Abstract
This study describes about the effects of cultural and ethnic diversity training for employees and how they motivate them and what are the consequences of their performance. In a company there will employees from different ethnic cultures and backgrounds. Their opinion and choices will be different. So a cooperation and collaboration is needed to get a successful and productive work team. Then only a company can achieve ultimate goals. Encouraging training with cultural and diversified employees will provide an increased business opportunity. To give for employees the proper culture and diversity training, it brings different ways of thinking to the new business concepts. It will help employees to build a corporate team culture in an industry.

1. Introduction
This study explains that the importance of a successful cultural diversity training and its influence of employees’ overall operation and performance in workplace. Diversity in workplaces refers to the co-existence of people from different socio-cultural backgrounds within the company. Diversity involves cultural factors such as race, gender, age, color, physical ability, ethnicity etc. It includes all groups of people at all levels in the company. The Cultural Diversity effects on management are influenced by basic values, attitudes, beliefs and behavior of the people. Culture affects technology transfer, managerial attitudes and government –business relationships. Cultural and Diversity
training provides the employees to help and build a corporate team culture in which differences are considered beneficial and diversity is embraced. This study tells about various challenges emerging in the field and how can overcome with these challenges through various training methods.

Motivation and Performance of the employees are essential tools for the success of any organization. To achieve goals and objectives, organizations develop strategies to compete in greatly competitive markets and to enhance their performance.

1.1 Objective Of The Study

- To study about Diversity in work place
- To know about how to do Managing Diversity well in the work place
- To study the details about Cultural and Diversity Training in work place
- To know about Ethical Diversity in an organization
- To understand about Roles, and various Methods are using in Cultural and Diversity Training
- To know about the effects of Employees Motivation and Performances in their workplaces
- To know about various Challenges and how can overcome these challenges in workplace
- To analysis about this study

1.2 Research Methodology

The analysis of this paper is based on secondary data collected from the related websites, books, and articles from different journals.

2. Denotation Of Diversity In Work Place

Diversity is any special quality i.e., characteristics, perspective or approach to work, that different individuals bring on to the work place. It includes visible and non-visible characteristics such as:-

- Physical Characteristics: - It includes age, gender, race, color, abilities, appearance, cognitive style and personality.
- Cultural Characteristics: - It involves ethnic or national origin, sexual orientation, life style marital / family status, religion and language.
- Socio-economic characteristics: - It consider that education, profession, job function and social class etc. These characteristics contribute to ‘cultural identity’ which shapes the values, attitudes and behaviors shared by most people within a particular group. The Chancellors’ committee on diversity defines Diversity as; “The diversity of experienced perspective which arises from differences in race, culture, religion, mental or physical abilities, heritage, age, gender, sexual aspects, gender identity and other characteristics.”

Diversity is a broader concept. It affects employees’ performance, motivation, success and interaction with others. It also relates employees work experience, parental status, educational back ground, geographic location etc., Diversity in work place can provide a lot of benefit in terms of improved morale, greater team work and an atmosphere of mutual understanding. An organizations necessity is to be flexible and adaptable to meet new customer’s needs. According to Taylor Cox says “managing diversity as planning and implementing organizational systems and practices to manage people so that the potential advantages of diversity are maximized while its potential disadvantages are minimized.” An effective management of diversity, in an organization develops a reputation as an employer
of choice it will increase the employee’s ability and find new and more effective ways to operate. So this is helpful to save time and money in recruitment and turnover cost.

The four layers of diversity concept are used in many organizations to frame the issue and encourage discussion and involvement in managing diversity. In this concept the first layer is **personality**. It is relating to individual style and characteristics. The second layer is **internal dimensions**. It contains gender, age, race, ethnicity, physical ability. The **external dimension is third layer**. It consists of the result of life experiences and choices such as religion education, marital status, work experiences and recreational habits of employees etc. The last layer is **organizational dimensions**. It is those aspects of similarity and differences that are the part of work in the organization. These four layers of diversity dimensions also affect and deal with employees and productivity of the organization.
3. How To Do Managing Diversity Well?

- Do you test your presumptions before acting on them?
- Do you accept there is only one way of doing things or that another valid ways to bring off the same goal? Do you transfer that to staff?
- Do you have a genuine relationship with each staff member in a company? Are you comfortable with each of them? Do you know what about their motivates, goal and how they like to be recognized?
- Do you give a negative feedback to someone who is culturally different from you?
- When you appoint a new employee, do you not only explain job responsibilities and expectations clearly, orientate the person to the campus and department culture and unwritten rules?
- Do you take staff suggestion and acknowledge their contribution? Do you take constructive feedback from staffs about the ways to improve the work environment?
- Do you take sudden action with people who shows disrespect to others in the work place?
- Do you take good efforts to meet affirmative action goals?
  
  If you work able to answer ‘yes’ to more than half of the question, you are the right track to managing diversity well.

4. Cultural And Diversity Training In Workplace

Encouraging cultural and diversity in workplace, it will provide expand the business opportunity in other boundary. Employees from different backgrounds, so share their belief systems and business practices with the company can improve its ability to solve the problems. At the same time cultural and diversity in the business world can causes some benefits as well as stress and problems. Providing culture and diversity training to the employees will help build a corporate team culture in work place. The cultural effect on management is reflected by basic values, attitudes, managerial ideology and even Government business relationship.

In the workplace, Diversity is very important to our future business success because the world has changed and will continue to do so. A global system of communication patterns and trends as well as social and cultural shifts are putting increased pressure on business practices. The concept of providing cultural and diversity training is based on the ethically support to bottom-line level of management. Because of it allows different approaches to business issues based on culture. Diversity helps to assist each other, using their strengths where they are needed. Few decades before, employees from minority races, women and older workers have been pushed aside and not encouraged to take part in the overall company culture. To giving cultural and diversity training to everyone in the company can help rectify the historic mind-set concerning the use of such employees.

5. Ethical Diversity In An Organization

Ethical diversity is there are different beliefs among employees, managers and executives in an organization and what are the most ethically proper and improper courses of actions to take in their daily work place situations. Some employee’s ethical judgments become different because of the great diversity in their personal morale codes. Professor Scott J. Vitell who is the first author and marketing professor sought to develop a framework that would help marketing students and practitioners understand the kind of diversity in personal morale codes that would lead to different ethical judgments. They developed a model of marketing ethical decision making that was first
published in the journal of macro marketing in 1986. After that the ethical literature is as simply the Hunt vitell (H-V) model of ethics. This model was used broadly in both teaching ethics and guiding research. This model is explained that predict what are the actual ethical beliefs, intentions, and behaviors of individuals. The H-V model mainly consistence only that an individual’s ethic judgments. Then the core of the model comes next. Personal characteristics, environmental factors are influenced ethical decision making.

Figure 2: H-V MODEL

6. Role Of Cultural Diversity In The Organization

An organization needs to change the cultural diversity mainly three areas. There are

- **Individual attitudes and behaviors**: It means that employees to do some intrapersonal work that involves their attitudes and beliefs on a wide range of topics such as how they feel about multiple languages spoken in the workplace, attitudes towards coworkers and generational differences like how new generation and middle aged peoples view of their work.

- **Managerial skills and practices**: It is based on their own culture and feedback about performance may be given directly or it may be given indirect or in a suitable way. Another one is based on their involvement of meeting participation and giving feedback to mangers. In top level management
would not be possible direct questions or feedback. So all managers need to know about employee's conflict resolution, accountability, team unity, commitments and ultimately work performances.

**Organizational values and policies:** It is required to successfully leverage diversity involves changes in organizational values and policies. In the case of business activity concerning about capturing employees talent, understanding about markets strategies, how they utilizing, diverse perception for innovation and knowing how to promote products. Diversity is a continually developing process and it aimed at ongoing improvement for the success of the organization.

7. Various Methods Using In Cultural And Diversity Training

Several methods are used for cultural and diversity training. Some of the methods are listed below.

- **Cross cultural training:** This type of training considers the awareness of employees for other cultures and their feels. It aims in helping the employees living style and work comfortably in another culture. Organizations can use the following cross cultural training techniques:
  - Environmental briefings training: To give information about history, geography, climate, schools, government economy etc.
  - Orientation in cultural training: To inform the employees with value system and culture of the host country.
  - Cultural compare training: It is programmed learning technique that is designed to expose employees of one culture to another culture. For e.g.; some of the attitudes, customs etc.
  - Language training: It is teaching like conversational language skills conducting like class or seminar.
  - Sensitivity training: This training consists of improve attitudinal flexibility.

- **Mentoring and networking training:** Diversity management programs focus on mentoring and providing networks for minority employees. Employee networking groups using discussions and meetings to share information and career advice. Proper communication media and messages are using such as minority publications and websites.

8. Effects Of Employees Motivation And Performance In Their Workplace

Employee’s motivation and performances are essential tools for the success of any organization. If the empowerment and recognition of employees is increased, their motivation to work will also improve, at the same time their achievement and organizational performances also improve. To achieve their goals and objectives, organizations develop strategies to contend in highly competitive markets and to increase employee’s performance. Employees can also motivate through proper leadership without considering of the degree of technical automation, to achieve high levels of productivity is influenced by the level of motivation and effectiveness of the staff. So developing and employee training programs is necessary strategy to motivate workers. An effective training and development programs aimed at improving the employees’ performance. Training relates to connecting the gap between the current performance and the standard desired performance. Training could be given through different methods such as coaching and mentoring. Team work enable employees to actively participate in their job and produces better performance. So it is improving organizational performance. Training programs not only develop employees ability at the same time it help an organization to make best use of their human resources and achieve its goals. Training is
not only increase productivity but also motivate employees, to know about how important their jobs and their job performance. All these training objectives focus on increased organizational effectiveness.

**Figure 3: Training objectives and its result.**

### 8.1 Challenges Of Cultural And Diversity In Workplace

Employees are facing many cultural and diversity challenges in their workplace. Now a day these problems are common in all type of organization. Some of the challenges are mention here:

- Incapable of communication for employees results in confusion, insufficient of team work and less confidence.
- Some employees refuse to accept the fact that change for social and cultural activities of their workplace. Its results to slow down the activity and performance in their workplace.
- Some employees refuse to accept the diversity in the workplaces policies. It results in lack of ability to bring innovative ideas etc.

Some of the challenges of human resources management are globalization, technological advances, workforce diversity, changes in political and legal environment and change in the economic environment. So HR people overcome these challenges through cross cultural training, motivation of employees through technological and information technological training.

### 8.2 Solutions Of Cultural And Diversity In Workplace

The challenges should overcome in the workplace. Some of the solutions are mentioned here.

- To encourage employees to express their ideas, opinions and give it to equal value to all.
- Proper use of diversity training is to get a diversity policy and realizes the benefits of diversity in the workplace.
- Suitable performance evaluation system and career development plans used in the organization to reduce these challenges.
Dr. A. Kumudha, Raji Jennet :: Effects Of Cultural & Ethnic Diversity Influence On Employees Overall Operation And Performance In Work Place