A Study On The Employee Perception In Diversity And Inclusion Kovai Medical Center And Hospital Limited, Coimbatore

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ABSTRACT

This study explores the state of diversity and inclusion (D&I) practices at Kovai Medical Center and Hospital (KMCH), a leading multispecialty healthcare institution in Tamil Nadu. As healthcare environments become more diverse, fostering an inclusive culture is essential to ensure that all employees feel valued, respected, and empowered. The study aimed to analyze employees' demographic profiles and perceptions of D&I, assess the impact of D&I practices on job satisfaction and motivation, and identify the challenges faced in a diverse workplace.

Data was collected from 200 respondents across various departments, including clinical, administrative, and support staff. The findings revealed that while 70% of the respondents viewed the hospital culture as generally inclusive, 30% reported experiences of microaggressions, exclusion, or unconscious bias—especially among women and individuals from marginalized communities. Although KMCH demonstrates diversity in its workforce, only 21% of respondents believed that leadership positions adequately reflect this diversity. A significant 68% of participants reported not having received any formal D&I training, yet 74% expressed strong interest in attending such sessions. Based on these results, the study suggests implementing mandatory diversity training, creating mentorship programs for underrepresented staff, establishing a D&I task force, and improving transparency in recruitment and promotion processes. In conclusion, while KMCH has made progress in workforce diversity, more focused efforts are needed to translate this diversity into meaningful inclusion. By adopting a strategic approach centered around leadership commitment, policy development, employee engagement, and continuous evaluation, KMCH can build a more equitable workplace and set a benchmark for inclusive HR practices in the Indian healthcare sector.

Keywords: Workplace Inclusion, Unconscious Bias, Diversity Training, Leadership Representation, Healthcare Workforce Diversity

INTRODUCTION

Diversity and Inclusion (D&I) have emerged as critical components of effective human resource management. An inclusive workplace fosters innovation, enhances employee engagement, and improves the overall quality of patient care. Kovai Medical Center and Hospital (KMCH), a leading multispecialty healthcare institution in Tamil Nadu, provides a relevant context for examining the implementation and impact of D&I practices. As healthcare institutions increasingly employ individuals from varied cultural, social, and professional backgrounds, it becomes imperative to assess how inclusive policies and practices influence organizational dynamics. This study aims to evaluate the current state of D&I at KMCH, with a focus on employee perceptions, workplace challenges, and strategic opportunities for fostering a more equitable environment.

INDUSTRY PROFILE

The healthcare sector is a critical component of any society, dedicated to maintaining and improving the health of the population through the prevention, diagnosis, treatment, and management of illness and injury. This sector encompasses a wide range of services, institutions, and professionals, including hospitals, clinics, pharmaceutical companies, and research organizations, as well as doctors, nurses, therapists, and support staff.

COMPANY PROFILE

OVERVIEW:

Kovai Medical Center and Hospital (KMCH), established in 1990, is a leading multispecialty healthcare institution based in Coimbatore, Tamil Nadu. Renowned for its advanced medical technology and patient-centered care, KMCH offers over 1,000 beds and a wide range of specialties, including cardiology, oncology, neurology, orthopedics, and critical care. The hospital is equipped with state-of-the-art infrastructure and staffed by highly skilled medical professionals. KMCH also encompasses a medical and nursing college, playing a vital role in medical education and training. Recognized for its clinical excellence and innovation, KMCH remains committed to delivering high-quality healthcare with compassion and integrity.

REVIEW OF LITERATURE

"Building Inclusive Workplaces in Indian Hospitals" - Sharma, P., & Mehta, S. (2021) Sharma and Mehta (2021) explored strategies for building inclusive workplaces in Indian hospitals. The study emphasized the role of leadership, employee engagement, and community partnerships in promoting D&I. The authors also highlighted the need for data-driven approaches to measure progress. By adopting a strategic approach, hospitals like KMCH can create a more equitable and inclusive environment. The study recommended that hospitals establish clear diversity goals and track progress regularly. Additionally, the authors suggested creating networking opportunities for underrepresented employees.

"Diversity and Inclusion in Healthcare: Lessons from Global Practices" - Anderson, J., & Clark, R. (2021) Anderson and Clark (2021) analyzed global best practices in healthcare D&I. The study identified

leadership commitment, inclusive policies, and employee training as key success factors. The authors recommended that KMCH adopt these practices to enhance its D&I efforts. The study also highlighted the importance of benchmarking against global standards. By learning from successful D&I initiatives worldwide, hospitals can improve their own programs. The authors suggested that hospitals establish partnerships with international organizations to share knowledge and resources. Additionally, they recommended conducting regular audits to ensure compliance with global best practices.

"The Role of Technology in Promoting Workplace Inclusion" - Kumar, R., & Singh, A. (2021) Kumar and Singh (2021) explored how technology can support D&I initiatives in healthcare. The study highlighted tools for bias-free recruitment, virtual training programs, and data analytics for measuring D&I progress. The authors recommended that KMCH leverage technology to enhance its D&I strategy. The study also emphasized the importance of using technology to create accessible workplaces for employees with disabilities. By adopting innovative solutions, hospitals can foster a more inclusive environment. The authors suggested that hospitals invest in user-friendly technology platforms to support D&I initiatives.

RESEARCH GAP

Growing recognition of diversity and inclusion (D&I) in healthcare HR practices, there remains a critical lack of research examining employee perceptions of these initiatives within Indian healthcare institutions like Kovai Medical Centre Hospital (KMCH), particularly regarding how frontline staff experience D&I in daily HR interactions such as recruitment, promotions, training, and workplace culture. While global frameworks emphasize inclusive HR practices, their adaptation to India's unique socio-cultural healthcare context remains underexplored, with limited understanding of how employees perceive the fairness, accessibility, and effectiveness of these policies, or how their experiences vary across demographic groups. Furthermore, there is insufficient research on the perceived barriers to inclusion within HR systems and the impact of these perceptions on employee satisfaction and organizational performance. This study addresses these gaps by investigating KMCH employees' perspectives on D&I in HR practices, assessing variations across demographics, evaluating initiative effectiveness, and identifying systemic barriers, thereby providing actionable, context-specific insights to develop HR strategies that genuinely foster inclusion and improve workforce outcomes in Indian

OBJECTIVES OF THE STUDY

1. To analyze the demographic profile of respondents and understand their perception on diversity and inclusion practices.
2. To examine the impact of diversity and inclusion practices on job satisfaction, motivation, and engagement.
3. To identify challenges faced by employees in a diverse workplace.

SCOPE OF THE STUDY

This study aims to explore employee perceptions of diversity and inclusion (D&I) at Kovai Medical Center Hospital (KMCH). It focuses on understanding how employees view the hospital's current D&I practices, the inclusiveness of workplace culture, and the representation of diverse groups across various levels. The study also examines challenges faced by employees from underrepresented backgrounds and their suggestions for improvement. It provides insights into the effectiveness of existing policies and identifies areas where KMCH can enhance inclusivity. The findings will help in formulating strategic recommendations to foster a more equitable and inclusive work environment.

LIMITATIONS OF THE STUDY

1. The study's limitations include a complicated organizational structure within hospital.

2. Data collection challenges arise due to the interconnectedness of every department within hospitals, necessitating comprehensive data collection across all departments.

3. Time constraints pose a limitation, potentially restricting the depth and breadth of the study's analysis within the designated timeframe.

RESEARCH METHODOLOGY

Research is a systematic, formal, rigorous and precise process employed to gain solutions to problems or to discover and interpret new facts and relationships. This chapter explains the methods adopted by the researcher, for **"A STUDY ON EMPLOYEE PERCEPTION IN DIVERSITY AND INCLUSION IN KOVAI MEDICAL CENTER AND HOSPITAL, COIMBATORE".** It deals with the research approach, research design, population, sample size, sampling technique, procedure for the data collection and statistical analysis.

RESEARCH DESIGN

Research design is a structured framework or blueprint that guides the entire research process, from data collection to analysis. For this study, a **descriptive research design** has been adopted to systematically gather and analyze information related to employees' awareness, attitudes, and satisfaction towards diversity and inclusion at KMCH. This design helps in understanding the current perceptions and experiences of employees by using quantitative methods, thereby enabling the researcher to draw meaningful conclusions and recommendations for improving diversity and inclusion practices within the hospital.

This study aims to describe the perception of employees towards diversity and inclusion practices in KMCH. It focuses on understanding the existing attitudes, awareness, and satisfaction levels among employees regarding D&I initiatives.

SAMPLING TECHNIQUE

Convenience Sampling (Non-Probability)

METHODS OF DATA COLLECTION

Primary Data Collected Through a Questionnaire

SAMPLE SIZE

200 Responses were collected from the population of 5000 has been used

TOOLS USED FOR ANALYSIS

The Statistical tool used for the purpose of the analysis of this study is

1. **SIMPLE PERCENTAGE ANALYSIS**

   Percentage method refers to a specific kind which is used in making comparison between two or more series of data. It compares the relative items.

2. **CORRELATION ANALYSIS**

   Correlation (co-relation) refers to the degree of relationship (or dependency) between two variables. Linear correlation refers to straight-line relationships between two variables. A correlation can range between -1 (perfect negative relationship) and +1 (perfect positive relationship), with 0 indicating no straight-line relationship.

3. **CHI-SQUARE ANALYSIS**

   Chi-square is a non-parametric test of statistical significance for bivariate tabular analysis. A non-parametric test, like chi square, is a rough estimate of confidence. Chi-square is used most frequently to test the statistical significance of results reported in bivariate tables and interpreting bivariate tables is integral to interpreting the results of a chi-square test.

DATA ANALYSIS AND INTERPRETATION

SIMPLE PERCENTAGE ANALYSIS

TABLE SHOWING THE DEMOGRAPHIC VARIABLES OF THE RESPONDENTS

Category	Frequency	Percent	Valid Percent
Gender	Male	97	48.5
	Female	103	51.5
	Total	200	100.0
Age	25 and below	40	20.0
	26 to 35	32	16.0
	36 to 45	40	20.0
	46 to 55	44	22.0
	56 and above	44	22.0
	Total	200	100.0
What is your religion?	Hinduism	38	19.0
	Islam	39	19.5
	Christianity	53	26.5
	Sikhism	34	17.0
	Other	36	18.0
	Total	200	100.0
What is your highest level of education?	High School	37	18.5
	Diploma	44	22.0
	Bachelor's Degree	32	16.0
	Master's	47	23.5
	Others	40	20.0
	Total	200	100.0
How long have you been working at KMCH	Less than 1 year	35	17.5
	1-3 years	37	18.5

	4-6 years	43	21.5
	7-9 years	40	20.0
	10 years and above	45	22.5
	Total	200	100.0

Interpretation

The demographic analysis reveals a balanced gender distribution with 97 males (48.5%) and 103 females (51.5%), indicating good gender representation in the sample. Age distribution shows a mature workforce with 22% each in the 46-55 and 56+ categories, while younger employees (≤25) constitute 20%. Religious diversity is evident with Christianity being most common (26.5%), followed by Islam (19.5%), Hinduism (19%), Sikhism (17%), and other religions (18%). Educational qualifications show a strong representation of Master's degree holders (23.5%) and Diploma holders (22%), suggesting a moderately educated workforce. Work experience distribution indicates a stable workforce with 22.5% having 10+ years of service and 21.5% with 4-6 years, while newer employees (<1 year) make up 17.5%.

CHI-SQUARE ANALYSIS

H0- The Gender does not influence employees' perception of whether their contributions are valued equally at KMCH.

H1- The Gender influence employees' perception of whether their contributions are valued equally at KMCH.

Chi-Square Tests			
	Value	df	Asymptotic Significance (2-sided)
Pearson Chi-Square	3.294[a]	4	0.510
Likelihood Ratio	3.324	4	0.505
Linear-by-Linear Association	0.058	1	0.809
N of Valid Cases	200		

Interpretation

The analysis reveals no significant relationship between gender and perceived value of contributions (p=0.510). Both male and female employees report similar experiences of being valued at work. This suggests KMCH maintains gender equity in recognizing employee contributions. The null hypothesis is accepted, indicating gender does not affect this workplace perception. Further qualitative research could explore subtle differences not captured here.

CORRELATION ANALYSIS

H0- There is no correlation between perceptions of KMCH's diversity policies and a positive work environment

H1- There is a correlation between perceptions of KMCH's diversity policies and a positive work environment.

Correlations			
		I feel that KMCH's diversity and inclusion policies help create a discrimination-free work environment.	I feel that the hospital's diversity and inclusion efforts create a positive work environment for me.
I feel that KMCH's diversity and inclusion policies help create a discrimination-free work environment.	Pearson Correlation	1	-0.079
	Sig. (2-tailed)		0.268
	N	200	200
I feel that the hospital's diversity and inclusion efforts create a positive work environment for me.	Pearson Correlation	-0.079	1
	Sig. (2-tailed)	0.268	
	N	200	200

Interpretation

No significant correlation exists between policy perceptions and work environment ratings (p=0.268). Even employees who acknowledge diversity policies don't necessarily experience a better workplace. This disconnect suggests policy implementation may be ineffective or inconsistently applied. The null hypothesis is accepted, highlighting a potential gap between policy and practice.

FINDINGS

- The workforce shows balanced gender representation with 48.5% males and 51.5% females.
- A mature and stable workforce is evident, with 44% aged 46+ and 22.5% having 10+ years of experience.
- Religious and educational diversity is present, with Christianity most common and a high proportion of Master's and Diploma holders.
- Chi-square analysis indicates no significant gender influence on employees feeling valued at KMCH.
- Correlation analysis shows no significant link between diversity policy perception and a positive work environment.

- Findings highlight a gap between diversity policy and its practical impact, signaling the need for

SUGGESTIONS

The study suggests to improve diversity and inclusion at KMCH, leadership must take a proactive stance by clearly defining D&I objectives, dedicating resources, and exemplifying commitment. The development of inclusive policies in areas such as recruitment, training, promotions, and retention is crucial for ensuring fairness across all employment levels. Implementing regular, engaging D&I training sessions, including for senior management, will help address unconscious biases and foster cultural competence. It's also important to encourage employee involvement by creating channels for feedback and ensuring diverse voices are part of the decision-making process. Collaborations with local communities will strengthen inclusivity and overcome cultural or linguistic challenges. Lastly, establishing clear metrics to evaluate the effectiveness of D&I programs will allow for consistent monitoring and improvement.

CONCLUSION

The study concludes that while KMCH has taken steps toward diversity and inclusion, significant gaps remain in leadership representation, employee perception, and the effectiveness of existing policies. Disparities in training access, perceptions of discrimination, and career advancement highlight the need for a more structured and measurable approach. By adopting a comprehensive D&I strategy involving leadership, policy reform, employee participation, and community outreach, KMCH can create a more inclusive and empowering workplace, ultimately enhancing patient care and organizational performance

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