POST COVID MANAGERIAL PRACTICES OF WORKFORCE DIVERSITY AND EMOTIONAL WELLNESS IN IT SECTOR

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ABSTRACT

Workforce diversity management or managing labor force diversity is a constructive instrument, that are utilized by the companies for creating or advancing a fair and pragmatic work environment or working culture. In Information technology sector, majority of the concerns are highly centralized to govern effective labor force diversity to retain and manage the worker's cognitive happiness and gratification. The various studies states that the Information technology sector jobs are distressed due to emotional fitness or mental healthiness of workers should be continued and extended. The firms can develop the mental happiness or satisfied mindset through various innovative workforce diversity managerial practices like making of manifold group of examiners, web based diversity governance learning system, constructive non-binary management practices, flexible common remuneration policy, commonly trustable labour culture, transparent work shift system or work from home facility and production oriented electronic recruitment system. This article assesses the concept of workforce diversity management, managerial practices of workforce diversity, emotional wellness and the relation between workforce diversity and emotional wellness of employees in post covid period.

Keywords: workforce diversity management, managerial practices of workforce diversity, emotional wellness activities

INTRODUCTION

Information technology is an important industrial sector which involves wide variety of workforce or people works together and performs their outstanding potential to achieve organizational objectives. Workforce diversity means uniformity representation of various groups of workers and it is the combination employee's similarities and dissimilarities in terms of demographical factors, cultural background, differently abled groups, religion, caste and gender. Workforce diversity is about valuing and praising that there are many ways to admitting the employees without any discrimination. Workforce diversity management practices consists the different practices like recruitment of manifold brilliants, inclusive training and education to employees, fair remuneration policy, adoptable employment policy, safe and respectful work atmosphere, acceptable leave policy, opportunity for leadership and promotion etc. Work oriented results for various labor-force determined by various factors including language, height, color, sex, race, caste, age, religion etc.,, Managing labor-force diversity involves setting good labor environment in which a mixed human resources presents to its outstanding performance, without the organization's kindliness or unkindness in any area of the labor- force with a focus of easing the accomplishment of institutional goals.

Emotional wellness is also generally called as mental fitness, is the ability to solve life's cognitive issues effectively and remove the resistance of change in difficult period. Sound mental health and happiness is intentional of their emotions and has solutions to deal with both routine circumstances like to becoming unemployed, inefficiency in work etc. Emotional wellness is being used to answer how the workers are having different feelings and why, it is about commending and effective engaging of sorrow, mental unhappiness, desire, anxiety, affection, irritation, annoyance, adherence, awkwardness, satisfaction, depression, boredom, frustration, worry, disappointment, confusion, anger, disturbance, liking, panic situation etc.

Post covid impacts in various business enterprises are affected in negative manner, but most of the organizations are recovering from the decline stage to the growth stage of their business. Most of the organizations introduced different managerial practices of workforce diversity management and employee wellbeing in IT sector in post covid.

OBJECTIVES OF THE STUDY

1. To know and recognize the abstraction of workforce diversity management

2. To understand the various managerial practices of workforce diversity and employee wellbeing

3. To understand the various workforce diversity management techniques in Information technology sector in post covid situation.

4. To identify the post covid activities of mental happiness in Information technology sector.

5.   To identify the relationship between managerial practices of workforce diversity and emotional wellness Information technology sector in post covid period.

LITERATURE REVIEW

Various scholars conducted study about the topic workforce diversity management and Thomas (1990) was the first person who conducted the study about workforce diversity. He did the study about workforce diversity management, including various variables like management of ethnicity, age, gender, race, education, function, interest, and status. He gave new perception into a different outlook of diversity which has been acquired by many followed scholars and practitioners. His idea of diversity management emphasizes on work gratification, work performance, and inspiration and helps to create good social relationships. He states that workforce diversity management is designed in a way that it not only covers equal employment opportunity and affirmative action but also deals with the management of all differences such as skills, knowledge, interests, and preferences of the individuals in the working environment. Later diversity management is categorized into the deep level and surface level, where deep-level diversity represents the personal attributes of the individuals, for example, age, gender, and ethnicity, whereas surface-level diversity represents the interests, preferences, functions, ability, skills, and so on. (**Casper et al., 2013; Harrison et al., 1998, 2002, Maati and Maati- Sauvez, 2019; Philips et al., 2006**)

Social work managers are increasingly challenged by the growing need to effectively manage workforce diversity and to create a welcoming and inclusive organizational environment. With the social identity theory and inclusion-exclusion conceptual framework as a backdrop, this study tests a comprehensive theory-based model of the relationship between diversity, organizational culture, and employee outcomes. The results point to significant paths between diversity and organizational cultural variables such as fairness, stress, and social support to employee outcomes of wellbeing, job satisfaction, and organizational commitment (**Liora Findler, Leslie H Wind, and Michalle E Mor Barak- Administration in social work 2007**)

Workforce diversity management is about increasing one's cultural competency, understanding people as individuals rather than groups, and building productive human relationships in the workplace by focusing on an individual's head, heart ad habits. It requires examining one's own beliefs and values as well as one's personal habits and daily behaviors to learn the skills of dealing appropriately with individuals whose personal beliefs and values may be different. (**Bahaudin Mujtaba-Llumina press 2007**)

The study conducted by **Miebi Ugwuzor (Niger Delta University)** examined the nature of the relationship between workforce diversity management and corporate performance of manufacturing firms in Nigeria and revealed that the apparent low-performance rate of the study firms may be traceable to poor management of surface and deep-level diversity and recommended that managers should ensure that employees are not at all disturbed by the issues bothering on diversity as raised in this study.

An investigative study on the effect of gender on the reasons for opting flexible working hours among faculties of engineering colleges conducted in Trivandrum district of Kerala. As per this study, human beings always want pliability in their life whether it is job or their family. Flexibility in job helps the employee to improve their productivity, job satisfaction, mental health and psychological well-being and to spend their time with their family. Thus the flexible work practices are opted by employees for so many reasons. **M Ayisha Millath, Dhanya S Nair (2018)**

THE CONCEPT OF WORKFORCE DIVERSITY MANAGEMENT

The term "Workforce diversity management" refers to the voluntary organizational measures intended to increase the inclusion of workers from different backgrounds in the formal and informal organizational structures through deliberate policies and rules. Workforce diversity means uniformity representation of various groups of workers and it is the combination employee's similarities and dissimilarities in terms of demographical factors, cultural background, differently abled groups, religion, caste and gender. Workforce diversity is about valuing and praising that there are many ways to admitting the employees without any discrimination. Workforce diversity management practices consists the different practices like recruitment of manifold brilliants, inclusive training and education to employees, fair remuneration policy, adoptable employment policy, safe and respectful work atmosphere, acceptable leave policy, opportunity for leadership and promotion etc. Work oriented results for various labor-force determined by various factors including language, height, color, sex, race, caste, age, religion etc.,, Managing labor-force diversity involves setting good labor environment in which a mixed human resources presents to its outstanding performance, without the organization's kindliness or cruelness in any area of the labor- force with a focus of easing the accomplishment of institutional goals

Most of the organizations focus on the following approaches in workforce diversity management:

Diversity enlargement: This approach focuses on increasing the representation of individuals of different ethnic and cultural backgrounds in the organization. The goal is to change the organizational culture by changing the demographic composition of the workforce.

Diversity sensitivity: This approach recognizes the potential difficulties introduced by bringing together individuals from diverse backgrounds and cultures in the workplace. It attempts to overcome these difficulties through diversity training that is aimed at sensitizing employees to stereotyping and discrimination while also promoting communication collaboration

Cultural audit: This approach aims at identifying the obstacles that limit the progress of employees from diverse backgrounds and that block collaboration among groups in the organization. The audit is usually performed by outside

consultants who obtain data from surveys and focus groups and then identify areas in which employees who are different from the dominant group feel that they are blocked from performing to the best of their ability.

Strategy for achieving organizational outcomes: This approach, proposed as a comprehensive framework for HR diversity management, focuses on diversity management "as a means for achieving organizational ends, not as an end in itself". Using this strategy, managers have to identify the link between diversity management objectives and desired individual and organizational outcomes.

MANAGERIAL PRACTICES OF WORKFORCE DIVERSITY AND EMPLOYEE WELLNESS IN INFORMATION TECHNOLOGY SECTOR

Workforce diversity management is an important managerial method, which are used various organizations for the object of facilitating the bold and healthy cognitive and mental happiness of workers. The various managerial practices which are used for effective workforce diversity management in Information technology sector are as follows:

- Create worker friendly organizational environment
- Remove labor-force based prejudices
- Create flexible leadership and promotion rules
- Create a diversified group of interviewers
- Set a flexible and fair wage and salary policy
- Impartial training and learning system
- Create diversified workforce attractive selection method
- Pliable leave policy & Flexible operating hours
- Create gender friendly working environment
- Create linguistic culture
- Removal of discrimination regarding caste and religion.

EMOTIONAL WELLNESS IMPROVING ACTIVITIES IN IT SECTOR

Emotional wellness is being aided to find the workers different feelings and why, it is about commending and effective engaging of sorrow, sadness, mental tension, hope, affection, irritation, disgust, satisfaction, depression, boredom, frustration, worry, disappointment, love, panic situation etc**.** Being able to successfully deal with the mental issues that come up in life and to accept change in difficult times.

A person with strong emotional happiness and wellness is aware of their feelings and has procedures in policies to handle both common place events like losing job and other similar one. The various emotional wellness improving activities are:

- Offer mental stress reduction programs
- Offer short vocation for excursion for mental relaxation.

- Yoga and mindfulness programs

- Encourage socially responsible behaviour

- Provide outdoor training for relieving mental stress

- Play music while relaxing time or break time

- Use inspiring sayings

RELATIONSHIP BETWEEN WORKFORCE DIVERSITY MANAGEMENT AND EMOTIONAL WELLNESS

Labor-force diversity management and emotional wellness of employees are directly related, a successful labor force manifoldness administration leads to emotional happiness or wellbeing of Information technology sector employees. If an employee discriminating based on their gender in an organization, it will affect their mental happiness and leads to mental illness of workers. Number of diversified workforce elements, positively and negatively related with the cognitive and mental happiness and illness of information technology employees. Single gender dominated group of interviewers will create emotional illness and pressure to the other category of genders those who are appearing for interview. If the companies discriminating women employee regarding the salary or wages, then the employees feel unhappy and they will have mental illness. If the company provide flexible working times for various category of employees will lead to strong and happy cognitive health of various lobor-forceand the flexible leave policy for women employees will lead to strong and good emotional health of women employees. Creating a linguistic culture will create the mental wellness of the employees of different language region.

CONCLUSION

Diversity is prelevent in the world. Labor-force diversity is the basic affair of the various enterprises. Diversity management as the structured and organized dedication by the enterprises to sustain, encourage and reward various types of human resources. For the purpose of improving the cognitive and mental happiness of workers, diversity, justice and insertion needs to be contemplated in all concerns. Workforce diversity is unbiased or equal representation of different labor-force, it aids on employee wellness in the firms and it will help to increase the worker's output. As per the study, the major managerial practices which help the effective workforce diversity management are Create worker friendly organizational environment, Remove labor-force based prejudices, Create flexible leadership and promotion rules, Create a diversified group of interviewers, Set a flexible and fair wage and salary policy, Impartial training and learning system, Create diversified workforce attractive selection method, Pliable leave policy & Flexible operating hours, Create gender friendly working environment, Create linguistic culture and Removal of discrimination regarding caste and religion. The various emotional wellness improving activities are Offer mental stress reduction programs, Offer short vocation for excursion for mental relaxation, Yoga

and mindfulness programs, Encourage socially responsible behaviour, provide outdoor training for relieving mental stress, Play music while relaxing time or break time and Use inspiring sayings As per the study there is a direct relation between workforce diversity management and employee wellbeing especially emotional and mental wellness of employees in information technology sector. A good workforce diversity management practices will leads to better productivity of employees through creating emotional health of workers**.** The various managerial practices of effective workforce diversity management and employee wellness is essential for the survival of IT companies in post covid era. And most of the organizations are giving work from home facilities in information technology sector and that is the best managerial practice which doing by the company in post covid era.

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