



Work Force Diversity and the Need for Organizational Culture in MSME – A Critical Review

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Abstract

In the past twenty years the growing diverse work force in organizations has led scholars to pay increased attention to this issue. Many MSME are making efforts to achieve workforce diversity, which aims to employ workers from different backgrounds to provide tangible and intangible benefits to the organization. Understanding the utilization of workforce diversity helps to establish an organization with a competitive edge. Enterprises will be successful only to the extent that they are able to embrace & encourage work force diversity and Organizational culture is the workplace environment formulated from the interaction of the employees in the workplace. This study explores by reviewing recent literature the increasing influence of the work force diversity and its relationship with organizational culture in MSME. The study finds that different aspect of work diversity has different relationship with culture. Overall workforce diversity and organizational culture enhances better Organization Objectives, Organization Opportunities and Challenges, Internal Environment and Resources, Organization Environment, greater success in marketing, better distribution of economic opportunity & competitive advantage. The study may be useful for the organizations having diverse workforce by managing them effectively for the achievement of organizational goals. This paper analyses the Work force diversity and the need for organizational culture in that can lead to change management and as such ensure a sustainable future for the MSME and it is explores what organizational culture is, why it is important, and how to change an established culture so that it is better aligned with changes in organizational objectives and workforce practices.

Key words: *Work force diversity, organizational culture, MSMEs*

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1. Introduction

Micro Small and Medium Scale Enterprises being very volatile in nature take high amount of risk. It is therefore imperative for them to address the uncertainty through reliable and loyal work force which can shoulder them in good and bad times. HR has the challenge of attracting talent on role dimension and then retaining that talent by providing a professionally driven organization culture. Due to low degree of bureaucracy and leaner work force structure, it is easier for HR to implement change management programs in MSME. Organizational culture – the “personality” of an organization that guides how employees think and act on the job – is central to the values, beliefs, inter-personal behaviors, and attitudes to stakeholders that determine how the organization does its job. Organizational Culture is a key factor not only in achieving organizational goals, but in attracting and keeping desirable employees, creating a positive public image, and building respectful relationships with stakeholders.

Workforce diversity of MSME can bring about an increase in productivity and competitive advantages. Conclude Kelli A. Green and her University of Florida colleagues in their paper, "Diversity in the Workplace: Benefits, Challenges, and the Required Managerial Tools." Employers can offer more solutions to customers because of new ideas and processes brought into the MSME efficiency. At MSME Workplace diversity increases employee morale and causes employees to desire to work more effectively and efficiently. Diversity in leadership within a firm allows managers to bring in new skills and methods for achieving unity within their teams.

Workforce diversity increases creativity within a company because heterogeneous groups are cross-fertilizing one another within the enterprise. According to Ethno Connect, a consulting regional micro small and medium enterprise specializing in workforce diversity, employees from different backgrounds bring in a variety of solutions on how to achieve a common goal. As more diverse ideas are suggested, the chances of finding a workable answer are improved. In atmospheres when brainstorming is necessary, more ideas are formed because team members are culturally diverse. For example, employees from China working in American companies may



approach a problem totally differently than do American workers. Some MSME have successfully created innovative processes by taking ideas from several employees.

In MSME Organizational culture represents the collective values, beliefs and principles of organization members and is a product of such factors as history, product, market, technology, and strategy, type of employees, management style, financial support and national culture. Corporate culture on the other hand refers to those cultures deliberately created by management to achieve specific strategic ends. MSME set culture of shared mental assumptions that guide interpretation and action in enterprises by defining appropriate behavior for various situations. Although a MSME may have its "own unique culture", in larger organizations there are sometimes conflicting cultures that co-exist owing to the characteristics of different management teams. Organizational culture may affect employees' identification with an organization.

Culture, or shared values within the organization, may be related to increased performance. Researchers found a relationship between **organizational cultures and work diversity performance**, with respect to success indicators such as, sales volume, market share, and stock prices. At the same time, it is important to have a culture that fits with the demands of the MSME enterprise environment. To the extent that shared values are proper for the company in question, company performance may benefit from culture. For example, if a company is in the high-tech industry, having a culture that encourages innovativeness and adaptability will support its performance. However, if a MSME in the same industry has a culture characterized by stability, a high respect for tradition, and a strong preference for upholding rules and procedures, the company may suffer because of its culture. In other words, just as having the "right" culture may be a competitive advantage for an organization, having the "wrong" culture may lead to performance difficulties, may be responsible for organizational failure, and may act as a barrier preventing the MSME from changing and taking risks.

In addition to having implications for organizational performance, organizational culture is an effective control mechanism dictating employee behavior. Culture is a more powerful way of controlling and managing employee behaviors than organizational rules and regulations. For example, when a company is trying to improve the quality of its customer service, rules may not be helpful, particularly when the problems customers present are unique. Instead, creating a culture of customer service may achieve better results by encouraging employees to think like



customers, knowing that the company priorities in this case are clear: Keeping the customer happy is preferable to other concerns, such as saving the cost of a refund. Therefore, the ability to understand and influence organizational culture is an important item for managers to have in their tool kit when they are carrying out their controlling function as well as their organizing function.

In MSME Organizational culture consists of some aspects that are relatively more visible, as well as aspects that may be below one's conscious awareness and can be thought of as consisting of three interrelated levels. At the deepest level, below our awareness, lie basic assumptions. These assumptions are taken for granted and reflect beliefs about human nature and reality. At the second level, values exist. Values are shared principles, standards, and goals. Finally, at the surface, we have artifacts, or visible, tangible aspects of organizational culture. For example, in an organization, a basic assumption employees and managers share might be that happy employees benefit their organizations. This might be translated into values such as egalitarianism, high-quality relationships, and having fun. The artifacts reflecting such values might be an executive "open door" policy, an office layout that includes open spaces and gathering areas equipped with pool tables, and frequent company picnics.

Understanding the enterprises of work force diversity and organizational culture may start from observing its artifacts: its physical environment, employee interactions, company policies, reward systems, and other observable characteristics. When you are interviewing for a position, observing the physical environment, how people dress, where they relax, and how they talk to others is definitely a good start to understanding the culture. However, simply looking at these tangible aspects is unlikely to give a full picture of the organization, since an important chunk of what makes up culture exists below one's degree of awareness. The values and, deeper, the assumptions that shape the organization's culture can be uncovered by observing how employees interact and the choices they make, as well as by inquiring about their beliefs and perceptions regarding what is right and appropriate behavior.

2. Review of earlier works

As observed in vision 2020 of MSME¹; objective of any organization should be to achieve, Micro, Small and Medium Enterprises (MSMEs) play a significant role in the economic growth



of the country owing to their contribution to production, exports and employment. MSMEs generally lack the understanding and ability to determine the competencies that are required by an employee to fulfill his role and gain competencies and skills. These skill gaps exist at various levels. For example: As per National Skill Development Corporation, a production supervisor at a car manufacturing plant has sound knowledge of production techniques but has inadequate communication skills resulting in lack of ability to solve conflict among employees which generally leads to loss of lead time. According to Grant Thornton 'India Market Retention and Attrition Study', 85 per cent of the organizations stated that they face shortage of talent with the desired levels of skills required to fulfill certain roles and responsibilities. The sector contributes 8 per cent to the country's GDP, 45 per cent to the manufactured output and 40 per cent to the country's exports. It provides employment to 60 million people through 28.5 million enterprises. MSMEs will need to ensure that they undertake effective HR planning and ensure that the plan supports a growth aspiration, be geared to increasing the firm's flexibility and responsiveness and help the company develop its change management capabilities. However, there are certain challenges faced by MSMEs in achieving the above mentioned HR plan objectives.

Tarun Kumar Lohani and Bidhu Bhusan Mishra (2013)² in their article explain how far adoption of diversity as a policy and an organizational 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. 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.

Gibbet Murambiwa Magaisa, Cosmas Kanhai and Lovemore Matipira (2013)³ in their study designed to bring into cognizance the importance of organizational culture in Manufacturing Small and Medium Enterprises (SMEs) in Zimbabwe. Corporate culture is mainly mentored in



large corporates as opposed to SMEs and yet SMEs also need the application and mentoring of organizational culture. And also this paper recommends the application of organizational culture in the SME Organizations if they are to become relevant and compete against global village markets as well as their counterparts in the large enterprises sector at the local markets.

Sara Rasmussen (2013)⁴in this article studythe focus on soft factors and their impact on employees' general perception of change, and how this knowledge can be utilized by leaders to bring about suitable actions when preparing employees for upcoming change. That is, the implications for managers to realize the power of cultural dynamics in order to reduce the overall reluctance to change among employees. In particular, this cultural dynamic will be investigated to further recognize the impact on soft factors. The assumption of this study is that a greater awareness of the dynamics and power of organizational culture and its impact on people's behavior will help leaders evaluate employee readiness to change. It envisages further to help leaders take the appropriate precautions to mitigate employee reluctance to change and to also reduce negative consequences related to cultural nature.

Dr. Mukund Chandra Mehta (2013)⁵in his article explains as regards how Micro, Small and Medium Enterprise (MSMEs) are an important sector and plays a critical role in the Indian economy. MSMEs will continue to play a very important and vital role in our economy where the twin problems of unemployment and poverty constitute a major development challenge. There are several challenges in the sector of MSMEs. If the Government, Bank and Financial Institutions will take proper initiatives in the sector of MSME and they will take pride while servicing the MSMEs, these challenges can be solved and the economic growth rate of India will be 8-10% for the next decades.

Krishna Kishore, Mousumi Majumdar, Vasanth Kiran (2012)⁶in this study analyzes about Small and Medium Scale Enterprises being very volatile in nature take high amount of risk. It is therefore imperative for them to address the uncertainty through reliable and loyal work force which can shoulder them in good and bad times. HR has the challenge of attracting talent on role dimension and then retaining that talent by providing a professionally driven organization culture. Due to low degree of bureaucracy and leaner work force structure, it is easier for HR to implement change management programs in SMEs. The HR faces the challenge to adhere to the



agreed policy norms which succumb to exemption from the owners. HR also needs to understand that the owners do not want to feel themselves devoid of decision making power due to change in policies. HR professionals need to be conscious that professionalism without the loss of agility and responsiveness is the right transformation direction for SME's success. This paper analyses the various innovative HR strategies that can lead to change management and as such ensure a sustainable future for the SMEs.

Dr. Perumal Koshy (2010)⁷ in this article discusses how are large corporate managing diversity? What are the lessons for Indian Micro, Small and Medium Enterprises? And why should MSMEs take them into consideration? Cultural competence and cultural literacy are very crucial in the global market place, both for companies as well leadership. The caste, 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. Educational expansion and empowerment: With India's diverse groups of communities from different cultural backgrounds getting empowered and achieving educational attainments, it's going to be the MSMEs that they would be absorbed in, since MSMEs are the largest employment generation sector in the country. But how far MSMEs are equipped to manage worksite diversity? This paper addresses challenges and opportunities for MSMEs in the multicultural global market.

3. Concept of the Organizational culture and MSMEs

Organization culture refers to developing such standard practices within the organization that can help them in creating a congenial environment for smooth and uninterrupted flow of work. Provide for transparency to the decision making process and by developing participative management by providing for equity building opportunities among the employees and the organization. Developing principles and procedures which are to be customer and market centric rather than function and organization specific

Culture is not specific to the individual, group or organization, neither it has to do anything with the size, scale of operations or economic aspects of the organization/individuals, it is all about such values and norms that provides for the best of the their benefits and facilitates them in



creating a distinguished place or identity in the environment where they operate. Further, cultural values and norms are one which creates a distinguished identity and provides a meaning to their presence in the environment and show what personality or traits they portray about themselves to other participants in the environment to which they are associated.

3.1. Organization objective

“Imparting greater vitality and growth impetus to the small, tiny and village enterprises in terms of output, employment and exports and instilling a competitive culture based on heightened technology awareness.”

The Office of Development Commissioner (MSME) also known as Small Industries Development Organization (MSME) functions as the Nodal Development Agency for small industries. MSME functions under the Ministry of Micro, Small & Medium Enterprises. Consequent to the increased globalization of the Indian economy and changed industrial environment, MSME is currently focusing on providing support in the fields of credit, marketing, technology and infrastructure to MSMEs. Global trends and national developments have accentuated MSME’s role as a catalyst of growth of small enterprises in the country.

The main services rendered by DC MSME office are:

- Advising the Government in policy formulation for the promotion and development of small scale industries.
- Providing techno-economic and managerial consultancy, common facilities and extension services to small scale units.
- Providing facilities for technology upgradation, modernisation, quality improvement and infrastructure.
- Developing Human Resources through training and skill upgradation.
- Providing economic information services.
- Maintaining a close liaison with the Central Ministries, Planning Commission, State Governments, Financial Institutions and other Organisations concerned with development of Small Scale Industries.



- Evolving and coordinating Policies and Programmes for development of Small Scale Industries as ancillaries to large and medium scale industries.
- Monitoring of PMRY Scheme.

The process of liberalisation and market reforms has created wide-ranging opportunities of the development of small scale industries. Changing world scenario has thrown up new challenges to the very existence of the sector. In order to focus on the issues facing the sector, the Ministry of Small Scale Industries & Agro and rural Industries was created on the 14th October 1999 for overseeing the formulation and implementation of the policies and programmes for the development of the small scale industries through support agencies and specialised services.

The Ministry of Small Scale Industries designs and implements policies through its field organisations for promotion and growth of small and tiny enterprises. The Ministry also coordinates with other Ministers/Departments on behalf of the Small Scale Industries (SSI) sector.

3.2. MSME Board

The Micro, Small & Medium Enterprises Board is the apex advisory body constituted to render advice to the Government on all issues pertaining to the small scale sector. The Board is reconstituted every two years and is headed by the Minister In charge of Small Scale Industries in the Government of India. The Board comprises among others State Industry Ministers, some Members of Parliament, Secretaries of various Departments of Government of India, financial institutions, public sector undertakings, industry associations and eminent experts in the field. The Additional Secretary and Development Commissioner (MSME) is the Member Secretary of the Board. The Board is serviced by the Board and Policy Division in the office of the DC (MSME).

MSMEcredit Plans for Small and Medium Enterprise entails providing lower rate of interest for growing business units and offering them access to banking services at low rate of interest, quick processing, servicing and objective such as below

- Build an integrated market access and trade facilitation infrastructure
- Support entrepreneurship development



- Develop and strengthen, on a sustainable basis, the capacity of local intermediaries to deliver financial and non-financial services to MSMEs, and the capacity of MSMEs to make productive use of these services
- Reduce selected business constraints, including technical barriers to trade, faced by MSMEs
- Provide an enabling environment (access to finance, trade promotion, and trade facilitation infrastructure) to boost increased investments in the MSME sector
- Enhance the facilitation, project development, and implementation roles of government

3.3. Organization Opportunities and Challenges

The Micro, Small and Medium Enterprises (MSMEs) play a pivotal role in the economic and social development of India. The MSME sector contributes in the manufacturing output, employment and exports. It has also development of the economy with their effective, efficient, flexible and innovative entrepreneurial spirit. MSME sector has emerged as a dynamic and vibrant sector of the economy. It is expected that Indian economy will grow by over 8% per annum until 2020. The major advantage of this sector is its generating employment at low cost and employing 60 million people; create 1.3 million jobs every year. It produces more than 8,000 quality products for the Indian and international markets. The MSME sector is highly heterogeneous. There are different size of the enterprises, variety of products and services and level of technology. It helps in the industrialization of rural and backward areas. It reduces regional imbalances. It provides equitable distribution of national income and wealth.

3.4. Challenges faced by MSMEs

MSMEs are very important in the economic growth of India but this sector is not getting sufficient support from the concerned government Departments, banks, financial institutions and corporate. This proves hurdle in the growth path of the MSMEs.

- Absence of adequate and timely banking finance.
- Limited capital and knowledge, non-availability of suitable technology.
- Low production capacity.
- High cost of credit.
- Ineffective marketing strategy.



- Lack of skilled man power for manufacturing, services, marketing etc.
- Lack of access to global markets.
- Constraints on modernization of expansion.
- Problems of storage, designing, packing and product display.
- In adequate infrastructure facilities, including power, water, roads.

3.5. Opportunities in MSMES

- Less capital intensive
- Most important employment generating sector. It provides 50% of private sector employment
- Effective tool for promotion of balanced regional development
- It is extensively promoted and supported by the Government
- Finance and subsidies are provided by the government
- Produced goods are purchased by the Government
- 40% exports in India are through MSME channel
- Procurement of machinery and raw material
- Globalization has offered new opportunities for the MSMEs
- Trade fares and exhibitions played a vital role in the economic growth of the countries

3.6. Internal Environment and Resources

An organization's internal environment composed of the resource with the organization, including current employees, management, and especially corporate culture, which defines employee behavior. Although especially in MSME some resources affect the organization as a whole, others affect only the manager. A manager's philosophical or leadership style directly impacts employees. Traditional managers give explicit instructions to employees, while progressive managers empower employees to make many of their own decisions. Changes in philosophy and/or leadership style are under the control of the authority.

Resources are the people, information, facilities, infrastructure, machinery, equipment, supplies, and finances at an organization's disposal. People are the paramount resource of all organizations. Information, facilities, machinery equipment, materials, supplies, and finances are supporting, nonhuman resources that complement workers in their quests to accomplish the



organization's statement. The availability of resources and the way that authorities value the human resources impact the MSME organization's environment.

3.7. Organization Environment and Risk profile of the organization

The Micro, Small & Medium Enterprises (MSMEs) contribute significantly to value addition, employment generation, exports and overall growth and development of the country's economy. In Odisha itself MSME units are generating maximum employment next to agriculture. The MSME sector is responsible for about 40 per cent of the exports and 45 per cent of the total manufacturing output in the country. Realizing the significance a separate Department of Micro, Small & Medium Enterprises has been created with an objective to facilitate, promote and enhance competitiveness of MSMEs in the state. It is a State Government initiative to rejuvenate, give topmost priority and thrust for facilitating and co-coordinating the growth and development of the MSME sector.

3.8. Integrated Organization Culture and Organizational Needs

Every organization has its own culture. Since many employees spend 40 or more hours at their workplace, their organization's culture obviously affects both their work lives as well as their personal lives. Organizational culture refers to the beliefs, ideologies, principles and values that the individuals of an organization share. This culture is a determining factor in the success of the MSMEs enterprises.

A common platform where individuals work in unison to earn profits as well as a livelihood for themselves is called an organization. A place where individuals realize the dream of making it big is called an organization. Every organization has its unique style of working which often contributes to its culture. The beliefs, ideologies, principles and values of an organization form its culture. The culture of the workplace controls the way employees behave amongst themselves as well as with people outside the organization.

Every employee is clear with his roles and responsibilities and strives hard to accomplish the tasks within the desired time frame as per the set guidelines. Implementation of policies is never



a problem in organizations where people follow a set culture. The new employees also try their level best to understand the work culture and make the organization a better place to work. The culture decides the way employees interact at their workplace. A healthy culture encourages the employees to stay motivated and loyal towards the management.

The culture of the workplace also goes a long way in promoting healthy competition at the workplace. Employees try their level best to perform better than their fellow workers and earn recognition and appreciation of the superiors. It is the culture of the workplace which actually motivates the employees to perform.

Every organization must have set guidelines for the employees to work accordingly. The culture of an organization represents certain predefined policies which guide the employees and give them a sense of direction at the workplace. Every individual is clear about his roles and responsibilities in the organization and know how to accomplish the tasks ahead of the deadlines.

3.9. Intended Action and organizational resources

The major benefit for MSMEs is the reservation policy, which reserves certain items, for exclusive manufacture by these enterprises, thus, protecting their interests, as well as providing impetus to the society by generating employment opportunities. The Government has put in place policies and has reserved three hundred fifty (350) items for purchase from MSMEs, under the Government Stores Purchase Programme. To encourage the small-scale units, the SEZs (Special Economic Zones) are required to allocate 10 per cent space for the small-scale units. Under the MSMED Act, protections are offered in relation to timely payment for goods and services by buyers to MSMEs. Furthermore, the Government has been encouraging and supporting the sector through policies for preferential access to credit, preferential purchase policy, etc. It has been offering packages of schemes and incentives through its specialized institutions in the form of assistance in obtaining finance; help in marketing; technical guidance; training and technology upgradation, etc.

3.10. Organizational Vision and Organizations Strategic Initiatives

By vision in strategic management mean the projection of a future status of an organization where the MSMEs intend to arrive in order to concretize its reason, its values, and its aspirations. In accordance with this vision the organization sets its objectives and motivates its actions.



MSMEs Vision statement should summarize the organizational vision and generate a sense of pride and shared purpose amongst the organization members. Vision statement outlines what the organization wants to be. It concentrates on the future. It is a source of inspiration. It provides clear decision-making criteria.

Strategic initiative is the process of developing MSMEs objectives, strategies and tactics to achieve the vision of the organization. The organization generates short and long-term objectives using the mission statement. Objectives may include market-share targets, revenue or profit goals, customer satisfaction scores and improved brand awareness. Next, it develops strategies to accomplish objectives. For instance, better training and monitoring of feedback scores are strategies to achieve higher customer satisfaction. Actionable steps or tactics are then developed. Hiring an outside training consultant for a series of service training sessions is a tactic tied to the employee and customer satisfaction goal.

4. Conclusion

The stage has been set through these industry and MSME interventions for a larger share of global business in India which presents opportunities for MSME integration in almost all industry sectors. The MSME sector is poised for rapid growth and integration with major global value chains, work force diversity and strategic objective. Timely policy intervention and due support have promptly resulted in rendering the Indian MSMEs globally competitive. The MSME sector provides maximum opportunities for both self-employment and wage-employment outside the agricultural sector and contributes in building an inclusive and sustainable society in innumerable ways through creation of non-farm livelihood at low cost, balanced regional development, gender and social balance, environmentally sustainable development, etc.

Organizations cultural values and norms to index the value system of the local resources and the environment of MSMEs operates and Look for work force diversity and integrate the same into the organizations resources such diversities can be transformed into organizations internal strengths to create dynamic resources that can foster to the dynamic needs of the organization. Some researchers have suggested that organizational culture is a strategic resource that has value in ensuring the continuing existence and success of organizations. This assertion is supported by various studies that have linked organizational culture to broad strategic outcomes such as an



organization's ability to manage knowledge, innovation capability and strategic management of information technology.

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