitive strength because various opinions can generate distinctive and creative way out to solve many critical problems which in turn may boost up organizational performance (**Mathooko, Sitati and Lillian, 2014).** Business organizations must have a more diverse workforce in order to be responsive to the changing phenomenon and to meet the needs and requirements of different minor consumer groups. Managers and organizations need to overcome stereotypes or prejudices and identify actual differences among employees that have important implications to support business processes and performance (**Mayhew, 2013).**

The organizations' viability, productivity, competitiveness, and level of innovation now depend in part upon their ability to manage a diverse workforce effectively both within and across organizational boundaries (**Phillipe, 2011).** A study on "connecting corporate performance and gender diversity" shows that the group of companies with the highest representation of women on their top management teams experienced better financial performance that the group with lowest women's representation. Organizations that focus on diversity are in a stronger position to tap the educated and skilled talent in the market place (**Rachele, 2010).**

A recent study on 'what makes and breaks diversity initiatives' by **Safaricom (2012),** found three critical points of leadership: 1) accountability; 2) a passion for diversity; and 3) sustained involvement. Visible commitment throughout the organization is important that includes including diversity issues on the agenda of executive meetings and conferences, appointing diversity candidates to top-level management, and assigning duties and responsibilities to the senior management team regarding diversity management. Accountability creates sustained involvement- that is, holding managers accountable to deliver diversity results. Participation in diversity councils is recommended as development path for senior leadership (**Safaricom, 2012).** Increasingly, the business case for diversity focuses on the board of directors. The momentum to change the board composition is a direct result of the trend toward corporate governance and diversity of the workforce, customer base and other stakeholders. Organizations need a broader range of leadership skills, work styles, perspectives and expertise, as well as increased representation of women and minorities among of directors (**Waiganjo, Mukulu, & Kahiri, 2012).**

It is important to clarify the contribution of diversity in the organization, including leadership roles and expectations for diversity initiatives. It is, moreover, necessary to highlight the importance of having a diverse workforce in vision and mission statements ((**Kulik & Roberson, 2008).** Successful diversity initiatives that influence diversity to improve organizational effectiveness have certain characteristics and features. According to **Otike, Messah, and Mwalekwa (2009),** successful workforce diversity initiatives focus on committed leadership, yardsticks of performance evaluation, professionalism in diversity, employee participation and links to performance evaluation, as well as to identify, quantify and communicate progress and challenge. Diversity

process may enhance productivity through effective leadership and management practices. Key factors that had the greatest impact on overall perceived effectiveness of diversity initiatives were: 1) a track record of recruiting diverse people; 2) management that is accountable for diversity progress and holds others accountable; 3) leaders who demonstrate commitment to diversity; 4) rewarding people who contribute in the area of diversity; and 5) training and education to increase awareness and help employees understand how diversity can impact business results **(NIWGW, 2011).**

Managing diversity may provide a firm with competitive advantage, better decision making ability, higher creativity and innovation, greater success in marketing to foreign and domestic ethnic minority communities, and a better distribution of resources **(Miring, 2011).** According to **McArthur, (2010),** culturally diverse groups are more effective both in the interaction process and job performance than that of homogeneous groups. Organizations with a diverse workforce can provide superior services because they can better understand customers' needs **(Fiske and Lee, 2008).**

Hiring employees from women, minorities, disabled, etc. may enable organizations to strike these segments of markets **(Fisher, 2008). Diversity related issues are getting more importance because economies are shifting from a manufacturing one to a service one.** In order to be successful in a service business effective interactions and communications with people are essential **(Waiganjo, et al, 2012; Mayhew, 2013).** Work teams of diverse employees facilitate to be successful through enhancing flexibility **(HP, 2008)** and rapid response and adaptation to change **(Kulik & Roberson, 2008).** Managing a diverse workforce helps in addressing concerns against discrimination of illegal practices in the workplace so as to improve human rights. This in turn helps to promote fair treatment in the field of employment. Managing a diverse workforce entails a minimization of duplication in selection and promotion **(SHRM, 2014).** This leads to developing a wide range of ideas and abilities, therefore enriching an organizations human capital**.**

There are some disadvantages of workforce diversity management. First, diversity increases the cost of training. This increase in cost arises from organizing seminars, programs, workshops, and lectures with a view to promoting diversity practices in the organizations **(Catalyst, 2015).** Conflict is another disadvantage of diversity in the workplace. Conflicts arise when different individuals or groups do not come to interact and cooperate with one another in a particular context **(NUL, 2014).** Employee turnover and absenteeism may be increased due to diversity in the workplace. In some working environments minority work-groups are given less honor and respect than that of majority ones due to organization wide discriminatory practices, and prejudice. Ineffective management of diversity may hinder employee morale and motivation which lead to lower performance in their jobs **(Barak, 2005).**

Managing workforce diversity indicates a comprehensive managerial system for developing a congenial working environment for all employees of all diverse groups. The organization should establish a bridge between diversity issues and human resource management decisions as regards to recruitment, selection, succession management, performance management, and rewards **(Menke, Xu, and Gu, 2006).** Standards of performance should be clearly and objectively established, effectively communicated, and be used without any bias. Identify desirable and undesirable behaviors that must be based upon performance feedback discussions involving a diverse workforce. Organizations should first of all create a diversity friendly culture and then implement the diversity strategies **(Edeltraud and Ukur, 2011).** Training and development programs may enable the managers to handle the day to day issues of diversity. Formal and informal systems and networks may provide support to decrease isolation and discrimination. Lack of linguistic skills in multicultural environments is an important constraint in the way to build diversity friendly organization. Mentors/coaches should be able to counsel employees on the issue of workforce diversity and on the importance of managing diversity fruitfully **(ADC, 2011).**

III.   Significance of the Study

The organization's management has the responsibility to ensure diversity. Managing a diverse workforce is quite challenging and this study provides outline about diversity goals, techniques to achieve goals, diversity policies and strategies, diversity programs and indicators adapted by organizations **(Barak, 2005).** This paper is therefore, helpful for managers and practitioners in coming up with managing a diverse workforce in their organizations effectively. The study also provides an evidenced insight about different aspects that can be used to blend different employees that may have different orientations, implications and backgrounds into working together for the benefit of the employees and the organization. The study contributes to the available research works for referencing by scholars who seek to do a further study in workforce diversity management.In an emerging and multi-cultural country like Bangladesh which has opened up to globalization, there needs to be more deliberate research works on approaches to manage workforce diversity if concerns over culture, age, gender imbalance in the workplace . So far, very few studies have been done in the field of workforce diversity management in Bangladesh focusing on mechanisms, techniques, goals, programs, indicators and their usefulness and effectiveness. This paper therefore seeks to bridge the gap by reviewing workforce diversity management practices by leading organizations in Bangladesh.

IV.   Objectives of the Study

The main objective of the study is to evaluate workforce diversity management practices in some selected organizations in Bangladesh. In order to attain the main objective, following specific objectives have been identified:
i. To identify goals and objectives of diversity, and processes to achieve them.
ii. To pinpoint the dimensions and feedback mechanisms of diversity.
iii. To examine the managerial programs and policies for effective diversity programs.
iv. To assess the trends of diversity indicators.

V.   Methodology of the Study

The study aims to examine the workforce diversity management practices in Bangladesh. The study adapted a qualitative approach utilizing survey methodology field base analysis. The data collection exercises were aimed at gathering information about workforce diversity management practices of different organizations in Bangladesh. The study was conducted in some selected organizations of Dhaka and Chittagong, the two main cities of Bangladesh. 50 survey questionnaires were distributed to the HR manager of 50 purposively selected organizations and a total of 44 completed questionnaires were returned. After removing the ones with missing data, 40 useable questionnaires were analyzed yielding a 80 percent response rate. Out of 40 organizations, 15 (37.5%) were selected from banking industry, 2(5%) were from insurance sector, 4(10%) were from garment sector, 10(25%) organizations were from pharmaceutical industry, 6(15%) organizations were from housing sector, and 3(7.5%) were selected from power sector. Out of 15 banking organizations, 2 were multinational banking organizations and out of 10 pharmaceutical companies 3 were multinational companies operating in Bangladesh. 32 (80%) organizations had more than 5000 employees. So, it can be assumed that most of the selected organizations have had diverse workforce.

The questionnaire was constructed through reviewing literature related to the area of study. The questionnaire includes nine dimensions. The items of different dimensions are as; goals and objectives (6 items), techniques to achieve diversity goals (10 items), diversity strategies (3 items), dimensions (7 items), feedback mechanisms (8 items), diversity management programs (7 items), accountability policies (8 items), employee involvement policies (8 items), diversity indicators (11 items) and diversity benefits.

Further, effectiveness of feedback mechanisms and diversity management programs was measured using 3 point Likert Scale; ranging from 1 for low and 3 for high. The trends of diversity indicators were examined by asking the respondents to mention whether trends are decreasing or decreasing or no change. In case of employee involvement policies, the respondents were just asked to mention whether they use the policy or not. Finally, the respondents were asked to mention the benefits of managing workforce.

VI.   Analysis of Data

6.1 Organizational Diversity Goals and Objectives

In order to know about diversity goals and objectives of the sample organizations, they were interviewed. According to the opinion of respondents, the following diversity goals and objectives are indentified:

Table 01: Diversity Goals and Objectives

S. N.	Particulars (n=40)	Frequency	Percentage
1	Developing corporate culture	38	95.0
2	Providing equal employment opportunity	37	92.5
3	Proper utilization of human capital	35	87.5
4	Advancing employee morale and productivity.	31	77.5
5	Allowing organization to move in emerging markets	22	55.0
6	Focusing on success and maintaining a competitive environment	18	45.0

It is seen from the table one that the main goals of management of workforce diversity are improving corporate culture (95%), ensuring equal employment opportunity (92.5%), proper utilization of human capital of the organization (87.5%), improving employee morale (77.5%), and integrating employee (65%). In addition to that, the other goals and objectives of managing diversity are enabling the organization to move in emerging markets and achieving success and maintaining a competitive environment the percentage of respondents for which are 55% and 45% respectively.

6.2 Techniques to Achieve Diversity Goals and Objectives

After identifying the most important goals and objectives, the opinions have been collected from the respondents in terms of process that they use to achieve organizations' top diversity goals and objectives which are shown in the table two.

Table 02: Processes to achieve diversity goals and objectives

S. N.	Particulars (n=40)	Frequency	Percentage
1	Mentoring	35	87.5
2	Training	27	67.5
3	Family life	9	22.5
4	Work life	25	62.5
5	recruitment	27	67.5
6	Management Participation	22	55.0
7	Positive employment programs	17	42.5
8	Incorporating and discussing diversity issues at meetings regularly.	12	30
9	Appreciating diversity champions	7	17.5
10	Empowerment	21	52.5

It is seen from the table 02 that majority of the respondents preferred mentoring (87.5%) as the most important process to achieve the diversity goals and objectives followed by training (67.5%) and recruitment (67.5%). Work life, management development, and empowerment were mentioned by 62.5%, 55%, and 52.5% respondents respectively. Only 7 respondents mentioned about recognition of diversity champions, which is the least effective processes to achieve the diversity goals and objectives.

6.3 Diversity Strategies

In this section the respondents have been asked to know whether they are acquainted with diversity strategies. 100% respondents answered positively about their strategic focus. Further, the respondents have also been asked to point out whether they focus on internal strategies or external strategies or both. The responses regarding which are shown in the following table:

Table 03: Strategic Focus

S. N.	Particulars	Frequency	Percentage
1	Internal	24	60
2	External	10	25
3	Both	6	15
Total		40	100

It is noticed from table three that 60% respondents said that they follow internal strategies and 25% said about external strategies. Only 15% respondents mentioned about both the internal and external strategies. It is also observed that most of the sample organizations concentrate on internal strategies. The organizations believe that the diversity issues need to be managed internally otherwise it would not benefit the organizations.

6.4 Dimensions of Diversity

After knowing strategic focus, the respondents were asked to mention which dimensions of workforce diversity they mainly face amongst their workforce. The responses regarding the dimensions of workforce diversity are shown in the table 04:

Table 04: Dimensions of Diversity

S. N.	Particulars (n=40)	Frequency	Percentage
1	Race	7	17.5
2	Color	1	2.5
3	Religion	35	87.5
4	Gender	38	95.0
5	Age	36	90.0
6	Disability	8	20.0
7	Ethnicity	25	62.5

The table four reveals that 95% (n=38) respondents pointed out about gender followed by age (90%) and religion (87.5%). 62.5% respondents referred to sexual orientation whereas only 2.5% respondents mentioned about color. It is clear from the table that gender, age and religion are the most important dimensions of diversity as mentioned by most of the respondents, color is not important at all. In a cross-organizational study, **Kunz, Boehm and Bruch (2011)** mentioned that demographic characteristics like age, gender, race, and religion and disability status are the most important dimensions of diversity among the workforce.

3.5 Feedback Mechanisms of Workforce Diversity

It is necessary to examine the feedback mechanisms as well as their effectiveness. The table five shows the results regarding feedback mechanisms of workforce diversity as well as their effectiveness.

Table 05: Feedback Mechanisms

S. N.	Particulars (n=40)	Used		Effectiveness		
		Yes	No	Low	Medium	High
1	Cultural audit/organizational assessment.	18	22	10	7	1
2	Employee opinions	38	02	03	6	29
3	Customers' opinion	31	09	02	06	25
4	Focus groups	-	15	-	-	-
5	One-on-one interviews	23	17	18	5	-
6	Feedback/ suggestion systems	33	07	8	19	6
7	Assessment of training	40	-	-	23	17
8	Exchange of ideas	17	23	-	5	12

The table five exhibits that 100% respondents stated that they follow 'assessment of training' as a feedback mechanism. Out of 40 respondents, 23 (57.5%) opined that it is moderately effective against the 17 (42.5%) respondents who said that it is highly effective feedback mechanism of workforce diversity. Employee opinions, for which 95 %(n=38) sample said yes and only 5 % (n=2) said no, and out of 38 respondents who responded positively, 29 respondents stated that employee opinion is the highly effective mechanism. 77.5 % (31) and 57.5 % (23) respondents responded positively for customers' opinion and one-on-one interviews respectively. None of the respondents responded positively about focus groups as the feedback mechanisms of workforce diversity. Hence, it can be concluded from table five that the employee survey and customers' opinion are the most effective feedback mechanisms of workforce diversity, whereas evaluation of training and exchange of ideas are moderately effective feedback mechanisms of workforce diversity. Evidence from a study of **McKay, Avery and Morris (2008),** indicated that employee and customers' opinions and training evaluation are the widely used feedback mechanisms workforce diversity in American organizations.

3.6 Diversity Management Programs

In order to assess the workforce diversity management practices, it is necessary to evaluate the diversity management programs of sample organizations. The opinions regarding diversity management programs are presented in the table six.

Table 06: Diversity Management Programs

S.N.	Particulars (n=40)	Frequency	Effectiveness		
			High	Medium	Low
1	Recruitment and Selection Policies	37	25	7	05
2	Equal Employment Opportunity	36	12	21	03
3	Training and Development Policies	33	18	12	03
4	Financial Support	27	05	08	14
5	Workforce programs	19	-	06	13
6	Empowerment	23	18	5	-
7	Representation of women and minorities in the management.	07	6	5	02

It is seen from table six that recruitment and selection policies (92.5%), equal employment opportunity (90%) and the training and development policies (82.5%) are the most important diversity programs adapted by the management of sample organizations. The next key programs are financial support (67.5%), empowerment (57.5%), and workers programs (47.5%). Only 32.5% and 37.5% respondents mentioned about community involvement and outreach respectively. About the effectiveness of diversity management programs, it is noticed from table six that recruitment and selection policies, and training and development practices, and equal employment opportunity are the most important tools of managing workforce diversity in the selected organizations. According to **Anand and Winters (2008),** effective diversity management program foster personal development practices that bring out the skills and abilities of all workers, acknowledging how differences in perspective can be a valuable way to improve performance of everyone.

6.7 Accountability Policies for Diversity Management

It is necessary to know about the accountability policies of top-level management for managing diverse workforce effectively, because if there are no policies it would be difficult for the organization to exploit the benefits from managing diversity. The responses regarding which are shown below with the help of table seven.

Table 07: Accountability Policies

S. N.	Particulars (n=40)	Frequency	Percentage
1	Performance standards	31	77.5
2	Linkage with compensation	-	-
3	Bonus criteria	34	85.0
4	360 degree evaluations	21	52.5
5	Dialogue with support groups	2	5.0
6	Rewards	38	95.0
7	Recognition	40	100
8	Not held accountable	3	7.5

From the above table seven, it is seen that except linkage with compensation all the policies are pursued by all the selected organizations. Of which 100% respondents apply recognition followed by rewards (95%) and bonus criteria (85%). Performance standards and 360 degree evaluations are put into practice by 77.5% (n=31) and 52.5% (n=21) respondents. Only 5% respondents are interested in dialogue with support groups whereas 7.5% respondents revealed that they are not held accountable for diversity policies. It is noticed from the table seven that recognition, rewards and bonus criteria are the most followed accountability policies of diversity management of organizations under study. It is also observe d that the sample organizations have a well established structure for managing workforce diversity effectively, which is a good practice for attracting talented workforce and gaining benefits from a diverse workforce.

6.8 Employee Involvement Policies

In order to gain competitive advantages from workforce diversity, employees need to be involved in implementing diversity initiatives, managing change, creating change. To be competitive in the global economy, organizations need to formulate policies regarding employee involvement to ensure proper utilization of the skills and talents of all employees to better serve their customers, increase employee satisfaction, and meet the needs of diverse communities **(Kearney and Gebert, 2009).** Thus, it is necessary to assess the employee involvement policies by the selected organizations. The responses regarding which are in the following table:

Table 08: Employee Involvement Policies

S. N.	Particulars (n=40)	Used	
1	Human resource Planning	Yes	No
2	Performance Indicators	35	5
3	Peer Review	32	8
4	Employee Benefits	23	17
5	Policy Planning	38	2
6	Diversity action planning	27	13
7	Financial plans	32	8
8	Financial supports	34	6

It is seen from the table eight that 95% (n=38) respondents pointed out yes about policy planning followed by performance indicators (87.5%) and financial supports (85%). 80% (n=32) respondents mentioned yes about financial plans, and 67.5% (n=27) and 57.5% (n=25) responded positively about diversity action planning and employee benefits respectively. 42.5%(n=17) of the respondents replied negatively about employee benefits followed by diversity action planning which is equivalent to 32.5%(n=13). The percentage for 'yes' ranges from 57.5% to 95% that represents all employee involvement policies are significant for the organizations selected for this study. According to **Barrick and Zimmerman (2009),** pursuing employee involvement policies and programs allows people to contribute to continuous improvement and the ongoing success of the organization.

6.9 Diversity Indicators: With a view to managing the workforce diversity effectively and getting benefits from workforce diversity it is important to know about the contribution of indicators to the success as well as the trends of indicators **(Ng and Feldman, 2010).** The respondents were interviewed in this regard, which have been shown in the table nine.

Table 09: Diversity Indicators

S.N.	Measures (n=40)	Contribute to Success		Trends		
		Yes	No	Increase	Decrease	No change
1	Employee satisfaction	39	1	37	2	
2	Customer satisfaction	31	9	24	2	5
3	Workforce demographics	19	21	2	1	16
4	Compensation analysis	27	13	21	2	4
5	Employee Retention	21	19	13	2	6
6	Employee Turnover	23	17	6	17	
7	Absenteeism	25	15	2	19	4
8	Proportionate representation of women/minorities in management.	-	-	-	-	-
9	Utilizing work life/family programs	7	-	4	1	
10	Complaints/grievances	16	24		12	4
11	Internal cross-movements.	-	-	-	-	-

The table nine reveals that employee satisfaction (97.5%), customer satisfaction (74%), compensation analysis (62.5%), turnover (57.5%), and retention (52.5%) are the main indicators about which maximum respondents assumed that they contribute significantly to the management of workforce diversity. The indicators like workforce demographics (47.5%), and complaints/grievances (40%) about which less 50% respondents mentioned positively about their contribution. Only 17.5% (n=7) of respondents mentioned 'yes' about the utilizing work-life family programs. None of the respondents mentioned neither 'yes' nor 'no' about proportionate representation of women/minorities in management, and internal cross-movements. As regards the trends of indicators it is also shown from the above table that employee satisfaction, customer satisfaction compensation analysis, and retention have got increasing trends whereas turnover, absenteeism, and complaints/grievances have got decreasing trends according to the results of the study. Workforce demographics show no change. But, a survey by the society for HRM shows some major employer concerns and opportunities resulting from the demographic makeup of the workforce **(SHRM, 2014).**

6.10 Benefits of Diversity Management
Companies in the survey mention that the most important benefits arising from workforce diversity management are:
- increasing cultural values within the organization(86% of respondents);
- Enhancing corporate reputation (82%);
- Helping to attract and retain talented people (78%);
- Improving innovation and creativity amongst employees (75%);
- Higher productivity arising from improved motivation and efficiency (72%);
- Enhanced service levels and customer satisfaction (68%);
- Helping to overcome labor shortage (63%);
- Reduce labor turnover (59%); and,
- Improved global management capacity (53%).

VII.   Conclusion

This study   empirically examines different aspects of diversity management practices in the context of Bangladesh. The workforce diversity management practices have been examined in terms of processes, diversity strategies, dimensions of diversity, feedback mechanisms, management commitment, accountability and employee involvement policies, diversity indicators, and benefits of diversity. Managing diversity is dependent upon the acceptance of some goals and objectives to which employees are willing to commit. The result of the study reveals that organizations should put in place strategies to enhance workforce diversity. The diversity management practices are performed surrounding some specific goals, and some particular processes (mentoring, training, work life, recruitment, management involvement) and strategies are executed to achieve those goals and objectives. The study also finds out some important dimensions (gender, age, religion) and feedback mechanisms (training evaluation, feedback systems, employee survey, customer input, one-on-one interview) of workforce diversity that should be addressed properly to get the benefits of workforce diversity management. With the management of diverse workforce, the organizations should be internally and externally competitive. The management should put in place accountability policies and employee involvement policies which would enhance the competitive advantage in the organizations.

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