

Strategies for workplace diversity management: Review and scope

Seema Sangwan

Assistant Professor, UILMS, Gurgaon, Haryana, India

Abstract

Diversity means the state of being diverse which can create problem when combined together, thus Diversity management is very important to improve potential and enhance goodwill of organization. It create and maintain a affirmative work environment where the similarities and differences of individuals are valued, so that all can reach their potential and maximize their contributions to an organization's strategic goals and objectives. In this research paper I have covered the review of several researchers and experts on Workplace diversity & management and the research methodology used by them. And also I have covered the future scope of research and strategies for management regarding the same.

Keywords: Strategies, workplace, diversity, Review, scope

1. Introduction

Workforce Diversity Includes: Gender, Age, Racial and ethnic minorities, Immigrants, Physically and mentally disabled people, Others: Religious affiliation, Sexual orientation, expectations and values, Lifestyle, Skill level, Educational Level, Economic class, work style. There are several challenges due to workplace diversity such as Communication gap, Resistance to change, Implementation and Managing diversity, Conflicts, Ethnic and Cultural Differences and Biasness. These challenges can be measured through workforce climate satisfaction, Attrition Rates, recognition for diversity efforts, market share within new customer bases etc. The organization should involve the best practices such as Top leadership commitment, Diversity linked to performance, Measurement (quantitative and qualitative), Accountability, Succession planning, Diversity training etc.

1.1 Objective of the Study

To analyse the review of various researchers regarding workforce diversity management(challenges and contribution to organization growth) and further study the future scope of research and strategies for diversity management.

1.2 Research Methodology

The research is focused on the studies secondary data due to the time constraint. Secondary data includes: journals, books, magazines, websites, case studies etc. The study focuses around the reviews of researchers regarding workforce diversity and various strategies to manage workforce diversity.

1.3 Literature Review

Shen J., Chanda A., D Netto B. and Monga M. (2009) ^[3]: Managing diversity through human resource management: an international perspective and conceptual framework: This papers states worldwide adoption of HR diversity practices and to develop a conceptual framework of HR diversity management linking HR diversity strategies at the strategic, tactical and operational levels with issues and objectives. Conducted a critical review of the existing literature on diversity management. Strong emphasis has been put on

management philosophy that is committed to EEO (Equal Employment opportunity) & AA (Affirmative action). Review shows that inequality and discrimination still widely exist. Thus framework suggests, formulation of different plans at the strategic level (concerning entire organisation), tactical level (concern with responsibility and functionality) and operational level (concern with day to day activities or ongoing plans)

Munjuri M. and Maina R. (2012) ^[4]: Workforce Diversity Management and Employee Performance in the Banking Sector in Kenya: To study the effect of diversity on employee performance in the Banking industry in Kenya and how workforce diversity can be managed so as to maximize the positive outcomes and minimize the negative outcomes. Sample size 4000 employees of the bank and Nairobi (Capital of Kenya) region. The respondents were selected using stratified random sampling technique from 3 branches through purposive sampling. In assessing the effects of workforce diversity management, the researchers used the descriptive survey research design. The Hypotheses were tested using the Chi square test. The study revealed that the Bank had strategies such as balanced recruitment, support to minority groups, diversity training and equal employment opportunities. The various tests of hypotheses showed a significant level of association between employee performance and the mean productivity levels of the bank workforce when categorized by gender, age and level of education.

Patrick, H., & Kumar, V., (2012) ^[10]: Managing Workplace Diversity: Issues and Challenges in IT sector: To map the attitudes to workplace diversity in the IT sector. To study important strategies to enhance workplace diversity and obstacles due to workplace diversity. To find out ways to increase awareness about workplace diversity. Convenience sampling technique was adopted to select the sample respondents. The sample was drawn from the top 15 IT companies in India. Sample size of 350 was selected. Techniques of analysis: Mann–Whitney *U* tests (between genders) and Kruskal–Wallis tests (between age groups) and Friedman test (between ranking). Friedman's test found that there were significant differences in mean ranking for different strategies enhancing workplace diversity. Significant

differences between men and women professionals toward strategies for increasing awareness about workplace diversity. (Mann–Whitney U test). The significant differences were found across age groups in the perception toward admitting to one’s own biases and prejudices. (Kruskal– Wallis test).

Babalola, S., Lilita Marques, L., (2013) ^[11]: Integrated Approach to Workplace Diversity through Human Resource Management. To study role of HRM and organisational management in creating conducive work environment, accurate and expansion of selection criteria for workplace diversity. The study was based on secondary data which covers various models and theories such as social identity theory, strategies for diversity management either ‘soft’ or ‘hard’ resource based and several literature reviews. Workforce diversity should be of increasing concern for HR managers, as its central objective cannot be separated from business strategy. Moreover, it is important to view diversity from an investment perspective.

Priscilla Dike (2013) ^[6]: The impact of workplace diversity on organisations. To examine the different ways of dealing with workplace diversity and provide management for effective diversity management in small and big International companies. This study involve explanatory study, Questionnaire and semi-structured interview of three companies in order to understand the difference in diversity management in big companies and Small companies. It was found that big companies have organised resource groups, facilities for disabled employees, diversity library, but faces numerous challenges due to the size of the company whereas in small companies HR managers and supervisors avoid such facilities/provisions and their challenges are minimal due to its size.

Vaidya, R., Wanjari V., Shirigirwar N. (2013) ^[1]: An Empirical Study of Managing Diversity at Workplace with special reference to Indian organization: To identify the aspect of cultural diversity and discuss how it can be taken up as strength by Indian organizations. The researcher has adopted analytical, descriptive and comparative methodology for this study. Secondary data books, journals, newspapers and online databases and on the views of writers in the discipline of competition law. To remain competitive, organizations must develop long-term intervention strategies and should remove the barriers which prevent the organizations from developing and allow workforce to achieve its full potential.

Rao S., Bagali M. (2014) ^[2]: Workforce diversity and management: An empirical study on relationship between diversity management practices, obstacles and acceptance of gender diversity among employees in IT industry. This study emphasizes on diversity practices, programs and obstacles to gender diversity. The study focuses on several programs and practices adopted in IT industry and examines the influence on the acceptance of gender diversity in industry. The research adopts both exploratory and descriptive design for structuring the further process. 300 responses from employees of 15 IT services companies. Tools for data analysis: 1. Pearson’s correlations 2. Chronbach’s alpha for reliability test 3. Multiple regression analysis. (Regression) Significant relationship between acceptance of gender diversity and gender diversity programs and practices. And there is significant relationship between acceptance of gender diversity and obstacles to gender diversity. More and more gender diversity management

programs will have a positive and significant influence on acceptance of gender diversity in organizations.

Foma, E., (2014) ^[12]: Impact of Workplace Diversity: This paper discuss and analyze the impacts of a diverse workplace and the benefits, challenges, and solutions to a better work environment. The research relied on theories, articles, personal experiences of working, hence Qualitative Research/Analysis adopted. Data analysis and discussion in relation to research findings and PepsiCo’s article from their online website. The results showed that a moderate relationship exists between diversity and employee job satisfaction and diversity demographics can potentially impact diversity awareness.

Deshpande, A., (2014) ^[8]: A Comparative Study Of Workforce Diversity In Service And Manufacturing Sectors In India: To analyses & compares the different perspectives expressed by employees from service sector & manufacturing sector on Workforce diversity management & various diversity factors. The data was collected through secondary data and the empirical study was done. The research is done by taking interviews of 30 employees on random sample collection. A two way ANOVA is used. Diversity management intends to create and maintain a positive work environment where the similarities and differences of individuals are valued. The sample size was small, the sample was a convenient sample among the professionals in service and manufacturing organizations in India.

Bedi, P., Lakra, P., Gupta, E., (2014) ^[13]: “Workforce Diversity Management: Biggest Challenge or opportunity for 21st Century Organizations”: The study is conducted to explore how companies manage workforce diversity and its consequences to the company’s existence. To examine how companies’ deal with challenges that comes with employees from diverse cultural backgrounds. The study is conducted through primary research adopting combination of both quantitative (based on a questionnaire) and qualitative (semi structured interviews) methodologies. Secondary research was examined in the literature review through books, internet, business journals and magazines and newspaper articles. No organisation in this world of globalization would survive without workforce diversity. It is believed that organizations should put in place strategies to enhance workforce diversity.

Saxena A. (2014) ^[5]: Workforce Diversity: A Key to Improve Productivity: This paper analyses the workforce diversity and its impact on productivity of an organization and to suggest the ways to manage the diversified workforce. Examined the literature reviews and various research papers from different authors related with workforce diversity and its impact on productivity. The researcher concluded that workforce diversity is strength for any organization but people still stick to their views related to caste, religion etc and so they consider diversity as a problem but if managed properly, can increase the productivity.

Eshegbe, J., Dastane, O., (2015) ^[7]: Diversity Elements in the Workplace: A Study on Diversity Factors at Workplace in Hotels at Klang Valley Malaysia. To determine diversity elements and employee’s satisfaction; To study diversity challenges that can disturb the working climate and bring conflicts between employees. Research Design used is Descriptive, Quantitative research Approach and the research Strategy is done through survey. The type of sampling used is Convenience Sampling, with its size 150. Pearson Correlation analysis and Multiple Regression analysis is calculated. The

findings show that gender and ethnicity has a significant impact on employees' satisfaction while age and education has no positive significance that affects employees' satisfaction in hotel industry. This study is limited to hotels at Klang valley Malaysia, which means the result, can only be used for further research study at Klang Valley at different levels.

Abbas, S., (2015) ^[9] Workplace Diversity: A Comparative Study of Indian Employees to understand the diversity awareness level of the employees in Indian organizations: A comparative study is done on the issue of attitude towards diversity in Northern and Eastern parts of India. The present study employs a non-experimental, descriptive, and quantitative research design with primary data of a sample size 136 through a questionnaire using Likert type scale. Further statistical analysis was done through various statistical methods like Pearson Correlation, One Way Analysis of Variance (ANOVA) and Chi Square Test to test the hypotheses. North India has more culturally diverse workforce as compared to the Eastern part. Employees in both the areas recognize that diversity is valued in their organizations. Interestingly workers in Eastern part of India believe that it is collective responsibility of all employees to manage diversity in their organizations, which is in sharp contrast to their Northern equivalents.

1.4 Diversity management strategy

Ensure that teams are well diversified, comprising employees across generations and nationalities. Diverse teams allow employees of different profiles to learn from each other. The company culture and work ethos are emphasized as part of the orientation program me to all new hires. An open-door policy is practiced where employees are encouraged to raise concerns or challenges faced at work. Mentorship programmes provide employees with an opportunity to tap on the mentor's experience. Establish clear goals for the program me and desired outcomes. Provide training and support for mentors to be effective in their roles. Provide recognition to those who volunteer as mentors. By reducing prejudices and use of stereotypes, Recognizing that diversity exists and learning to value and respect fundamental differences. By minimizing miscommunication with diverse others, Educating oneself about differences by reading, listening, and broadening one's experience base about diverse people.

1.5 Future Scope

Further research is necessary on the state of HRM diversity management beyond EEO and AA, so far no study statistically examine the contribution of diversity management in HR to organizational performance from financial and non-financial perspectives in developing countries. Empirical research on this aspect would advance our understanding of the contributions of HR diversity management. Validity test should be done to assure the validity of the measures and expand sample size focus on both quantitative and qualitative measure.

2. References

1. Vaidya R, Wanjari V, Shirigirwar N. An Empirical Study of Managing Diversity at Workplace with special reference to Indian organization, International E-journal of ongoing research in management and IT, 2013. e-ISSN-2320-0065.

2. Rao S, Bagali M. Workforce diversity and management: An empirical study on relationship between diversity management practices, obstacles and acceptance of gender diversity among employees in IT industry IJBARR, 2014. ISSN No. 2347 – 856X.
3. Shen J, Chanda AD, Netto B, Monga M. Managing diversity through human resource management: an international perspective and conceptual framework The International Journal of Human Resource Management. 2009; 20(2):235-251.
4. Munjuri M, Maina R. Workforce Diversity Management and Employee Performance in the banking sector in Kenya DBA Africa Management Review. 2012; 3(1):1-21.
5. Saxena A. Workforce Diversity: A Key to Improve Productivity Procedia Economics and Finance. 2014; 11:76-85.
6. Priscilla Dike. The impact of workplace diversity on organisations, 2013. IN 12631
7. Eshegbe J, Dastane O. Diversity Elements in the Workplace: A study on diversity factors at workplace in hotels at klang valley malaysia, International journal of accounting, Business and Management. 2015; 1(1). ISSN:22894519
8. Deshpande A. A comparative study of workforce diversity in service and manufacturing sectors in India, 2014.
9. Abbas S. Workplace Diversity: A Comparative Study of Indian Employees, International Research Journal Business and Management, 2015. ISSN 2322083X.
10. Patrick H, Kumar V. Managing Workplace Diversity: Issues and Challenges” Sage Open. 2012, 1-15. DOI: 10.1177/2158244012444615
11. Babalola S, Lilita Marques L. Integrated Approach to Workplace Diversity through Human Resource Management, Journal of Social and Development Sciences. 2013; 4(9):435-445. (ISSN 2221-1152)
12. Foma E. Impact of Workplace Diversity” Rev. Integr. Bus. Econ. Res. 2014, 3(1).
13. Bedi P, Lakra P, Gupta E. Workforce Diversity Management: Biggest Challenge or opportunity For 21st Century Organizations IOSR Journal of Business and Management. 2014; 16(4):102-107. e-ISSN: 2278-487X, p-ISSN: 2319-7668.
14. NASSCOM & Mercer Report Gender Inclusivity and Diversity in the Indian IT-BPO Industry, and Gender inclusivity in India: building empowered organizations. 2008-2009.