

Managing Diverse Workforce Issues and Challenges

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ABSTRACT

In modern global times, the workforce has become multicultural and diverse. The strategic functions of human resources focus on high productivity, competitive advantage, value and brand creation. Stress impacts employee performance in terms of anxiety, alcohol abuse, drug abuse etc. besides impacting organizational performance due to increase absenteeism, decreased commitment and motivation. The key to success lies in high morale, team work and unity in diversity. Increasing work force diversity provides a challenging environment for human resource management and attractive opportunity for line managers looking for innovation.

Keywords: age, diversity, employee performance, stress

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INTRODUCTION

Stress has become a major issue at work place with great amount of work force suffering from work related stress. [1]

With increase in competition, the business in developed countries are facing lots of critical challenges. One of them is the aging workforce. Today the executives of organizations wakeup to realize that their firm will encounter a wave of retirement over the next decades as the baby boomers of the past World War II reaches to retirement age.

To retain in this highly competitive market and adopt a strategy to win the order acceptable. Winning criteria requires a lot of efforts of young workforce, but the aging workforce won't do so. The economic burden of an aging population depends partly on older adults' employment rates which in turn depend partly on employers' willingness to hire and retain them. This study reviews the literature on managerial attitudes toward older workers. Although the available

evidence is incomplete and sometimes inconsistent many firms appear to have serious reservations about older workers. Employment prospects may be especially bleak for rank and file workers and those with limited skills. Managerial attitude towards the older workers may improve in the future.

OBJECTIVES OF THE STUDY

- To understand the ways adopted for boosting productivity of employees at all age levels.
- To access negative effects of stress for individual and organization.
- Handling diverse work force.

RESEARCH METHODOLOGY

- Desk research, which includes: books, Internet, magazines and journals.
- Through interaction with hotel professionals.
- Primary Data: Hotel Visit, Questionnaire.
- Secondary Data: books, Internet, other sources.

LIMITATIONS

- *Small universe:* The Universe for this study is too small therefore the findings may not truly represent the conditions in the entire industry.
- *Problem of accessibility:* It was very difficult in approaching the employee as they would be busy, despite prior appointments, they were inaccessible at times being engaged elsewhere.
- *Constraints of time:* The respondents due to non-availability of time could not discuss many aspects of the topic in depth.
- *Lack of Interest:* Many respondents were just not interested in interacting as they considered it to be a waste of time, a non-lucrative approach. This negative approach was quite impairing.

BACKGROUND

Human resources and personnel management is planning, organizing, directing and controlling of procurement, development, compensation, integration and maintenance and separation of human resources to the end that individual and societal objectives are accomplished (Edwin B. Fillipo) [2].

Actively caring, listening, praising, accepting are very important aspects of behaviour based safety (BBS) [2]. The BBS training should include:

- Positive and safe work culture
- Optimization of resources
- Enhanced job satisfaction
- Cooperation amongst employees
- Ownership of safe work process
- Uplifted team spirit
- Confident employees
- Employees honest opinion
- Happiness, peace of mind amongst employees

The 50+ age group has been a primary focus for policymakers over the past

decade or so. Despite the recent expansion of employment among this group, by 2007, one third of men aged 55–64 and around one third of women aged 55–59 were nevertheless unemployed, inactive or retired. The government, concerned with a number of challenges, including an ageing workforce, the prospect of a pensions crisis, skills shortages, the escalating cost of state benefits, and an increasing number of older people in poverty, has adopted extending working life (EWL) as a policy priority. A range of measures has been introduced over recent years to facilitate and prolong employment. Yet evidence suggests that there is some resistance to the EWL agenda among older workers and that both cultural and structural barriers remain strong.

The economic burden of an aging population depends partly on older adults' employment rates. If workers continue to retire at the relatively young ages that have become the norm over the past generation, then the aging of the baby boomers will reduce the ratio of working taxpayers to older retirees. However, the economy could produce more goods and services if older people worked longer, boosting living standards for both workers and non-workers and generating additional tax revenue to fund all kinds of government services.

The mix of age, gender, sexual orientation, race, disabilities, religion, culture and value orientation in modern work force is increasingly varied. Management perspectives and strategic responded and implementation approaches can help address pressures posed by diversity and leverage. Wellness interventions such as stress management programs and employee assistance programs (EAPs) are addressing several important social trends.

These include interaction between professional and personal roles, lives,

fitness, consciousness and drug and alcohol abuse [5].

With increasingly high levels of globalization, organizations must actively pursue workforce diversity in order to reach new markets and develop greater intellectual capital. HR should develop diversity-friendly corporate culture and fostering a culturally sensitive work environment [6].

CONCLUSIONS

The employee should be given due recognition, annual increments, comfortable work environment. There should be no disparity and increments as per appraisal and performance. The organizational issues should be diagnosed at the highest level (corporate), division or subsidiary level besides the group or departmental level.

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