

WORKPLACE DIVERSITY: A CRITICAL REVIEW AND RESEARCH AGENDA

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ABSTRACT

Diversity management is a part of human resource management concerned with recognition, effective deployment and harmonization of individual employee eccentricity. Successful diversity management helps managers to maximize employee's knowledge and expertise for better achievement organizational objectives. Diversity can have a wide range of factors including gender, ethnicity, personality, cultural beliefs, social and marital status, disability, or sexual orientation. This paper elaborates diversity at workplace with critical review which can be used for further research. Much research gap can be found from this paper. This paper also includes the opinions given by experts on diversity management. When diversity is better for organization and when it is harmful is also discussed here.

KEY WORDS: Diversity, Aspects of Diversity, Human Resources Management, Organizational development, Ethnicity etc.

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Diversity management is a part of human resource management concerned with recognition, effective deployment and harmonization of individual employee eccentricity. Successful diversity management helps managers to maximize employee's knowledge and expertise for better achievement organizational objectives. Diversity can have a wide range of factors including gender, ethnicity, personality, cultural beliefs, social and marital status, disability, or sexual orientation.

Diversity can be classified into two ways. The first dimension such as age, gender, sexual orientation, color etc. there is concerned as primary factors for diversity and having great impact on workforce environment. The secondary dimensions include religion, education, location,

income etc. These are least noticeable factors of diversity. These factors are only noticed after some interactions occur among employees. Due to Globalization in this recent time, it has triggered more interaction amongst employees from different cultures and backgrounds than previous time. Employees are now more open-minded in the workplace with caliber and competition coming from almost everywhere in the world. (Ashton 2010).

Personal characteristics play a crucial role in the achievement of organizational goal and objectives. Top level management need to emphasize the education and support to manage various aspects of diversity such as cultural, geographical, economical, political etc. But many organization feel embraced to observe diversity, they only follow it due to legal compliance. Due to diversity, organizational policies also need to modify to get its advantages. Developing countries like India having lot of diverse workforce. To tackle it, effective and well managed diversity is required. Diversity in the workforce gives competitive advantage because diverse viewpoints can make possible unique and creative way for problem solving. That's why it increases creativity and innovation which helps a lot in better performance.

From negative side, researcher also told that more diversity gives negatively affected work culture and environment. It causes lower satisfaction and lower productive rate. It shows that there is negative impact of diversity. By reading different studies on diversity a mixture of diversity management researcher got. It contains many factors of diversity such as sex, age, case, creed, religion, color, geographical reason and all factors which affects on human beings. These factors can be used in a better way for achieving the goals and objectives of any organization.

Diversity management is a big concept. It not only include multicultural issue but also has many different types of people, those who stand for different work and represent different emotions, ideas, age band, way of doing, deeds and much more. Religion plays a crucial role in diversity, as current situation there is decreasing in the power of tolerance of people. That's why terrorism is done at the name of religion also.

For the research purpose, the researcher wants to focus on diversity and work performance in healthcare industry. Kossek, Lobel, and Brown (2006) discuss links between workforce diversity and managerial outcomes and also found the links between human resource strategies and organizational outcomes, signifying that further research is needed in these areas.

CURRENT DIVERSITY ASPECTS IN INDIA

Research shows that diversity gives better way of doing work, better environment for doing work, better result and much more whatever is required by employer. It creates better strategy and better way of decision making. It produces leaders, managers, followers and better workers. India has great diversity because Britishers has over-ruled to India more than 200 years. Indians are able to communicate in English and many other languages. We have 52% of young population which is under the age of 34 years. That's why they can be trained easily. They have more tolerance power and make well strategies for better culture. He suggested three way to manage diversity as ignore cultural difference, minimizing cultural differences and managing cultural differences. He suggested training for managing diversity. First of all it should be given on entry-level skill and secondly on organizational level.

CRITICAL REVIEW OF WORKFORCE DIVERSITY

In order to have a thorough understanding of the topic at hand, it is necessary to through from previous literature. Previous literature not only provides a look into the stream of literature but also provides future directions for studies to be conducted. A brief review is as follows:

Torres and Bruxelles (1992) suggested about managing diversity that helps to perform better work with full of potential with democratic environment where no one has advantages or disadvantages over other. Public and private sectors both will have to understand, predict and manage diversity because it is integral part of workforce. The history of diversity gives an idea about its richness, its evolution and interest for an organization. Now these days, companies are seeking the way to become more efficient, capable, flexible, productive and innovative under much pressure to improve its results. This can be possible only by managing people, giving them competitive advantages and freedom to work. To hire and fire is not a way to manage diversity but management should have a policy to manage diversity among employees.

Morrison (1992) told about diversity that it has great impact on management performance. For this study 196 managers were chosen form 16 companies. First part tells about the leadership effect given by diversity. Second part tells about the cultural differences, ethnicity and different treatment given on the basis of sex. The author categorize diversity with four aspects

1. Diversity as sexual, racial and ethnic balance.
2. Diversity as understanding about other cultures.
3. Diversity as divergent values, opinion and understanding and
4. Diversity broadly includes individual, group and society.

Waterman (1994) defined that, what makes a firm best is not just technology, bright ideas, masterly strategy or the use of tools, but also the fact that the best firms are better organized to meet the needs of their people, to attract better people who are more motivated to do a superior job. In this manner the management of human resources becomes very crucial. Job analysis is the process of obtaining information about jobs i. e. Information about the tasks to be done on the job, as well as personal characteristics (education, experience, specialized training) necessary to do the tasks. Job analysis in many ways is the first personnel activity that affects commitment and performance. Human resource planning analyzes and identifies the need for and availability of human resources for an organization to meet its objectives. Recruitment is a process of attracting a pool of high quality applicants so as to select the best among them. Top performing companies devote considerable resources and energy to creating high quality selection systems. Placement involves assigning a specific rank and responsibility to an employee.

Castro J.R. (2003) examined communication and WD are discussed to some extent, but length and depth of discussion vary considerably. Work on gender and communication provides a foundation with a few authors going into substantive detail. More emphasis is put on crosscultural or cross-national communication, but cross-cultural examples within the U.S. domestic context are largely absent. The organization should link concerns for diversity to human resource management decisions around recruitment, selection, placement, succession planning, performance management, and rewards.

Jain and Verma (1996) said that there is an increasing need to understand more about workforce diversity, which is deeper than what we see at the surface level. This can give managers an understanding as to what can go wrong in a diverse team. The 1990s saw the development of a new trend in the form of workforce diversity mainly because of the liberalization and globalization of markets.

Norton and Fox (1997) argue that employee diversity and organizational change are inextricably linked, and that these two elements have rarely been integrated sufficiently to meet the demands of today's fast-paced economy. Indeed, developing a talented workforce is essential to sustainable competitive advantage. High performance work practices provide a number of important sources of enhanced organizational performance. HR systems have important, practical impacts on the survival and financial performance of firms, and on the productivity and quality of work life of the people in them.

Williams and O'Reilly (1998) studied that diversity has increasingly become a "hot-button" issue in corporate, political, and legal circles. For example, managing workforce diversity is one of the most difficult and pressing challenges of modern organizations. The demographic differences like sex, age, and were conventionally related to team level outcomes.

Kramar (1998) identifies four notions of diversity management, namely managing differences and similarities of individuals, managing differences and similarities within a collective, the process of managing inclusion' rather than assimilation of differences in a dominant culture, and specifying the dimensions of diversity. Race, gender and age are defined as primary dimensions of diversity, whereas secondary dimensions refer to human factors that can change, for example, religious belief or educational level. At managerial levels it involves designing HR policies to support values and the desired culture and at operational levels it involves implementing the policies and processes developed.

Bryan (1999) Diversity requires a type of organizational culture in which each employee can pursue his or her career aspirations without being inhibited by gender, race, nationality, religion, or other factors that are irrelevant to performance.

Carrel et al. (2000) Organizations that develop experience in and reputations for managing diversity will likely attract the best personnel. Diversity refers to the co-existence of employees from various socio-cultural backgrounds within the company. Diversity includes cultural factors such as race, gender, age, color, physical ability, ethnicity, etc.

Wentling and Palma- Rivas (2000)The broader definition of diversity may include age, national origin, religion, disability, sexual orientation, values, ethnic culture, education, language, lifestyle, beliefs, physical appearance and economic status.

Johns & Saks (2001) Cultural dimensions pertaining to employees are treated primarily as individual differences within the context of national culture. Such dimensions are illustrated using Hofstede's work that found cultural differences affect individuals' work-related attitudes. All the authors address global business issues, but the degree of focus varies; they believe that students need to learn about national cultural dimensions and values in order for them to conduct effective business internationally.

Subhash C.Kundu (2001) said Globalization, diversity increasing day by day. It contains socio-cultural background, race, sex, cast, color, physical ability, ethnicity and much more. Many others factors also effect on it like stockholders, shareholders, suppliers, public agencies, government and others international agencies. Companies have to make favorable strategies for managing diversity. He gave many argument in favor of diversity as, it enhance women participation, develop the weaker sections and disabled people, it enhance creativity and innovation, it helps to develop international environment, it creates flexibility and tolerable environment. He also gave some disadvantages also like it creates ambiguity, complexity, confusion, miscommunication etc. Diversity developed basic values, attitudes, beliefs, better behavior, new minds, technology and environment. A survey was conducted by Greet Hofstede in 1980 with 160000 managers and employees within 70 countries. He found that there were significant differences works in term of socio-cultural and values. He found four dimensions as individualism and collectivism, power distance, uncertainty avoidance and masculinity and feminists.

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Allen et al. (2004) while many organizations have embraced diversity, others still consider it merely an issue of compliance with legal requirements. Effective diversity management has historically been used to provide a legally defensive position; that is, a firm with a diverse

workforce could argue that they were not guilty of discrimination because of the prima facie case based on their workforce demographics representing the demographics of the local community. However, in more recent years, the view of diversity has dramatically changed to a more proactive concept. Many business leaders are now beginning to believe that diversity has important bottom-line benefits. Diversity in the workforce can be a competitive advantage because different viewpoints can facilitate unique and creative approaches to problem-solving, thereby increasing creativity and innovation, which in turn leads to better organizational performance. Companies can succeed at diversity if the initiative to create, manage and value the diverse workforce has the full support of the top management. The organization should assign this work to a senior manager.

Cox & Soni (2000) It has been suggested that the objective of Diversity Management (DM) is for organizations to increase awareness of cultural differences; develop the ability to recognize, accept, and value diversity through organizational intervention to minimize patterns of inequality experienced by those not in the mainstream; and modify organizational culture and leadership practices so that —members of all socio-cultural backgrounds can contribute and achieve their full potential. It has also been argued that there are three important reasons for DM: effective people management, tackling market competition, and enhancing corporate reputation (e.g., Chartered Institute of Personnel and Development. DM is regarded as a better approach than equal opportunity (EO) as it —focuses on valuing people as unique individuals rather than on group-related issues covered by legislation. In line with proponents of the importance of strategic HRM to organizational performance, advocates of DM have argued that organizations committed to DM out-perform those that are not indeed, existing studies have provided some evidence to support the assumption that strategic DM can lead to enhanced HR outcomes, such as attracting talent.

Kochan, T. et al (2003) said about diversity that there is positive relationship between diversity and work performance. More diversity gives better way of doing work and positive environment. This research has been conducted in big industries where diversity was greater. Diversity was emphasizing during 1990 because more human relational practices and freedom was given to workforce. Many programs on diversity were conducted and awareness was generated. Diversity

can be managed in better way by better policy formulation and positive environment. So diversity used in better way gives better result and vice versa.

Markel, S. at all (2003) in this paper the author specially discussed the role of women and minorities in diversity and what type of policies are made by HR department to face this type of challenges. This research was conducted at public sector university of USA with a secondary demographic data of eight years. This study explores relationship among diversity, minority and working women at a platform. Two hypothesis were made as work group with higher diversity may not give positive working climate and increasing the number of minorities and women may not positively related to valence group an consensus. The data said that diversity has been increased over eight year of hiring. There is a hike in 36 percent of women and 41 percent in minority. Correlation and regression analysis were used for drawing conclusion. The conclusion was determined that more and more hiring of women increased diversity and it gave a positively effects to achieve the organizational goal. It cerate positive working culture and environment to work. There is no significance interaction was found between the diversity and minority. It means increasing the minority does not affect on productivity. Organizations have to make strategies for diversity management because it is a critical aspect for organizational development and intervention. The climate which is mixed and diverse and ambivalent is the best climate for working but sometime it may be negative.

Larry Davis (2006) the basis of creation of pioneering organizations rests on five factors: A Pioneering vision, Convergence of interests, Interdependent individualism, Teamwork as aligned individualism, and Convergent Leadership. Extraordinary levels of efforts, energy and faith which is found in pioneering organizations comes in from pioneering vision. Pioneering vision acts like beacon drawing the best from those involved. Pioneering vision stirs human soul with the urge to do something that has never been done before. On convergence of interests, Larry states that organizations can be defined as people working together to achieve certain purposes. They work best when the purposes are both mutual and reciprocal. Organizations do not exist for the single purpose of serving the customers or for creating profits for the owners. All organizations have multiple purposes and such purposes include the interests of the individuals and groups that work in the organization and also of the community at large. The positive intent of a good organization should be that humanity should be served. If the above is not possible

then intent of an organization should be to ensure that humanity is not at least dis-served. An effective organization is one where employees believe that their interests are being served and at the same time they also understand and appreciate the purpose of the organization. As per Larry, interdependent individualism is mature individualism which is in quest of finding better ways of doing things. These better ways 'usually contain the seeds of self-interest but at the same time are coupled with the vision of how others will be better served.

Ragins & Wiethoff (2005) defined the organizational behavior and applied psychology literatures, theories related to sexual orientation involve relational demography, stereotyping, and stigma. Although these perspectives assume that co-workers' sexual orientation is apparent to all, this assumption may not be correct given that sexual orientation is an —invisible characteristic and some homosexual individuals may hide their sexual orientation.

Dietz and Petersen (2006): At the micro level, based on social psychological theories, advocates that a critical component of diversity management is to understand and manage stereotypes, prejudices and discrimination and stereotypes and prejudices are considered immediate antecedents of discrimination. He argue that other social psychological processes e.g. the development of social identities and social categorizations, experience of realistic group conflict, contact with demographically different persons, and individual differences in social dominance orientation are more distal antecedents of discrimination than stereotypes and prejudices. State that empirical research indicates that prejudice still affects the treatment of demographically different employees in organizations although in more complex ways than 30 to 50 years ago. Subtle prejudice only leads to discriminatory behavior and inter-group conflict if justification factors are in place.

Pitkanen (2007) the current challenges caused by the globalization pressures in the realm of economics behoves work communities to review their personnel training and management practices. Companies must develop a customer-oriented workforce to deliver service quality, which is met through training focuses on the concepts of vertical and horizontal diversity. Vertical diversity evaluates difference as superior or inferior, whereas horizontal diversity treats difference as variation. Organizational paradigms of assimilation and separation are based on vertical diversity and treat diversity as a problem to be solved. Assimilation solves it by submergence of difference, and separation by isolating difference. Often organizations in the

United States take a benevolent assimilation approach to diversity. However, research shows that assimilation does not engage diversity in ways that promote learning, creativity, and organizational effectiveness. He argues for a relational re-conceptualization of diversity as horizontal, and recommends that diversity paradigms should be integrated with diversity perspectives, levels of self-representation, and uncertainty and certainty orientations.

Joshi and Roh (2007) In the most recent review to date, found a fairly equal number of studies reporting positive or negative effects for race/ethnicity diversity across three outcomes types (performance, process and affect/attitude). The most interesting finding, however, was that there were more null findings than positive and negative effects put together. For example, race/ethnicity diversity effects in relation to performance yielded seven positive, eight negative and 20 null findings. Similar to Joshi and Roh's review, in their meta-analysis of 24 studies found that demographic diversity had no relationship with team cohesion or performance.

Armstrong C. et al (2010) they discussed three main points in this paper. First one was that how the maximum output can be taken from the workers, second was that how the customers can be satisfied and third one was to use diversity management to produce better result. Because diversity management is much useful for improving performance. In this paper more focus was given on differences rather than sameness because diversity is treated as asset. Here more points were also discussed as people management, employee involvement, training and development, diversity and equity and work organization. The author said diversity is investment rather than cost. Authors concluded that 48% of companies faced diversity and it is very helpful for them to achieve the goal of organization. Diversity also helps in reduction work stress, increased job satisfaction and increase sense of fairness. The researcher set two hypotheses, one was higher diversity cause higher workforce innovation and second hypothesis was higher diversity decrease in employee turnover. Both hypotheses were true. It means diversity is much productive for any organization.

Fang Lee Cooke and Debi S. Saini (2010) diversity management took birth due to globalization. This research was conducted on 24 companies of different countries. More than 70% of managers (Middle Level) were the part of study. There were three basic reasons for this study. First of all the form of ownership was considered as a comparative study. Secondly, most of companies selected from India because India has rising economy with high growth rate in the

world. Third thing is that a case study method was adopted for the study because it tells the reality from grass root level. Diversity can be defined as a combination of specific activities, programmes, policies, process, efforts and values to enhance organizational culture. It gives better way of doing work with all required opportunity, equity and equality. It has great positive impact on organization in term of effective people management; beat the competitors and development of organizational goodwill. In India, diversity is effected by age, sex, religion, caste, education level, ethnicity, economic status and life style. Here we have majority of Hinduism, they have more tolerant power in term of diversity. Gender inequality is more here because of unawareness and lack of education. Even political system of India creates a lot of diversity. Many laws has been made to eliminate differences like Anti Caste Legislation Act-1955 etc. Diversity differences can be seen on ownership form, age of organization, operation and nature of business and nationality of business. We have problem solving nature for diversity management that why line managers were criticized for their policies. Five out of eight in term of diversity has legal compliance for managing diversity. Industries with high-tech environment have a lot of diversity because of young and creative brain. Diversity will be found everywhere but policies related to diversity management support a lot. It helps a lot towards the achievement of organizational goal and enhances the performance of employee.

Deshpande. A. (2014) Diversity refers as the difference among characteristics which differs from person to person. This concept includes sex, age, race, religion, skills, tenure, physical ability and much more during the work performance on workplace. Companies are legally bounded regarding the workforce diversity. Diversity looks simple but it is very rigid and complex. Diversity not only perceive about people but also how people perceive about themselves. Communication, adaptability and change are the three elements of diversity. It gives birth to innovation, idea, efficiency, harmony, nationality, ethnic background and socio-economic status to the organization. Diversity management should not be considered as legal obligation. It should be voluntary and intentionally. In simple words, diversity is systematic and planned commitment by organization during recruiting, selecting, retaining and rewarding of employees. Diversity enhanced performance by broadening the group's perspectives with positive correlated techniques. Diversity affects a lot to service sectors because customers are directly connected to employees. For this study the author had three objectives as diversity is more in service sector, it creates positive environment and it has the impact on demographic

factors. For the study the researcher has 30 samples, with random sampling techniques. Primary and secondary data also collected for study form many organizations. Many employees were also interviewed for knowing more about diversity. Two ways ANOVA was used for finding the conclusion. After the analysis of data, the researcher found that the entire hypothesis was true. Diversity affects more on service sector and male employees are more optimistic toward diversity. As a conclusion, the researcher said people from different culture and ethnicity brings more idea and innovations.

RESEARCHER'S OBSERVATION

Personal characteristics play a crucial role in the achievement of organizational goal and objectives. Top level management need to emphasize the education and support to manage various aspects of diversity such as cultural, geographical, economical, political etc. But sometimes many organization feel embraced to observe diversity, they only follow it due to legal compliance. Due to diversity, organizational policies also need to modify to get its advantages. Developing countries like India having lot of diverse workforce. To tackle it, effective and well managed diversity is required. Diversity in the workforce gives competitive advantage because diverse viewpoints can make possible unique and creative way for problem solving. Diversity is part and partial of all the organizations. That's why it increases creativity and innovation which helps a lot in better performance. In simple words it can be said that diversity is blood of organization which helps to make it alive.

SUGGESTION FOR FURTHER RESEARCH

Research process is a going concern concept. It never stops and ends. The implication of workforce diversity on employees while working in organization can be done and it has a wide area for research as already much research gap is found in review of literature.

CONCLUSION

Diversity in workplace is growing in all around the world. By having more diverse work atmosphere, organization can produce the best performance. It is much important for the organizations to know diversity and how to handle the issues associated with it. The need of the diverse workforce at workplace is getting more not only because there are different people but

also because they can produce better with innovative ideas. Leaders in the organizations should learn diversity, so that it can give you better result. Diversity training alone is not sufficient, there should be inculcating of power of tolerance. A proper strategy must be created and use to create a culture of diversity. A diverse workplace is a reflection of a changing environment, world and marketplace. Diverse work teams creates high value in the organizations. Management has to create a tool to handle the diversity by educating the people who are working in the organization including laws and regulations. Most workplaces are associated with diverse cultures, so other organizations can learn from them, how to create successful practices.

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