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MASSIVE INDUSTRIALIZATION IN THE STATE OF ODISHA AND ITS EFFECT ON CULTURAL DIVERSITY AT DIFFERENT WORKPLACES

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ABSTRACT

Cultural diversity is the quality of diverse or different cultures, as opposed to monoculture, as in the global monoculture, or a homogenization of cultures, akin to cultural decay. For example, before Hawaii was conquered, the culturally diverse Hawaiian culture existed in the world, and contributed to the world's cultural diversity. Now Hawaii has been westernized; the vast majority of its culture has been replaced with Western or American culture. The phrase cultural diversity can also refer to having different cultures respect each other's differences. The phrase cultural diversity is also sometimes used to mean the variety of human societies or cultures in a specific region, or in the world as a whole. The culturally destructive action of globalization is often said to have a negative effect on the world's cultural diversity.

KEYWORDS: Industrialization, Culture, Workplace, Odisha

INTRODUCTION

Multiculturalism is an indisputable fact of life in today's world. However, managing multiculturalism is indeed a challenge both at the, governance as well as managerial levels. Organizations are increasingly realizing vast diversity within the global market and devising strategies to make the most out of it. Multiculturalism and diversity, within the global market, spring from various sources, the significant ones are the new world trade regime effected by the World Trade Organization (WTO);

the revolution brought about by Information and Communications Technology (ICT); new technologies of rapid transportation and increased mobility with the introduction of air travel; increased international migrations; staff movement by multinationals from one country to another; the liberal emphasis on individual choices and the return of the Diaspora back to their lands of origin in old age. (Parekh 2005; Claval) In short, it is the forces of globalization that brought forth this change. As far as India is concerned, multiculturalism is not a new reality, unlike many other countries in the world. In fact, the concept is akin to the very fabric of Indian society. With diverse cultures, languages, religions and communities, multiculturalism has its reflections in every sphere of social life in the country. (Koshy, 2009) The idea of India as captured in the

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Indian Constitution itself is as 'an egalitarian, multi-cultural society which is established in rule of law, human dignity and harmonious co-existence of diversity in all its forms, hues and shades'. (EOC Report, 2008) The question of multicultural societies with their inherent diversities moving forward as a nation is just the tip of the iceberg, the integration of different groups as a coherent and strong entity is much more serious. This brings it down to the cardinal question: How far is multiculturalism reflected in the public sphere? How multicultural are the workplaces and how far adoption of diversity as a policy and an enterprise culture being penetrated to those enterprises which constitute the largest block in the enterprise pyramid, i.e., micro, small and medium enterprises? There is a growing realization among companies about the need to fine tune their HR policy in alignment with the rapidly growing diversity and multiculturalism. The focus thus, is on building multicultural teams and inculcating diversity as an organizational value, so as to appreciate and empathies with other cultures. With markets becoming integrated and boundaries dissolving, companies can now reach out with ease to customers of diverse cultural backgrounds from around the world. Also, with the proliferation of globalization, economic cooperation between private sector companies around the world has been accelerated, resulting in foreign investments, joint ventures, mergers & acquisitions, the opportunity for companies to go global and the presence of multinational companies with multicultural teams. All this has led to increased diversity at worksites. Cultural awareness was considered an important prerequisite for employees going on international assignments, earlier. But in today's interconnected global marketplace, it is a

prerequisite not just for those who are on international assignments but for others as well, since all of them are stakeholders in the global market, which is multicultural. Even if an employee is not required to leave his/her desk, cultural awareness is considered necessary. Consider for instance, an employee in a multinational company or a joint venture with foreign participation or in an outsourcing company that has sourced its work from other countries with alien cultures, who would need to be culturally alive and sensitive at every point. Cultural competence and cultural literacy are very crucial in the global market place, both for companies as well leadership. In a Survey conducted among 107 multinational organizations by RW3 and ORC worldwide, 95 percent of the respondents agreed that cultural competency is an important or very important skill for businesses. The survey also found that 85 percent of the larger organizations that participated in the study provide some form of cross-cultural training, to equip workers and the management with skills to tackle diversity at the workplace. (Wickman, 2008). In this scenario, an undeniable fact is that, multicultural worksites are a reality, not a matter of choice, in the context of globalization. It is also to be noted that there is an increasing recognition about the need to pay attention to the challenges and opportunities associated with this growing trend towards multicultural work forces as a key factor in overall success of a business. (CoxJr, 2008) Taylor Cox opines that the focus of organizations should be to develop an environment where diversity can thrive, than become a potential drag on performance (CoxJr, 2008). According to Lennie Copeland, though diversity is one of the most serious issues in the workplace today, most employers are not equipped to deal with it. This is chiefly because managers

grew up having little or no exposure to other cultures, and very often 'culturally deprived.' As a result, they lack the necessary training to handle situations that arise in today's multicultural settings. (Copeland, 2006). Despite claims by companies that diversity is a priority, few companies have a clear understanding of what diversity means. (Burns, 2008) India, with its tremendous diversity, stands first among nations with its much hyped contradictions. This being the case, the caste, and creed, community and language proclivities of an employer in India could invariably reflect in the recruitment and HR policies of an organization. But such prejudices, when assuming overwhelming proportions, could be detrimental to peace, progress and development, and above all, national integration.

MULTICULTURAL WORKFORCE AND MANAGING DIVERSITY AT WORKPLACES

The Oxford Dictionary defines the word multicultural as 'including of people of several different races, religions, languages and traditions'. (Oxford Dictionary, 7th Edition, 2005). 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. (Kelli A. Green, 2002). Multicultural work force is one wherein a company's employees include members of a variety of ethnic, racial, religious, and gender backgrounds whereas managing multicultural workforce goes further, and focuses on changing mindsets, organization culture. It's strategy-driven and is seen as contributing to the organizational goals of profit, productivity and morale. (Karunakaran, 2009) The main objectives of managing a multicultural workforce include

awareness, education, and positive recognition of the differences among people in the workplace. (Black Enterprise, 2001) In the global economy, culture plays a significant role. So much so that cultural differences and diversity are no more obstacles to be overcome, but important factors contributing to that 'extra' competitive edge. Cultural literacy is the keyword today and this is what business leadership needs, argues Rosen and Digh. According to them, leaderships should imbibe cultural literacy in order to manage multicultural situations, teams and markets. Cultural literacy refers to a proper understanding and leveraging of cultural differences. A business leader while valuing one's own cultural heritage also has to consider its shortcomings along with the strengths. And he/she need to be an 'inquisitive internationalist', someone who looks beyond one's own culture for business opportunities and resources; 'Respectful modernizer' who retains the best of one's culture while using the knowledge and resources of others to modernize for the future; Culture Bridger who forms alliances and connections across cultures and has to be a global capitalist who brings global resources to local problems and opportunities and local resources to global ones. (Rosen and Digh, 2001) Studies suggest that larger companies are better equipped to face the challenges of diversity. A study by Society for Human Resource Management (SHRM), conducted among US companies shows that for most of the companies diversity is a vague concept where as larger companies do better in this regard as many of them have outlined diversity principles and have defined business cases in place, tied to explicit diversity goals (Burns, 2008).

BENEFITS OF A MULTICULTURAL WORKFORCE

Companies that create diversity in the workplace are generally more profitable and successful than those who don't. (Jinsoo Terry) The most successful companies are those that recognize the power of diversity in their workforce. They can effectively create products and services that appeal to their increasingly diverse customer bases. These companies know that diversity will become even more important as market get integrated, hence they would attempt to very well reflect diversity value to the marketplaces they serve. (Forsythe, 2005) Further, cross-cultural teamwork and collaboration are essential, if people are to function productively, they must learn to see their differences as assets, rather than as liabilities. (Black Enterprise, 2001) Diversity is beneficial to both employees and employers. Employees are interdependent in the workplace; respecting individual differences would increase productivity. There are views such as adoption of diversity as a value in the workplace can bring down possibilities of lawsuits and increase marketing opportunities, creativity, and can enhance business image. In an era when flexibility and creativity are keys to competitiveness, diversity is critical for an organization's success. Also, the consequences (loss of time and money) should not be overlooked. (Kelli A. Green, 2002). Diversity management, while based on cultural change, is a pragmatic business strategy that focuses on maximizing the productivity, creativity, and commitment of the workforce, while meeting the needs of diverse consumer groups. (Black Enterprise, 2001) The Glass Ceiling Commission report states that diversity is good for business. A 1993 study of Standard and Poor 500 companies showed that firms that succeed in shattering their own glass ceilings racked up stock-market records that were nearly two

and a half times better than otherwise-comparable companies. (The Federal Glass Ceiling Commission, 1995, p.7) Organizations which excel at leveraging diversity, in hiring and promotion of women and non-white men into senior management jobs, and providing a climate conducive to contributions from people of diverse backgrounds, could experience better financial performance in the long run than the non-diversity adhering companies or companies which are not effective in managing diversity (Jinsoo Terry)

Following are some of the attributed advantages of multicultural enterprises (Webguru.com, 2009; Jinsoo Terry; Black Enterprise, 2001; Karunakaran, 2009))

- When an organization understands and honors diversity, a bond forms between employer and employee,
- Marketing opportunities increase exponentially
- Creativity and innovation are stimulated It inspires high level of creativity and promotes innovation in the workplace
- Business image is enhanced and extended beyond traditional borders
- Skill and talent can be attracted from diverse cultures would want to be part of attract and retain the best available human talent, and develop new markets
- It gives a competitive edge.
- Synchronization in workplace and high turnout. Interpersonal-teamwork, problem solving,
- Personal-employee morale, career growth, professional development, increased productivity
- When there is no diversity, it constrains thinking. Differing viewpoints enrich the workplace. It

doesn't diminish. It enhances the competitive advantage of a company.

OBJECTIVES OF THE STUDY

The basic objective of taking this topic is to have a clear and formal study of the people working in industrial sector from different religion, caste, state and nationality. To the surprise it would have been most interesting that the industrial environment in those sectors is quite conducive and generates a maximum output from those sectors. As per the study it has been noted that Odisha is mushroomed in large scale industries clustered near Rourkela, Jajpur, Angul and Paradip. Small scale and cottage industries are spread all over the state but still the Odisha lacks in industrial development in comparison to Gujarat, Maharashtra, Delhi etc. The main focus of the study is to develop a cohesive environment for industrialization of the state with a bright outcome.

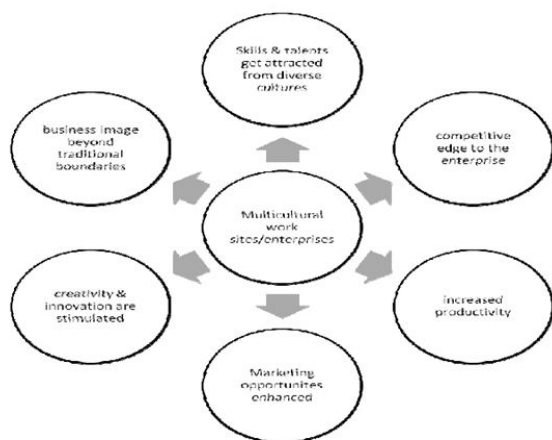
RESEARCH METHODOLOGY

Research on this topic is not only restricted to find and compare the cultural diversified environment but also to look into the deep for the betterment of the society through diversified culture. The methodology of the research is to find the workers of all grade in industry like NALCO To find the categorization of workers as per their ethnic culture to differentiate the people in NALCO through caste and culture to create a correlation coefficient between different parameters.

SALIENT FEATURES

When cultural diversity is acknowledged and honoured, managers find new ways to maximize and capitalize on the different skills, styles and sensibilities of employees from different cultures. Valuing and managing diversity is an important key to developing an effective people management strategy and maximizing the contribution of

every employee in the workplace (Jinsoo Terry). When a company is recognized for managing a multicultural workforce, it is most likely to attract the best and brightest talent. Qualified candidates are usually attracted to employers who are able to show commitment to developing and promoting a wider array of people. (Black Enterprise, 2001). Taylor Cox and Stacey Blake put forward six arguments with regard to performance, diversity and multiculturalism. They are Cost Argument; Resource Acquisition Argument; Marketing Argument; Creativity Argument; Problem Solving Argument; Values Argument. (Cox & Blake, 1991; CoxJr, 2008) Cost argument is that failure to manage diversity challenges may lead to higher cost structure for firms by contributing higher interpersonal conflicts and more miscommunication. Resource Acquisition is that firms, if are able to hire and manage HR from diverse backgrounds, that would be an advantage compared to those firms that could not do it. Diverse HR can do a better work with regard to marketing its products in multicultural market is the marketing argument. Other arguments are Creativity, problem solving and Values arguments. As the value of diversity continues to grow in business communities and elsewhere, recruiting and retaining talented employees who are diverse becomes more important to organizational success, profitability as well as sustenance itself.



Mostly located on the coast along the Bay of Bengal, the villages of Orissa are endowed with natural beauty with virgin beaches, serpentine rivers, rich wildlife, etc. Their wonderful scenic beauty attracts several tourists from all over India every year. One can enjoy the charm of lush green and fertile plains in the villages, most of which are surrounded by palm, coconut trees and mango groves in Orissa. A major portion of Orissa's total population resides in the villages. The villages of Orissa are rich in tradition and cultural heritage and the villagers celebrate several colourful festivals throughout the year. People following different religious beliefs live together in the villages of Orissa. The predominant religious community in the villages is the Hindus. The villages of Orissa have one of the highest Hindu populations among all villages in India. The castes like Brahmins, Karans, Kshatriyas, etc. are the major Hindu castes in Orissa. Apart from the Hindus, the other major religious communities include the Muslims, Sikhs, Jains, Buddhists, Vaishnavs, Saivas, Christians, etc. The tribal religion of Sarana is also followed by some people in the villages of Orissa. Many tribal communities also reside in the villages of Orissa and in fact, Orissa is home to one of the highest number of tribes in India. Most

of the tribal communities live in the villages located in the three districts of Koraput (undivided), Sundergarh and Mayurbhanj. The major tribes in Orissa include Santal, Munda, Oram, Gond, Juanga, Bhuiyan, Saora, Dharua, Bonda, Koya, Mohali, Lohara, etc. The principal language spoken in the villages of Orissa is Oriya. The language is closely related to Assamese, Bengali and Maithili and it has many linguistic variations. The most common linguistic variations of Oriya include Baleswari (Balasore), Bhatiri (Koraput), Laria (Sambalpur), Sambalpuri, Ganjami, Chhattisgarhi, Medinipuri, etc. Oriya is also the official language of the state. Apart from Oriya, the other languages spoken in the villages of Orissa include Hindi, Urdu, Bengali, Telugu, Gujarati, etc. Some tribal dialects are also spoken in the villages of Orissa. The villages of Orissa have an impressive educational scenario. Many government primary schools have been established in the villages of Orissa to provide primary education. There are also a few private organisations that work for providing primary education to the villagers. After completing the primary and secondary education, the students can pursue higher education in the colleges and universities located in the urban areas. Though, the rural literacy rate in Orissa is good, the governmental authorities are trying hard to further improve the educational status of the villages of Orissa. The principal source of occupation in the villages of Orissa is agriculture. Like most villages in other parts of India, a majority of the rural population in Orissa is dependent on agriculture to earn their livelihoods. The villages of Orissa are one of the largest producers of rice in India and they contribute to almost one tenth of the total rice production of the country. Apart from rice, the other major crops cultivated in the

villages of Orissa include jute, oil seeds, pulses, coconut, sugarcane, tea, rubber, cotton, gram, mustard, maize, sesame, ragi, potato, soybean, etc. Many people in the villages of Orissa are also engaged in non-agricultural activities. They are involved in various occupations including forest based husbandry and the industries like minerals, cement, paper, sugar, fertilizer, iron and steel, handloom, etc. Another major source of occupation in the villages of Orissa is arts and crafts. The villagers in Orissa are famous all over the country for the unique and exceptional handicrafts like Patta Chitra, Sand Art, Metal Work, Silver Filigree, Stone Carving, etc. They are also famous for making Puppets and Masks etc. The villages of Orissa have a rich tradition of art and cultural activities. The rural people celebrate various fairs and festivals throughout the year with pomp and cheerfulness. The festivals have always been a part and parcel of village life in Orissa. The villagers celebrate all the popular festivals like Holi, Diwali, Dussehra, etc. Apart from these, there are also some regional and local festivals. The Ratha Yatra is the principal festival in Orissa. Apart from Ratha Yatra, the other major festivals include Dhanu Yatra, Magha Saptami, Makar Sankranti, Mahastami, Kumar Purnima, Dipavali Amavasya, Sri Nrusingha Chaturdashi, Janmashtami, Kartika Purnima, Navaratri, Sri Vinayak Chaturthi/ Ganesh Chaturthi, Sri Rakhi Purnima, etc. The rhythmic flow of folk melody and graceful dancing steps of damsels is always an integral part of the Oriya village culture. People in the villages of Orissa perform different forms of traditional music and dance during the fairs and festivals. The most popular folk or traditional music forms in the villages include Balipuja Geeta, Kendra Geeta, Jaiphula Geeta, Bhajan, Sariman, Champu, Malasri, Vyanjani, Chaturang, Tribhang, etc.

The traditional dance form of Orissa, Odissi is one of the most important features of celebration of festivals in the villages. Apart from Odissi, the other popular dance forms performed during the festivals include Chhau, Naga dance, Humo, Bauli, Jhulki, Jamudali, Mayalajar, Gunjikata, Ghumra, etc. The villages of Orissa present a unique blend of tradition and modernity. The villagers like to preserve their traditional forms of music and dance and they have also willingly accepted the modern musical and dance forms. This rich variety and cultural diversity has made the villages of Orissa one of the most attractive tourist destinations. The villages play a major role in the tourism sector of the state by attracting several tourists from all over the country, every year.

CONCLUSION

1. Adoption of diversity practices would help companies (MSMEs) help project themselves as a company that upholds multiculturalism. This would help generate a positive image in the global market.
2. Customer base for the companies especially for Small and Medium sized players are no more limited to the local and India alone but its global in scale, hence a diversity company can win additional leverage from this and would act as a positive factor.
3. If diversity helps in better marketing in the global market, it as well works favourably for the Indian market. This would reap the benefit of India's multicultural customer base for MSMEs.
4. While MNCs such as Procter and Gamble Pepsi etc make strong strides in the Indian market and reach out to the vast customer base

by adopting diversity policies, MSMEs need not get sidelined by not adopting diversity policies and HR practices and increasing workspace diversity.

5. By adopting a diversity and multicultural friendly policy MSMEs would be able to consolidate their presence, market themselves better and enhance their profit.
6. Presence of a diverse team means, the team would be better positioned to device suitable products and services that are required for a market with such huge diversity as Indian market.,
7. It is also to be noted that various rural development programs and employment guarantee schemes of the government and such efforts in the past to generate jobs in the rural India have enhanced the income level of socially deprived sections. To tap the diverse rural Indian market, it is imperative for companies to adopt multiculturalism and diversity strategies.
8. Multiculturalism in MSMEs also means poverty reduction and inclusive growth, as with this more minorities and disadvantaged sections would now find a place in the job market as it can end discrimination. Peace, progress, less strife, better understanding between different communities also would result in as more and more people start interacting and get acquainted with. Cultural exchanges further reduce tension and improve understanding between communities.

Following are reasons, as discussed, as to why Indian MSMEs need to consider in conjunction with arguments for multicultural

workforce and teams as presented here above:

- The global market however, is multicultural, as are modern consumers. Therefore, it is needless to say, customers would find it easy dealing with a company or organization equipped with employees who can deal with a diverse and eclectic customer base, as they would understand diversity better, communicate accordingly and work things effortlessly in such a way as to benefit the company and the customers.
- With every passing day, Global market is getting extended and possibilities and opportunities that it throws open are also growing. With Information and Communications Technology, for instance, reach of the market is also getting expanded. With that customers are becoming more multicultural. When a company, small or big that may be, as it can reach out to the global market, is indeed serving a multicultural clientele. Hence a company that has a multicultural workforce could be at an advantageous position than the one which doesn't have
- Multicultural team would help MSMEs to really focus on the needs of global market as well as domestic which are intensely diverse.
- Enhanced innovative atmosphere at worksites,
- Marketing potential, competitive edge etc. National Integration, peace, harmony are other benefits that is attributed by promoting multicultural workforce among MSMEs.
- Also, this would help empower minorities, scheduled castes,

scheduled tribes and bring about an inclusive growth. Further, this would also bring more growth when MSMEs gain a competitive edge with multicultural teams at its work places.

But for making MSME worksites more multicultural, the key is to make employers become more aware of the need for multiculturalism, so they can implement it voluntarily. To do this, the government must, of course, provide incentives to industry, trade and business establishments. Encouragement and promotion of companies that practices an inclusive labour policy may be given priority and preferential treatment be given to these while dealing with the regulatory agencies.

Meanwhile, positive incentives like tax exemptions can also be considered. In addition, loan disbursals can be made on better terms for those abiding MSMEs. Most importantly, the propagation of this concept in an extensive manner through trade, industry associations and chambers has to be done on a priority basis, since this would make an impact.

MSME ministry may consider collection of data for making appropriate multicultural profiling of organizations along with MSME Census when it undertakes the next exercise. However, the benefit that the nation would gain from such an initiative, i.e., promoting a multicultural labour force, would be, in the long run, something that one cannot imagine.

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