
STUDY OF EFFECTS, BENEFITS & CHALLENGES OF VARIOUS WELFARE FACILITIES FOR EMPLOYEES IN INDUSTRIES

SIVA REDDY KODIDELA¹, DR. PAWAN KUMAR VARMA²**Department of Management****^{1,2}OPJS University, Churu (Rajasthan), India****Abstract**

In the recent years, there has been an increasing pattern in organizations to give groups greater obligation to deal with real undertakings. More industries are getting the opportunity to perceive that the most ideal approach to meet customer satisfaction, higher quality items, and quicker administration challenges is through composed endeavors of workers. The increasing number of mergers, joint endeavors and vital collusions is bringing individuals from particular societies and sorts of organizations together. Accordingly, in the twenty first century directors have turned out to be more worried about overseeing diversity in industries. Diversity offers both potential expenses and benefits for the association. This research clarifies how directors can lead and oversee different groups. Further, it indicates how chiefs could oversee all the more viably assorted group whose individuals have diverse ages, sexual orientations and nationalities or even have a place with particular ethnic or social gatherings. Accordingly, this research paper is concentrating on one of the primary recent difficulties in administration and business, which is overseeing and driving a differing workforce. As a noteworthy test for all troughs on the planet is to lead and treat a different workforce in an evenhanded and reasonable way. Advances in innovation and the approach of a global economy bring the general population of the world nearer together than any time in recent memory. Given this reality, businesses, educational systems and different substances are researching approaches to better select their workforce by drawing in and holding the best and most qualified workers. Diversity incorporation and overseeing diversity are getting to be plainly vital issues for the multinational companies all through the world. Diversity Management is a procedure proposed to make and keep up a positive workplace where the likenesses and contrasts of people are esteemed. As industry needs ability from all through the world, it has acknowledged diversity in workforce and effectively receiving the rewards of workforce diversity.

Keywords: Diversity, Leading, Teams, Management, Workforce, Welfare

1. INTRODUCTION

In the recent years, the increasing number of mergers, joint endeavors and vital unions is bringing individuals from unmistakable cultures and sorts of organizations together. Thus, in the twenty first century pioneers has turned out to be more worried about overseeing diversity in the organizations. Working environment diversity alludes to the assortment of contrasts among individuals in an association. Diversity could be identified with a few variables including: age, gender, culture, education, employee status, physical appearance, family status, regional origin, national origin, thinking style, religion, race and the sky is the limit from there [1]. Diversity management is considered as the procedure expected to both keep up and make a positive workplace, where every one of people's similitudes and contrasts are esteemed, with the goal that all people can boost their

commitments to organizations' vital destinations and objectives. It was discovered that culturally diverse joint effort and cooperation are to a great degree vital for hierarchical achievement. Be that as it may, all together for all employees to work beneficially, they need to figure out how to understand their disparities as resources, as opposed to liabilities. Moreover, all assorted HR need to understand that they are similarly treated, with the goal that they could be profoundly energetic towards their work. Accordingly, it could be found that dealing with a differing work drive is trying all things considered. Since diversity could upgrade the business execution; be that as it may, if diversity was not managed viably it could prompt numerous of antagonistic implications. These implications could incorporate clashes, miscommunication, larger amounts of employee turnover, and other inadvertent impacts. Managers are responsible for the management of expanded workforce and they are at risk for the employees' profitability, clashes determination and advancement in the organizations. In any case, it was discovered that the specialty of overseeing diversity constitutes an extraordinary test to managers accused of the risk of driving assorted groups. In this way, this research intends to talk about and clarify how managers could manage and lead a different workforce. Further, it gives a few proposals to control managers to be capable manage diversity challenges in business [2].

2. LITERATURE REVIEW

According to previous research a few authors inferred that diversity could be considered as a wellspring of quality to the organizations while others reasoned that diversity could be considered as a wellspring of shortcoming. Unreasonable studies that have inspected the connection between team performance and diversity in the course of recent decades have delivered opposing and blended outcomes [3]. In this way, diversity could be seen as a twofold edge sword. The positive implications of diversity are typically acknowledged as far as subjective results, for example, more prominent advancement, thoughts and imagination that employees from unmistakable social foundations could bring. Be that as it may, the negative implications of diversity are normally acknowledged regarding antagonistic behavioral and full of feeling results, for example, less social union, social clashes and higher staff turnover because of employees' perceived dissimilarity and unfriendly stereotypes about dissimilar employees [4]. In view of a previous report diversity was observed to decrease the organizations' speed to react and act, which could prompt lower performance. A few studies found that assorted workforce more often than not experience the ill effects of low trust, stress, low job satisfaction, communication difficulties and absenteeism [5]. Employees that are unique in relation to their coworkers as a rule report sentiments of inconvenience and lower levels of hierarchical responsibility [6]. Another investigation reasoned that more nationalities in a gathering would mean more debates, inventiveness, assortment of data and in addition expanded performance. This is because of the way that every nationality is relied upon to add to the gatherings' involvement and information. On the opposite side, in different studies it was discovered that when a laborer is put with a gathering of workers who have unmistakable nationalities other than his own nationality, he will probably keep up social distance. Social distance could be alluded to as the level of unwillingness to collaborate with different members in the gathering [7]. This is because of the way that individuals are utilized to be more comfortable when they connect with those, whom they perceive to be like them. In light of previous research, it was discovered that individuals tend to like those whom they feel that they are like them and abhorrence those whom they see that they are dissimilar to them. For example, Dutch individuals in the

Netherlands view themselves as to be nearer or have a littler social distance to English People contrasted with Turks. In this way, it could be inferred that a dutch individual will collaborate all the more willingly and easily with an English individual in his work team contrasted with a Turk. Such social distances do exist among particular nationalities and they tend even to stay stable after some time. This social distance could initiate antagonistic emotions that could prompt clashes in workgroups [8]. For example, managers may respond all the more unfavorably towards workers, whom they perceive as dissimilar to themselves than workers whom they perceive as themselves.

3. WORKFORCE DIVERSITY

Workplace diversity refers to the varieties of contrasts between individuals in an association. That sounds basic, however diversity includes race, gender, ethnic group, age, personality, cognitive style, tenure, organizational function, education, background and more. Diversity includes how individuals perceive themselves, as well as how they perceive others. Those perceptions influence their collaborations. For a wide grouping of employees to function effectively as an association, human resource professionals need to bargain effectively with issues, for example, communication, adaptability and change. Diversity will increment essentially in the coming years. Effective organizations perceive the requirement for quick activity and are prepared and willing to spend resources on overseeing diversity in the workplace now. This alludes to contrasts among individuals in view of culture, gender, race, ethnicity, age, religion, educational background, physical and mental incapacity, and other financial class. For the present study, workforce diversity is operationally constrained to gender diversity. The word acknowledgment implies the activity of consenting to get something offered or the way toward getting something as satisfactory, legitimate and notable (Oxford English lexicon). For the present study, acknowledgment of gender diversity demonstrates that how its employees industry are accepting with agree to the gender contrasts, existing in the industry setting. Most organizations in their own particular point of view, embrace diversity at their workplace or organisation to turn out to be more inventive and open to change. Increasing and enhancing workplace diversity has turned into an essential issue for management in the recent years because of the acknowledgment of how the workplace is evolving. Since overseeing diversity still remains a test in organizations, managers have a tendency to learn managerial abilities required in a multicultural workplace and sets themselves up to show others inside their organizations to esteem social contrasts and treat all employees with respect. For some business pioneers and managers perspective, diversity is a major test to them in spite of the fact that it knows no organizational limit and has no confinements.

4. CONCEPT OF EMPLOYEE WELFARE

In the present way of life the term, 'work welfare' is being seen in an unexpected way. It isn't been looked upon as philanthropy, neither as an imprudent speculation nor as an infertile obligation. At the point when higher impetuses are given, with better welfare measures, the inspiration and feeling of obligation increases in the employees' demeanor, this, thus, prompts compelling functioning and enhances the profitability and aides in accomplishing concordance in mechanical advance. The rationality of work welfare additionally lays on conquering any hindrance between "those who are well off" and "the less wealthy". De-humanizing conditions winning in our social orders posture for an extreme danger to all kinds of different backgrounds, particularly in the life of

the working class. The concept of work welfare originated from the want for a humanitarian way to deal with the sufferings of the common laborers. Afterward, it turned into an utilitarian logic which filled in as a spurring power for work and for the individuals who were keen on it [9]. As an outcome of the mechanical insurgency, the social and financial states of workers have achieved their lowest ebb. Enlisting agents of the mills regarding the workers as slaves, congestion of workers, awful states of work and abuse of the poor regular workers by the rich have presented a frightful photo of the inhuman states of the life of work which have stirred general society inner voice for setting up welfare state in light of two standards viz., the privilege of everybody to a job and ensured social building up welfare state maintaining a strategic distance from the abundances of unmitigated totalitarianism from one viewpoint and unbridged minimum of wellbeing, riches and leisure. The possibility of independence then again, vitalised the concept of work welfare. The concept of work welfare is additionally affected and fortified by Philadelphia revelation of International Labour Organization in May, 1944. Accordingly, different nations have understood the criticalness of the soul of these plans and began implementation of welfare measures for the advantage of common employees.

Types of Employee Welfare provided by the industries

- **Intramural:** - These are provided within the organization like: -
 1. Canteen,
 2. Rest rooms,
 3. Crèches,
 4. Uniform etc.
- **Extramural:** These are provided outside the organization, like: -
 1. Housing,
 2. Education,
 3. Child welfare,
 4. Leave travel facilities,
 5. Interest free loans,
 6. Workers cooperative stores,
 7. Vocational guidance etc.
- **Statutory welfare work** - Comprising the legal provisions in various pieces of labor legislation.
- **Voluntary welfare work** –It includes those activities which are undertaken by employers for their voluntary work. Different ways of Social Security Provision in India
 1. **Social Insurance**- common fund is established with periodical contribution from workers out of which all benefits in terms of cash or kind are paid. The employers & state provide major portion of finances. Benefits such as PF, Group Insurance etc are offered.
 2. **Social Assistance**- Benefits are offered to persons of small means by govt out of its general revenues. Eg- Old age pension.

5. BENEFITS OF WORKPLACE DIVERSITY

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:** Organizations employing a diverse workforce can supply a greater variety of solutions to problems in service, sourcing, and allocation of resources. Employees from diverse backgrounds bring individual talents and experiences in suggesting ideas that are flexible in adapting to fluctuating markets and customer demands.
- **Broader service range:** A diverse gathering of aptitudes and encounters (e.g. languages, social understanding) allows a company to give administration to customers on a global basis.
- **Various viewpoints:** A diverse workforce that feels comfortable communicating changing perspectives gives a bigger pool of thoughts and encounters. The association can attract from that pool to meet business procedure needs and the needs of customers all the more effectively.
- **More effective execution:** Industries that encourage diversity in the workplace rouse the greater part of their employees to perform to their most astounding capacity. Far reaching methodologies would then be able to be executed; bringing about higher efficiency, benefit, and rate of profitability.

6. CHALLENGES OF DIVERSITY IN THE WORKPLACE

Taking full advantage of the benefits of diversity in the workplace isn't without its challenges. Some of those challenges are:

- **Communication:** Perceptual, social and language boundaries should be overcome for diversity projects to succeed. Inadequate communication of key destinations brings about perplexity, absence of teamwork, and low assurance.
- **Resistance to change:** There are dependably employees who will decline to acknowledge the way that the social and social cosmetics of their workplace is evolving. We have generally done it along these lines" attitude hushes new thoughts and inhibits advance.
- **Implementation of diversity in the workplace policies:** This can be the overriding test to all diversity advocates. Outfitted with the consequences of employee evaluations and research information, they should assemble and actualize a redid technique to boost the impacts of diversity in the workplace for their specific organization.
- **Successful Management of Diversity in the Workplace:** Diversity preparing alone isn't adequate for your organization's diversity management design. A procedure must be made and actualized to make a culture of diversity that pervades each office and function of the organization.

7. RECOMMENDED STEPS THAT HAVE BEEN PROVEN SUCCESSFUL IN WORLD-CLASS INDUSTRIES

Assessment of diversity in the workplace

Top industries make surveying and assessing their diversity procedure a fundamental piece of their management framework. An adjustable employee satisfaction overview can fulfill this appraisal for your company effectively and helpfully. It can enable your management to team figure out which challenges and snags to diversity are present in your workplace and which arrangements should be included or wiped out. Reassessment would then be able to decide the accomplishment of you diversity in the workplace design implementation.

Development of diversity in the workplace plan

Picking a review supplier that gives exhaustive detailing is a key choice. That report will be the starting structure of your diversity in the workplace design. The arrangement must be far reaching, feasible and quantifiable. An organization must choose what changes should be made and a course of events for that change to be accomplished.

Implementation of diversity in the workplace plan –

The personal commitment of official and managerial teams is an absolute necessity. Pioneers and managers inside organizations must consolidate diversity arrangements into each part of the organization's function and reason. States of mind toward diversity originate at the best and channel descending. Management collaboration and cooperation is required to make a culture conducive to the success of your organization's arrangement.

Recommended diversity in the workplace solutions include:

Ward off change resistance with inclusion. - Involve every employee possible in formulating and executing diversity initiatives in your workplace.

Foster an attitude of openness in your organization. - Encourage employees to express their ideas and opinions and attribute a sense of equal value to all.

Promote diversity in leadership positions. - This practice provides visibility and realizes the benefits of diversity in the workplace.

Utilize diversity training. - Use it as a tool to shape your diversity policy.

Launch a customizable employee satisfaction survey that provides comprehensive reporting. - Use the results to build and implement successful diversity in the workplace policies.

As the economy becomes increasingly global, our workforce becomes increasingly diverse. Organizational success and intensity will rely upon the capacity to manage diversity in the workplace effectively. Evaluate your organization's diversity policies and plan for the future, beginning today.

Employee Welfare As A Key Function In Industrial Development

Employee welfare involves a huge position in the organizational improvement and also mechanical advancement of the nation. It is one of the essential facets of modern relations, the additional measurement offering satisfaction to the employee in a way which even his pay can't. The development in industrialization and automation of business has influenced the earth to see an extraordinary change. Employee welfare is worried about support function of employees as in it is coordinated particularly at the protection of employee wellbeing and dispositions. At the end of the day, it adds to the upkeep of employee assurance. The point of welfare benefits in an industry is to enhance the living and working states of employees and their families since it guarantees employees' prosperity. Employee Welfare goes under Maintaining, which is one of the functions of industries [10]. The term 'Employee Welfare' alludes to the offices gave to an employee inside and outside the organization premises, for example, bottles, rest rooms and entertainment offices, lodging and every single other administration that add to the prosperity of the employee and the productivity of the workers. The concept of 'employee welfare' is adaptable and flexible and varies broadly with time, area, industry, social esteems and traditions, level of industrialization, the general financial improvement of the general population and the political belief systems winning at a specific time. Organization and employees should create and advance at the same time for their survival and fulfilment of shared objectives.

8. EFFECTS OF WELFARE ON PRODUCTIVITY

The welfare measures go for coordinating the socio-mental needs of employees, the remarkable necessities of a specific innovation, the structure and procedures of the organization and the current sociocultural condition. It makes a culture of work commitment in organizations and society which guarantee higher profitability and more prominent job satisfaction to the employees. Because of the welfare measures, the employees feel that the management is keen on dealing with the employees that outcome in the truthfulness, commitment and reliability of the employees towards the organization. The employees work with full energy and enthusiastic conduct which brings about the expansion underway and ultimately the expanded benefit.

Effective mentoring Program

Cultural mentoring assumes an essential part in dealing with a diverse workforce; it situates employees from various cultural background about the new exercises or condition they have ended up in. Guides could come in such a large number of courses, for example, a unique individual, group of individuals, an affiliation, a workshop and so on, keeping in mind the end goal to appreciate the workplace where diverse culture and believes meet. One would understand that turning into a compelling cultural tutor doesn't need to ceaselessly depend on any conception of class. It is the manner by which the workers encounter the mentoring relationship that decides its success. It is normal that the information and aftereffect of this study will add to the accessible experimental confirmation of an organizational success in dealing with a diverse workforce. Adding to the understanding of the communication amongst employees and managers and in addition the impact of a diverse workforce to the organization and fill in as a critical contribution to the company's approach arranging. Most companies believe in the adequacy of workplace diversity as it brings the

communication between various individuals with various thoughts and additionally empowers a successful accomplishment at the workplace.

Steps in Managing Diverse Workforce:

Managers need to have certain values, skills and attitudes with a specific end goal to manage diversity effectively. Diversity management includes regard, acknowledgment, and affirmation that people are extraordinary and special from each other. Managing diversity effectively requires that managers find a way to adjust values and attitudes and advance the powerful management of diversity. An initial step is to secure top management commitment to diversity, as this is basic step. Top managers need to build up the right performance and business-arranged attitudes and the right ethical values that allow them to make suitable utilization of the diverse workforce. Further, top management need to guarantee decency in regards to the pay of the diverse workforce.

Another step that is considered as a significant one is increasing the diversity mindfulness. With a specific end goal to expand diversity mindfulness inside the organization, individuals must know about the various encounters, attitudes and points of view of others. This could be achieved through projects that uncover personal stereotypes and inclinations, and then topple these off base convictions and stereotypes about particular groups. Added to that, these projects help to improve the understanding of others, who are unmistakable from oneself. They additionally offer an air in which all individuals are allowed to share their varying perspectives and viewpoints. This for the most part requires that the organization values diversity, as a portion of the center objectives of esteeming diversity are mindfulness and positive acknowledgment of the distinctions existing among a diverse workforce. Therefore, the organizational cultural condition needs to allow contrasts to be praised as opposed to being endured. All employees need to understand both the good and upper hands of diversity. They should support and regard cultural diversity inside the organization through the acknowledgment of cultural practices and observances (Aghazadeh, 2004). Further, increasing diversity skills is considered as a vital step in managing diversity effectively in the organization. An essential ability is to have the capacity to speak with a diverse workforce. A diverse workforce more often than not has an unmistakable styles of communication, as team members could have distinctive languages, levels of familiarity, non verbal flags through utilizing non-verbal communication and outward appearances. Further, the members could much vary in the methods for seeing and deciphering the data. Therefore, to determine such communication issues it is to a great degree pivotal that organizational members get instructed about contrasts in methods for communication to determine misunderstandings. Managers need to increase a few skills and certainty to manage a diverse workforce. Therefore, they have to take some improvement programs that could help them in managing a diverse workforce, for example, approach openings mindfulness preparing. Moreover, promising adaptability is considered to a center step in advancing the management of diversity in a viable way. Managers and also subordinates ought to figure out how to be interested in unmistakable techniques for performing errands. Therefore, they ought not feel debilitated by any unique methodologies that the diverse workforce may apply. Managers ought to be sufficiently adaptable with a specific end goal to join the different needs of the diverse workforce. For example, individuals that have unmistakable religions will require days off for occasions that could be generally workdays in a few nations.

9. CONCLUSION

Diversity management is concerned with pulling in the broadest conceivable scope of employees, treating all members of the workforce as an advantage, and influencing best utilization of their potential so as to amplify the limit of the organization and, all the while, the more acknowledgment of diversity among the employees. In trying to regard, esteem and acknowledge the diversity in organizations, bosses ought to perceive the significance of diversity management projects and practices to be received in organizations. The after effects of this study had given vital thought on hindrances to diversity and diversity management projects and practices in industry. The connection amongst impediments and acknowledgment of diversity is critical and deterrents have high negative effect on acknowledgment of diversity among employees. The investigation to discover the connection between diversity management practices and acknowledgment demonstrated that there is noteworthy connection between the two and diversity management endeavours have positive effect on acknowledgment of diversity. Two relapse models were likewise inferred on basis of results, which clarify the connection between acknowledgment of diversity, impediments, and diversity management activities.

REFERENCES

1. Aand.J, Gopi.E, Visnesh Shankar.J (2010), "The Effectiveness Provisions of Welfare Measures for Employees in IT Sector and their Impact on Higher Productivity and QWL", International Journal of Research in IT, Management and Engineering, vol.1, Issue 4, pp:112-119
2. Alder, N. (1991). International Dimensions of Organizational Behavior (2nd ed.). Boston: PWS-Kent Publishing Company. Allen, R.S., Dawson, G., Wheatley, K. & White, C.S. (2007). "Perceived diversity and organizational performance". Employee Relations, 30(1), 20-33.
3. Alder, N. (1991). International Dimensions of Organizational Behavior (2nd ed.). Boston: PWS-Kent Publishing Company.
4. Awang, F., & Pearl, R. (2013). The multicultural organizations: Perceptions of diversity challenges and initiatives. Journal of International Business and Cultural Studies, 1–13. [http://doi.org/10.1016/S0747-7929\(04\)16010-1](http://doi.org/10.1016/S0747-7929(04)16010-1)
5. Ayub, N., & Jehn, K. A. (2006). National diversity and conflict in multinational workgroups: The moderating effect of nationalism. International Journal of Conflict Management, 17(3), 181–202. <http://doi.org/10.1108/10444060610742317>
6. Blommaert, J. and J. Verschueren (1998). Debating Diversity: Analysing the Discourse
7. Crockett, Joan. "Diversity as a Business Strategy." Management Review, May 1999, 62.
8. Devoe, Deborah. (1999). Managing a diverse workforce. San Mateo, CA: InfoWorld MediaGroup.
9. Digh, Patricia. "Coming to Terms with Diversity." HR Magazine 43, no. 12 (November
10. Litvin, D. R. (1997). 'The Discourse of Diversity: From Biology to Management', Organization.