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Workforce Diversity Management: A Study on Dong-Bang Textile LTD., (DBTL), Bangladesh

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ABSTRACT

Nowadays, the management of diverse workforce has become greatly noteworthy not only in advanced nations but also in emerging states like Bangladesh. Bearing in mind this significance, the study surveyed workforce diversity management practices of Dong-bang Textile Ltd., of Bangladesh reinforced by a qualitative research method. The consequences expose that enlightening corporate culture, appropriate exploitation of human capital of the corporation and confirming equal work opportunity are the foremost aims of workforce diversity management, however training, mentoring, and recruitment are significant procedures to accomplish those multiplicity objectives. The essential magnitudes of diversity are gender, faith, and age amongst their workforce. The outcomes also specify that member of staffs and customers' view, as well as training evaluation are highly effective feedback instruments for managing diverse workforce. Training and development policies and equal employment opportunity are key diversity management agendas applied by organization. Moreover, the outcomes report that recognition rewards, and bonus criteria are the most applied responsibility plans of selected organization. Performance indicators, policy planning, and peer review are key employee participation strategies. The consequences indicate that worker gratification, client satisfaction, and compensation analysis are the greatest momentous pointers with a growing inclination. Thus, results elicit implication for management, government and policy makers manage diversity to entice and preserve brilliant employees to raise their novelty and performance.

Keywords:

Workforce diversity, textile, performance, Bangladesh

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1. Introduction

The textile sector of Bangladesh is a foremost apparel manufacturing business in the world that has been rising persistently during the last eras. The figures are also exceptional when it derives to quantity of workforces engaged, about five millions, and number of industrial unit about five and half thousands of diverse extents. The economical labour cost fascinated many worldwide trademarks

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that selected the Bangladeshi manufacturing works to yield their goods for the US and European marketplaces that go in for to the 24% and 60% of the total export [36].

Not with standing the remarkable figures untaken, the extent of working situations cannot be termed with the equal affirmative outlook. The working conditions do not permit an attired level of existing for garment workers that are exploited and forced to meet arduous production quota for minimum level of wage and very deprived social safety. The condition is even more deteriorated by the very low power that unions have and their restricted actions that cannot safeguard a proper defence of workers' privileges.

In this research we used the works to realise the present position quo of the working circumstances in the textile sector and to detect the key issues that stimulus, effect and contribute in making the labour values low. This research used the cross-examining methodology to meet evidences and thoughts of the existing structure and to unify the facts and draw the position of the system. Subsequently we examined the outcomes using economic and cultural pointers and the strategy of suggestion that will assist in enlightening the working situations' level. Thus, handling and respecting diversity of employees has become a vital phase of managing people efficiently to improve the throughput of workforce [18]. Managing diversity in the workstation can decrease complaints and rise prospects, imagination, and performance of employees and business [11]. Diversity management is more than merely distinguishing variances among workers of a business. It comprises identifying the worth of dissimilarities, fighting for discrimination, and evolving comprehensiveness [12].

The management of personnel diversity cannot be decorated as a factor to improve organizational performance, particularly in the perspective of such an international altering commercial environment. It is said that business firms that performs diversity positively tend to be prosperous and have potentiality in this vigorous universal labour market [19]. Workforce diversity controlling has drawn responsiveness from all kinds of establishments in commercial ones to withstand the competitive advantage. The internationalization of marketplace and corporate and flowing of business plants has amplified its significance multifarious [35].

2. Overview of the Organization (Dong-Bang Textile Ltd.)

Dong-Bang Textile Ltd., is a dying venture under South Korea- Bangladesh Joint Venture for 100% export concerned with sweater yarn situated in Chittagong, Bangladesh which established in 1997. The share of the company is 51% and 49% of Bangladeshi and Korean partnership respectively.

The organization established a new sweater yarn dyeing & washing factory at Dhaka, Bangladesh for 100% export of sweater yarn on January 2016. The factory can produce Acrylic, mixed yarn, cotton yarn including hanks, cone, cabinet clothing and various kinds of washing (Stone, sand, piece, acid etc.) with world best quality and modern machineries with latest technology. This factory machineries were imported from Korea and China. The employees in the factory is the combination of Korean and Bangladeshi. The employees of this two nations work from senior management position to the worker level. However, there is no proper diversity management system in the organization. Due to the huge work pressure it is also not possible to make proper orientation between employees from different culture and nation and the human resource department also busy with the selection and requirement procedure, so proper socialization did not introduce yet, because there is a shortage of manpower in the respective department.

3. The Emerging Problem

A fall in the level of productivity occurred in a sudden, indirect and unintentional fashion. This is really inconsistent, as the productivity of the employees had always been of a very high level, constituting a strength and a source of pride for Dang-Bang Textile Ltd., dramatically fall. The level of productivity in the head office is not same as before but the level of productivity in the newly constructed factory have been radically fall compare to the head office from the beginning of the staring of the new factory. The firm have failed to maintain two important shipment to the foreign buyer in time that cause a great loss of reputation. The managing director decided to inquire into the situation with the help of a consulting team.

4. Implication of the Study

This study will be of advantage to the Textile industry by enlightening the paybacks from harmony in diversity, be it in terms of awareness, gender, cultural, racial among others. This comprises enhancement of worker performance and subsequently, the whole performance of the business. The operation of the recommended workforce diversity management strategies and approaches shall also be of countless value to the textile segment by giving it a reasonable superiority over other firms in the textile sector. The study will also assistance the employees in terms of enriched interpersonal connections, conjoint indulgent, and communal approval of each other irrespective of the numerous dissimilarities. While some academics may have previously carried out other similar kid of studies in other portions of the world, this study carries distinctiveness in terms of a diverse economic, socio-cultural, technological, political, sociocultural, industrial and legal environment.

5. Significance of the Study

The firm's management has the accountability to confirm diversity. Handling a diverse workforce is fairly perplexing and this study delivers framework about diversity aims, methods to achieve goals, diversity procedures and strategies, diversity agendas and indicators accepted by companies. This study is hence, accommodating for leaders and practitioners in coming up with handling a diverse workforce in their businesses effectively. The study also delivers a proved understanding about diverse phases that can be recycled to mixture dissimilar employees that may have unlike positioning, effects and qualifications into working composed for the advantage of the staffs and the firm. However, in a multi-cultural and emerging country like Bangladesh which has unlocked to globalization, there desires to be more thoughtful investigation works on methods to manage workforce diversity if disquiets over gender imbalance, culture, age in the workplace. Up to now, very insufficient research have been done in the field of workforce diversity management in Bangladesh focusing on programs, techniques, goals, indicators, mechanisms, and their effectiveness and efficiency. This study thus finds to link the gap by studying workforce diversity management practices with the employee's performance by leading textile organization in Bangladesh.

6. Objectives of the Study

The core objective of this study is to estimate workforce diversity management applies in Dong-Bang Textiles Ltd. in Bangladesh. In order to reach the key objective, following precise objectives have been recognised:

- i. To recognise goals and objectives of diversity, and procedures to attain them.

- ii. To identify the magnitudes and feedback instruments of diversity.
- iii. To recommend the management agendas and strategies for operative diversity plans.
- iv. To evaluate the movements of diversity indicators.

Our research questions are:

- RQ-1. What are the goals and objectives of diversity, and procedures to attain them?
- RQ-2. What are the magnitudes and feedback instruments of diversity?
- RQ-3. How to recommend the management agendas and strategies for operative diversity plans.
- RQ-4. How to evaluate the movements of diversity indicators?

7. Performance

While performance denotes to the act of accomplishment; the carrying into implementation or identifiable act, attainment or achievement, in the responsibility of a liability, employee performance mentions to the operative release of ones obligation for good consequences. It is how well an employee is satisfying the wants of the job [30]. Cascio [7] outlines performance as working efficiency that is, the means in which somebody does a job, umpired by its usefulness.

8. Relationship between performance and workforce diversity

Fernandez [13] contended that decent workforce diversity practices in the space of human resources are alleged to improve organizational and employee performance. This is because dealing diversity contains leveraging and expending the cultural changes in people's Idea's, skills and originality to donate to a mutual objective, and doing it in a way that contributes the company an economical edge. Hayles and Mendez [14] enhance that even current studies have revealed a robust association between noble diversity practices and profits.

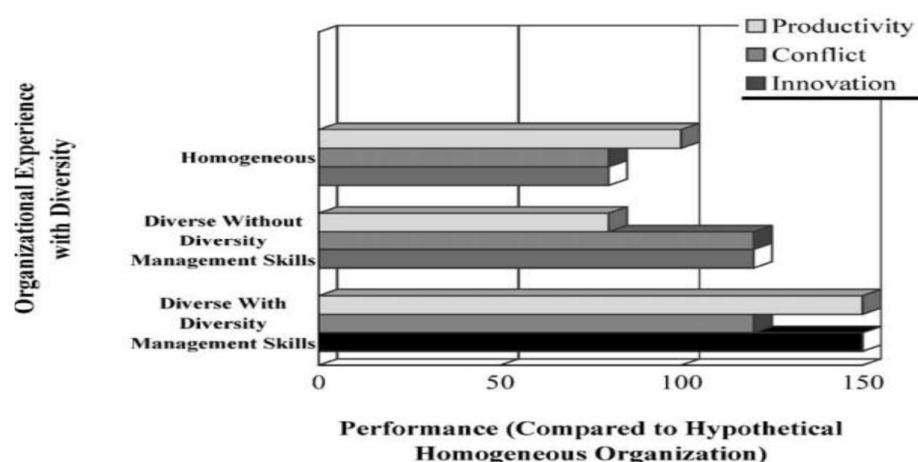


Fig. 1. How to think about the Trade-Offs among Productivity, Conflict, and Innovation in Organizations with Variation in Diversity and in Skills for Managing Diversity Well, adopted from Post and DiTomaso [9]

9. Methodology

In this study, an interpretivist paradigm has been embraced; that is, meanings appear from the research process. In the examination of the indulgent of gender, age and cultural diversity in the

Textile industry in Bangladesh, there are several truths that do not expedite the methodical dimension adopted in the positivist paradigm. The communication between the researcher and the research respondents leads to the advent of numerous viewpoints of the actuality of diversity management in the Textile sector in Bangladesh.

The research plan accepted in this study is that of a case study of the Dong-Bang Textile Ltd, Case studies deliver exclusive means of emerging theory by using comprehensive understandings of experimental spectacles and their frameworks. The case study method used in this study permits additional cross-case analysis, therefore growing the legitimacy of the research. A main feature of case study practise is that diverse approaches are mutual with the tenacity of clarifying a case.

In measuring the effects of workforce diversity management and employees' job performance, the researcher used the descriptive survey research design through questionnaire. The policy therefore, allowed the researchers to gain statistics about employees' views and attitude on workforce diversity management in the concerned Textile firm, the standing practices and situations of workforce diversity and how this upsets employees' job performance.

The target population included all the 285 employees of the company. The respondents were nominated using stratified random sampling technique where stratification was on the basis of departments of the firm and managerial levels. The sample size comprised 30% of the senior managers, 25% of mid-level managers, and 45% of non-managerial employees. The total number of participants was 30. This was above Kasomo's approval of 10% of the reachable population for a descriptive study, is extremely good [19]. Without hesitation, the functional enquiry technique and methodology are not deprived of limitations. Researchers may use the whole textile industry to generalize the outcome of this study.

10. The Bangladeshi Culture and Hofstede's Study

Geert Hofstede [15], one of the forerunners in the arena of studying culture universal, defined culture as, "Culture is not a characteristic of individuals; it encompasses a number of people who were conditioned by the same education and life experience. Since culture is a collective mental programming, it is often difficult to change culture if it is changeable at all [15]. Hofstede *et al.*, [15] initially identified four major cross-cultural dimensions to describe the culture of a particular country. The four cross-cultural dimensions were power distance, uncertainty avoidance, individualism – collectivism and masculinity- femininity. Later Hofstede [17] added another dimension based on further study, termed as short-long term orientation.

The culture of Bangladesh has a unique history, dating back more than 2500 years ago. The land, the rivers and the lives of the common people formed a rich heritage with both commonalities with, and differences from, neighbouring regions. It has evolved over the centuries, encompassing the cultural diversity of several social groups within Bangladesh. The culture of Bangladesh is composite, and over centuries has assimilated influences of Hinduism, Jainism, Buddhism, and Islam. The rich Bangladeshi culture combines traditions from Dravidian, Indo-Aryan, Mongol/Mughul, Arab, Persian, Turkic, and Western European cultures (Bangladesh.com). Residents of Bangladesh, about 98% of who are ethnic Bengali and speak Bangla, are called Bangladeshis. Most Bangladeshis (about 86%) are Muslims, but Hindus constitute a sizable (13%) minority [8].

Cultural dimension study did not comprise Bangladesh; nonetheless, two noteworthy neighbours, Pakistan and India, were incorporated [15]. Notwithstanding few dissimilarities, the culture of Bangladesh is fairly alike to Pakistani and Indian culture due to historic and spiritual attachments amongst the individuals of these three nations. The opinions of harmonies between these states have also been the practices of the scholars through individual collaborations as well as

field clarifications. Thus it is convenient for this research to use as a structure the results of Hofstede in respect to India and Pakistan as well as generalise from this the best probable cultural dimensions to be found in Bangladesh (see Table 1).

Table 1
 Predicted Cultural Dimensions of Bangladesh Based on Hofstede's (1980, 1993) Studies

Cultural Dimension [15]	Description of the dimension	Hofstede's findings on India and Pakistan	Most likely cultural dimensions for Bangladesh
Power distance	High Power Distance <ul style="list-style-type: none"> • Avoiding • Dominating Low Power Distance <ul style="list-style-type: none"> • Compromising • Obliging Integrating [15] 	Pakistan – High power distance India – High power distance	Large power distance:
Uncertainty avoidance	Higher uncertainty avoidance. <ul style="list-style-type: none"> • Compromising • Obliging Integrating • Avoiding • Dominating Lower uncertainty avoidance. <ul style="list-style-type: none"> • Dominating [15] 	Pakistan – Durable uncertainty avoidance India – Fragile uncertainty avoidance	Strong uncertainty avoidance.
- Collectivism - Individualism	Collectivistic Cultures <ul style="list-style-type: none"> <input type="checkbox"/> Compromising <input type="checkbox"/> Avoiding <input type="checkbox"/> Obliging <input type="checkbox"/> Integrating Individualistic Cultures <ul style="list-style-type: none"> <input type="checkbox"/> Dominating [16] 	Pakistan – Collectivist India – Collectivist	Collectivist:
Femininity - Masculinity	Masculinity (Dominating ;Integrating) Femininity (Compromising, Avoiding, Obliging, Integrating.)	India – Masculine Pakistan - Masculine	Masculine: because of extensive gender dissimilarities
Short term orientation – long term orientation	1. Short-term orientation emphasises on the present or the past, honours traditions, and ingests resources to meet the current needs. [15] 2. Long term oriented (Compromisin,Obliging, Integrating)	Study not conducted in India and Pakistan	Short-term oriented:

11. Analysis of Data

11.1 Organizational Diversity Goals and Objectives

In order to know about diversity goals and objectives of the sample organizations, they were interviewed. According to the opinion of respondents, the following diversity goals and objectives are identified (See table 2).

It is seen from the table 2 that the main goals of management of workforce diversity are evolving corporate culture (90%), delivering equal employment prospect (85.0%), Proper application of human capital of the organization (80.0%), Progressing staff morale and productivity (70.0%). In addition to that, the other goals and objectives of managing diversity are enabling the organization to move in emerging markets and achieving success and concentrating on success and upholding a competitive atmosphere the percentage of respondents for which are 40% and 50% respectively.

Table 2
Diversity Goals and Objectives

No.	Particulars (n = 30)	Frequency	Percentage
1	Evolving corporate culture	27	90.0
2	Proper application of human capital	24	80.0
3	Progressing staff morale and productivity	21	70.0
4	Delivering equal employment prospect	26	85.0
5	Concentrating on success and upholding a competitive atmosphere	15	50.0
6	Consenting business to move in emerging markets	12	40.0

11.2 Techniques to Achieve Diversity Goals and Objectives

After identifying the most important goals and objectives, the opinions have been collected from the respondents in terms of process that they use to achieve organizations' top diversity goals and objectives which are shown in the table 3.

Table 3
Processes to achieve diversity goals and objectives

No.	Description (n=30)	Frequency	Percentage
1	Mentoring	28	93.3
2	Management Involvement	17	56.7
3	Training and Development	21	70.0
4	Work life	18	60.0
5	Integrating and conversing diversity issues at gathering frequently.	9	30.0
6	Family life	6	20.0
7	Positive occupation programs	12	40.0
8	Empowerment	15	50.0
9	Raise the value of diversity winners	6	20.0
10	Selection and Recruitment	21	70.0

It is seen from the table 2 that majority of the respondents preferred mentoring (93.3%) as the most important process to achieve the diversity goals and objectives followed by training and development (70.0%) and Selection and recruitment (70.0%). Work life, management Involvement, and empowerment were mentioned by 60.0%, 56.7%, and 50.0% respondents respectively. Only 6 respondents mentioned about raise the value of diversity winners, which is the least effective processes to achieve the diversity goals and objectives.

11.3 Diversity Policies

In this section the respondents have been asked to know whether they are acquainted with diversity strategies. 100% respondents answered positively about their strategic focus. Further, the respondents have also been asked to point out whether they focus on internal strategies or external strategies or both. The responses regarding which are shown in the following table (see table 4).

It is noticed from table 3 that 63.3% respondents said that they follow internal strategies and 26.7% said about external strategies. Only 10% respondents mentioned about both the internal and external strategies. It is also observed that most of the sample organizations concentrate on internal

strategies. The organizations believe that the diversity issues need to be managed internally otherwise it would not benefit the organizations.

Table 4
Strategic Concentration

No.	Details	Frequency	Percentage
1	Internal	19	63.3
2	External	8	26.7
3	Both	3	10.0
	Total	30	100

11.4 Dimensions of Diversity

After knowing strategic focus, the respondents were asked to mention which dimensions of workforce diversity they mainly face amongst their workforce. The responses regarding the dimensions of workforce diversity are shown in the table 5:

Table 5
Dimensions of Diversity

No.	Details (n=30)	Frequency	Percentage
1	Color	2	6.7
2	Disability	7	23.3
3	Gender	28	93.3
4	Age	27	90.0
5	Religion	25	83.3
6	Ethnicity	19	63.3
7	Race	6	20.0

The table reveals that 93.3% (n=30) respondents pointed out about gender followed by age (90%) and religion (83.3%). 63.3% respondents referred to Ethnicity whereas only 6.7% respondents mentioned about color. It is clear from the table that gender, age and religion are the most important dimensions of diversity as mentioned by most of the respondents, color is not important at all.

11.5 Feedback Mechanisms of Workforce Diversity

It is necessary to examine the feedback mechanisms as well as their effectiveness. The table five shows the results regarding feedback mechanisms of workforce diversity as well as their effectiveness.

Table 6
Feedback Instruments

No.	Details	Used			Usefulness	
		Yes	No	High	Medium	Low
1	Individual interviews	18	13	-	5	18
2	Valuation of training	30	-	13	17	
3	Employee opinions	28	02	22	4	02
4	Feedback/ Response procedure	21	09	6	19	08
5	Customers' thoughts	24	06	25	06	02
6	Interchange of views	14	16	12	5	
7	Focus clusters	-	15	-	-	-
8	Organizational valuation/ Audit	14	16	1	7	10

The table 6 exhibits that 100% respondents stated that they follow „valuation of training“ as a feedback device. Out of 30 respondents, 17 (56.7%) opined that it is moderately useful against the 13 (43.3%) respondents who said that it is highly useful feedback mechanism of workforce diversity. Employee opinions, for which 93.3 % (n=28) sample said yes and only 6.7 % (n=2) said no, and out of 28 respondents who responded positively, 22 respondents stated that employee opinion is the highly effective mechanism. 80.0 % (24) and 60.0 % (18) respondents responded positively for customers' thoughts and individual interviews respectively. None of the respondents responded positively about focus groups as the Respose mechanisms of workforce diversity. Hence, it can be concluded from table five that the employee opinions and customers' thoughts are the most effective feedback mechanisms of workforce diversity, whereas valuation of training and interchange of views are moderately effective feedback mechanisms of workforce diversity.

11.6 Diversity Management Programs

In order to assess the workforce diversity management practices, it is necessary to evaluate the diversity management programs of sample organizations. The opinions regarding diversity management programs are presented in the table 7.

Table 7
Diversity Management Programs

No.	Details (n=30)	Frequency	Effectiveness		
			High	Medium	Low
1	Staffing and Selection Procedures	27	20	5	02
2	Identical Employment Prospect	26	13	12	01
3	Training and Development Strategies	25	14	09	02
4	Financial assistance	18	03	05	10
5	Workforce programs	14	-	06	13
6	Authorisation	17	14	3	-
7	Representation of minorities and women in the management.	10	5	3	02

It is seen from table 7 that Staffing and selection policies (90.0%), identical employment opportunity (86.6%) and the training and development strategies (83.3%) are the most important diversity programs adapted by the management of sample organizations. The next key programs are financial assistance (60.0%), authorization (56.7%), and workers programs (46.7%). Only 33.3% mentioned about representation of minorities and women in the management. About the effectiveness of diversity management programs, it is noticed from table six that recruitment and selection policies, and training and development policies, and identical employment prospect are the most important tools of managing workforce diversity in the selected organizations.

11.7 Employee Involvement Policies

To be competitive in the global economy, organizations need to formulate policies regarding employee involvement to ensure proper application of the talents and abilities of all personnel to improve assist their clients, rise worker happiness, and encounter the requirements of varied groups [20]. Thus, it is necessary to assess the employee involvement policies by the selected organizations. The responses regarding which are in the table 8.

It is seen from the table 8 that 93.3% (n=28) respondents pointed out yes about policy planning followed by performance indicators (90.0%) and financial supports (80%). 80% (n=32) respondents

mentioned yes about financial plans, and 70.0% (n=21) and 60.0% (n=18) responded positively about diversity action planning and employee benefits respectively. 40.0%(n=12) of the respondents replied negatively about employee benefits followed by diversity action planning which is equivalent to 30.0%(n=9). The percentage for „yes“ ranges from 60.0% to 93.3% that represents all employee involvement policies are significant for the organizations selected for this study.

Table 8
Employee Involvement Policies
Source: Survey

No.	Details (n=30)	Used	
		Yes	No
1	Human resource Planning	28	2
2	Performance Indicators	25	3
3	Peer Review	23	7
4	Employee Benefits	18	12
5	Policy Planning	27	3
6	Diversity action planning	21	9
7	Financial plans	24	6
8	Financial supports	24	6

11.8 Level of Decision Making with Management

Table 9 consistent with the opinion of the participants 75% decision making are held at upper level. Conversely 15% and 7% decision making occurs in middle and junior level respectively. Again the results show that the workers level participation is only 3%.

Table 9
Percentage of Decision Making Level
Source: Survey

Decision Making Level	Frequency	Percentage (%)
Upper Level	75	0.75
Mid-Level	15	0.15
Junior Level	07	0.07
Worker Level	03	0.03

11.9 Accountability Policies for Managing Workforce Diversity

It is essential to identify about the accountability policies of upper-level management for handling diverse workforce successfully, for the reason that if there are no plans it would be problematic for the business to achieve the aids from managing diversity. The replies concerning which are presented below (see table 10).

From table 10, it is understood that all the plans are followed by the selected organization. Of which 100% participants apply recognition trailed by rewards (93.3%) then bonus criteria (90%). Performance standards as well as 360 degree evaluations are tie up in practice by 80.0% (n=24) and 50.0% (n=15) participants. Only 6.66% respondents are intent in dialogue with support groups while 10% participants exposed that they are not held accountable for diversity policies.

Table 10
Accountability Policies
Source: Survey

No.	Details (n=30)	Frequency	Percentage
1	Recognition	30	100
2	Rewards	28	93.3
3	Bonus criteria	27	90.0
4	Performance standards	24	80.0
5	Dialogue with support groups	2	6.66
6	360 degree evaluations	15	50.0
7	Not held accountable	3	10.0

11.10 Diversity Indicators

With a view to managing the workforce diversity effectively and getting benefits from workforce diversity it is important to know about the contribution of indicators to the success as well as the trends of indicators [33]. The respondents were interviewed in this regard, which have been shown in the table 11.

Table 11
Diversity Indicators
Source: Survey

No.	Details (n=30)	Contribute to Accomplishment		Trends		
		Yes	No	Rise	Fall	No change
1	Satisfaction level of Employees	29	1	28	1	-
2	Workforce demographics	15	15	2	1	12
3	Customer satisfaction level	25	5	20	2	3
4	Employee Turnover	17	13	4	13	-
5	Employing work life/family programs	5	-	4	1	-
6	Compensation survey	20	10	14	2	4
7	In-house cross-arrangements.	-	-	-	-	-
8	Non-attendance	19	11	1	15	3
9	Employee Retention	16	14	12	1	3

The table 11 reveals that employee satisfaction (96.7%), customer satisfaction (83.3%), compensation survey (66.6%), employee turnover (56.7%), and employee retention (53.3%) are the main indicators about which maximum respondents assumed that they contribute significantly to the management of workforce diversity. The indicators like workforce demographics (50.0%). Only 16.6% (n=5) of respondents mentioned „yes“ about the utilizing work-life family programs. None of the respondents mentioned neither „yes“ nor „no“ about internal cross-movements. As regards the trends of indicators it is also shown from the above table that employee satisfaction, customer satisfaction compensation analysis, and retention have got increasing trends whereas turnover, absenteeism have got decreasing trends according to the results of the study. Workforce demographics show no change.

12. The proposed Policies and Interventions

At the end of the survey and questionnaire analysis, the research team had a stronger image of the condition. We decided that there are numerous variables to work on and that the mediation had to concern the entire business. We produced a full, detailed report, including the diagnosis, the recognised explanation, plus assessment matters. Here is the list of points of the intervention and policies we proposed, working on numerous variables:

1. Approaches and Strategies for Managing Cultural Diversity

Manager's capacity to distinguish cultural diversity and its probable benefits and drawbacks defines an organization's method to handling that diversity. Adler [3] recognised three tactics to accomplish the diversity like Parochial, Ethnocentric and Synergistic (Figure-4). Out of the three, Synergistic method accept cultural contingency- that the finest means be contingent on the specific cultures of the individuals involved. This method identifies both the matches and changes among the cultures that combine an international business and proposes that we neither disregard nor curtail cultural diversity, but rather opinion it as a means in scheming and evolving organizational structures [2]. As Dong-Bang Textile (DBTL) is a global organization, its key resource to manage diversity is cultural synergy.

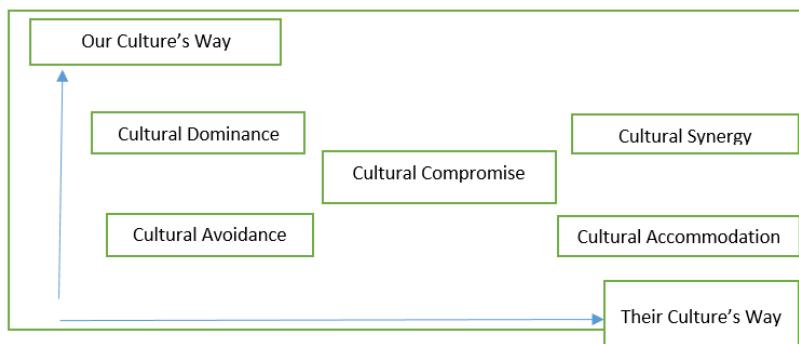


Fig. 2. Strategies for managing diversity, adapted from Adler [3]

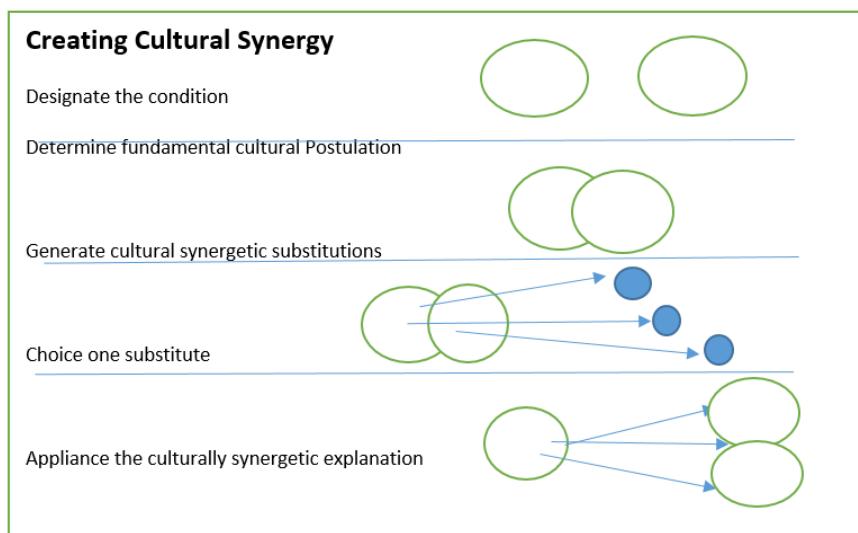


Fig. 3. Creating Cultural Synergy, adapted from Adler [3]

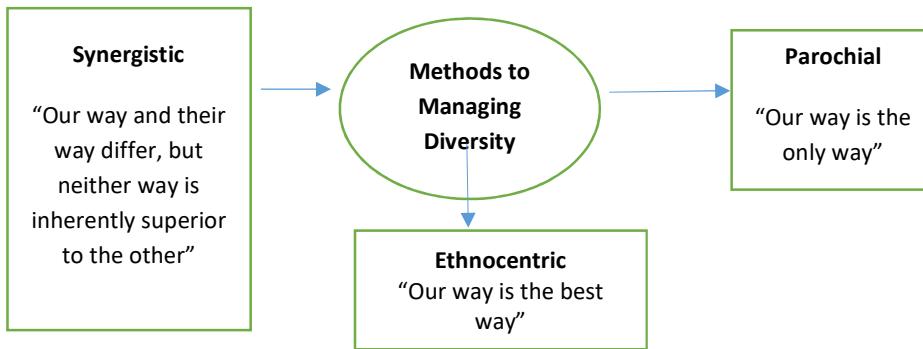


Fig. 4. Approaches to Managing Diversity, Adapted from Adler [3]

Adler [3] recognised four phases in generating cultural synergy (Figure 3). From our research, we have originate that DBTL went through all of the steps to achieve this synergy. Adler [3] also acknowledged five strategies for managing cultural diversity (Figure 2). The most appropriate one is cultural synergy which can be achieved by respecting other culture while maintenance self-culture. While questioning DBTL, we have found that it attempts to conserve cultural synergy by putting change in the workplace, market place, and community. By functioning with individuals who have a diverse structure of orientation, one can acquire to look at difficulties from changed point of view, absorb new techniques of elucidating complications and thus can construct cultural synergy [23].

2. Paradigms of Diversity Management

Thomas and Ely [34] recognised three Paradigms for Managing Diversity. Business typically takes one of the two tracks in managing diversity like the fairness and discrimination paradigm and the entrance and lawfulness paradigm. We would like to converse each of them to some degree before fitting DBTL with a specific paradigm.

The Discrimination and Fairness Paradigm focuses on rational treatment, employment, equal chance, and obedience with equivalent employment chance requirement [34]. However, the Entrance and Legitimacy Paradigm trusts on the approval and celebration of the variances. On the other hand, the Learning and Effectiveness Paradigm arranges for managing diversity contracts the business adopt changes amid staffs for acquiring and produces because of them. It safeguards international diversity by hitting variances to work at the market place, work place and municipal. Thus in our opinion, DBTL now followed to this paradigm but it has attained this through years of understanding and initiative.

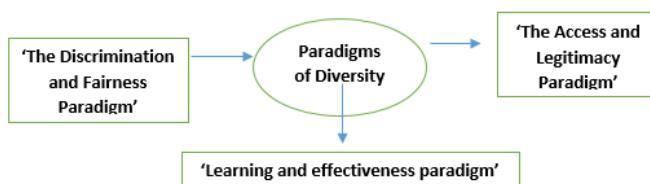


Fig. 5. Paradigms of Diversity Management, Adapted from Thomas and Ely [34]

3. Mentoring in Practice: Dong-Bang Textile Ltd.

Mentoring is a preparation that assists a number of parts or purposes in the workplace: mentor deliver professional expansion roles, which consist of:

- Training
- Sponsoring progression
- Defending staffs from opposing forces
- Providing perplexing researches
- Nurturing positive reflectiveness

They also offer psychological roles comprising:

- Personal support
- Companionship
- Recognition
- Psychoanalysis and
- Role modelling [22, 29]

The previous actions are all relational in nature and they all form on and spread mutual and open message between the mentor and the employees.

We, the consultants, also offered some appraisal notes, concerning how to assess the efficiency of the planned intervention, in regards to the time prospect (short term changes vs medium or long-term ones) and likely implements to use. The Managing Director of DBTL appreciated the work of us, agreed with the proposal and the intervention started a month later.

An Uninterrupted Improvement Approach

The application of a sole agenda or workshop can be adopted as a representative event. Specialists are exhilarated to uphold the organization's consciousness of diversity matters by assimilating "diversity" or variances between individuals into all exertions intended at refining organizational efficiency. Doing so will advantage both employee and performance.

Analysis of the Diversity Impact Navigator

The Diversity Impact Navigator was advanced within the structure of a theoretical research research by factor-D consulting for Institute for Advanced Studies (IHS) in Vienna, Austria. To observe the efficiency and generalizability of the Navigator was the aim of the experiment.

Human capital Proficiency in Social skills and arrangement of staff Internal teamwork	Structural capital Brain cloud and innovations Acquisition processes, PR and Marketing, Mission statement, Infrastructure Office operations,	Relational capital Customers, Suppliers, partners and media Networks & other stakeholders Image
		
Core processes		
Accessing on ethno marketing and multiplicity marketing Training and workshops Researches		

Fig. 6. Determination of Intellectual capital (IC) for test firm brainworker, adopted from Wondrak and Segert, [24]

Consistent with the assessment process, the corporate policy was shortened, monitored by the credentials of Intellectual Capital influence issues. These influences were congregated into the groups Human Capital (HC), Structural Capital (SC) and Relational Capital (RC). The inductive technique was also adopted to produce diverse standings and estimations. The terms include, talents and qualifications, lived business culture, employee arrangement, and established company culture, reputation, as well as affairs with numerous stakeholders.

13. Conclusions

This study empirically observes diverse features of diversity management practices in the context of the Textile sector, DBTL, in Bangladesh. The workforce diversity management practices have been surveyed in terms of procedures, diversity approaches, magnitudes of diversity, feedback instruments, managerial commitment, responsibility and employee participation strategies, diversity indicators, and advantages of diversity.

Managing diversity is dependent on the approval of some aims and goals to which employees are willing to compel. The outcome of the study exposes that firms should put in place policies to improve workforce diversity. The diversity management practices are executed contiguous some definite goals, and some specific procedures (recruitment, training, work life, mentoring, management involvement) and strategies are executed to achieve those goals and objectives. The study also treasures out some vital scopes (age, religion, gender) and reaction instruments (feedback systems, customer input, one-on-one interview, employee survey, and training evaluation) of workforce diversity that should be lectured appropriately to get the aids of workforce diversity management. With the management of diverse workforce, the organizations should be on the inside and outside competitive. The management should put in place responsibility strategies and employee participation strategies which would improve the competitive gain in the companies.

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