Regulation of Workplace Diversity

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Abstract

Diversity is an important part that all employees deal with at some point in their careers. Diversity in the workplace has many positive aspects, such as exchanging ideas due to different employee cultures, developing friendship without discrimination, learning how to deal with diversity of work environments, eliminating stereotypes and employee loyalty, probably due to healthy competition. On the other hand, there is a negative part that contains communication gaps due to language barriers and resistance to change. Diversity is any dimension that makes it possible to distinguish between groups and people, and these dimensions can be visible or invisible. The existence of diversity in the workplace in an organization shows that the workplace is diverse in terms of gender, race and ethnicity, and employees have different elements and characteristics that are different (Robbins, 2003).

Introduction

Diversity in the work environment promotes acceptance, respect and teamwork despite differences in race, age, sex, mother tongue, political beliefs, religion, sexual orientation or communication style between employees. A more diverse workplace has many advantages. Process and product innovations result from the cast of various demographic groups and environments. When different minds come together to achieve a common goal, the result can be monumental. In fact, it has been reported that companies that practice diversity and workplace integration outperform other undifferentiated companies by 15 percent.

The more diverse the workplace becomes, the more problems arise accordingly. Recruitment and recruitment specialists must be aware of the various challenges of diversity so that they can be prevented and resolved. For this reason, we have compiled a list of the most diverse problems related to workplace diversity, solutions and benefits in the workplace

Review of literature

Workplace diversity is a complex, controversial, and political phenomena **(Janssen & Steyaert,2003).** It has been conceptualized by researchers from several viewpoints. Several have looked at it from a narrow perspective, while some others from a broad view. Scholar's favourably disposed to a narrow definition argue that the concept of diversity should be restricted to specific cultural categories such as race and gender **(e.g. Cross, Katz, Miller & Seashore, 1994).**

Some opine that diversity based on race, ethnicity and gender cannot be understood in the same way as diversity based on organizational functions, abilities or cognitive orientations **(Nkomo, 1995).** Moreover, the key issues of diversity are those that arise because of discrimination and exclusion of cultural groups from traditional organizations (**Cross et al., 1994).**Therefore, if diversity is a concept that is inclusive to all individuals, it will become very difficult to identify discrimination practices. The

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main concern of this standpoint is that a broad definition may imply that all differences among people are the same. Thus, diversity studies would then be reduced to the conclusion that 'everyone is different' and, if this conclusion is accepted, the concept of diversity may become "nothing more than a benign, meaningless concept" (**Nkomo, 1995).**

The danger in narrowly defining diversity, however, is that only one dimension of cultural diversity (race, age, ethnicity, or gender) is by and large the subject of research at a time. Since a cultural diversity dimension interacts with other dimensions of diversity narrow concept of diversity would be deficient by failing to recognize theseinteractions.Scholars, who advocate a broad definition (**e.g. Jackson, May & Whitney, 1995**) argue that diversity encompasses all the possible ways people can differ. Individuals, according to this school of thought, do not only differ because of their race, gender, age and other demographic categories, but also because of their values, abilities, organizational function, tenure and personality. They contend that an individual has multiple identities and that the manifold dimensions cannot be isolated in an organizational setting. Apart from bringing their race, age, ethnicity, and gender, individuals also come with their particular knowledge, personality, and cognitive style to the work place. Therefore, in order to understand the dynamics of a heterogeneous workforce, the interactive effects of multi-dimensional diversity have to be addressed. In addition, it is argued that a broadening of the concept of diversity has a potential positive effect on diversity management programs, as it will be more acceptable if it is all inclusive i.e. not only oriented towards specific demographic groups of employees (Thomas**, 1991).**

Theoretically the workplace diversity literature espouses three different theoretical frameworks for the examination of the possible effects of workplace diversity. The first is social categorization, which, describes the categorization of people based on salient attributes like gender, ethnicity or age, resulting in stereotyping on the basis of these differences. The second is similarity/attraction theory, which asserts that similarity onsalientand non-salient attributes like race or values increases interpersonal attraction and Attachment (**Berscheid & Walster, 1978**). The third is information and decision-making theory, which examines the impact of distribution of information and expertise on work-teams**(Wittenbaum & Stasser, 1996).**These theories lead to different and sometimes contra dictoryhypotheses regarding the effects of diversity on group process and performance (**Michaéla,Deanne, Paul, & Janique 2003).**

 Social categorization and similarity-attraction theory predict negative effects, such as reduction in within-group communication, decreased satisfaction and commitment, and increased labor turnover. However, from the information and decision-making perspective, positive effects of diversity are hypothesized, mainly because more diverse work-teams are expected to process information differently, as team members may bring together differing viewpoints (**Williams & O'Reilly, 1998; Cox, 1993; Pollar & Gonzalez, 1994).** This, in turn, is expected to lead to more creativity and increased performance.

Research findings suggest that several factors could be responsible for the conflicts provoked by diversity in work-team composition. Some researchers (**Pelled, Cummings, & Kizilos, 1999; Tsui, Egan, & O' Reilly, 1992)** have proposed that identifying individual group members with distinct groups (i.e., "out-groups") may disrupt group dynamics. Consistent with this, research on self-categorization theory has shown that out-group members evoke more disliking, distrust, and competition than in group members (**Hogg, Cooper-Shaw, & Holz worth, 1993)**. Moreover, biases against out-group members seem to unfold automatically: the perception of salient quality(e.g., race, sex) more or less inevitably triggers a corresponding categorization(**Fiske & Neuberg, 1990).**In addition, if out-group members come from cultures or subcultures with which

in-group   members   are unfamiliar, linguistic or   paralinguistic differences   may   foster miscommunication and misunderstanding (**Hambrick, Davison, Snell, & Snow, 1998;Palich & Gomez-Mejia, 1999**).

Less palpable differences associated with attitudes, perceptions, and expectations (**Palich & Gomez-Mejia, 1999)** may pose subtler but nevertheless formidable deterrents to communication and understanding in diverse groups. Together, these factors may combine to make diverse groups a fertile breeding ground for misunderstanding and discord. Generally, there is empirical support for the assumption that all dimensions of diversity can lead to positive as well as negative effects (**Jackson et al., 2003).**

Social categorization theory, emphasize that similarities and dissimilarities can lead to categorizations which, in turn, lead to favouring one's in-group to the detriment of one or more out-groups social (**Tajfel & Turner, 1986**). On an intra-group level, this approach is typically referred to as relational demography. Thus, categorizations within a work group (based on an attribute such as gender, race, or age) can lead to the problematic formation of sub-groups ("us" versus "them"). Further to this, research findings shows that, relative to homogeneous groups, members of diverse work-groups display less attachment to each other, show less commitment to their respective organizations (**Harrison, Price, & Bell, 1998),** communicate less with one another (**Watsonet al., 1993),** miss work more often **(Tsui, Egan, & O' Reilly, 1992,),** experience more conflict and take more time to reach decisions (**Hambrick**, **Cho, & Chen, 1996).** When the members of a work group have different demographic backgrounds, they may have dissimilar belief structures (**Wiersema & Banter, 1992),** i.e., priorities, assumptions about future events, and understandings of alternatives (**Ham brick & Mason, 1984)**, based on previous training and experiences. Eisenhardt, Rahway, & Bourgeois (1997b) noted that executives "who have grown up in sales and marketing typically see opportunities and issues from vantage points that differ from those who have primarily engineering experience." Such distinct perspectives may stem, in part, from resource allocation and reward disparities

1   Three theories about diversity in the workplace

The basic requirement of social justice in the economy is that the workplace remains a place of diversity. This not only ensures the recognition of fundamental rights and freedoms, but also creates an atmosphere of trust, which is often lacking for businesses and consumers. The importance of diversity has changed from before.

1.1   The First Theory is that before companies can implement a diversity strategy, they should understand well what it means. According to this theory, many people still focus on old models of diversity that focus on social justice issues such as gender and race. On the other hand, diversity should now focus on creating an atmosphere of communication.

1.2   The Second Theory requires the use of diversity to attract new customers. By building a diverse team of employees; a company can better reach specific target groups. Filling the company with a demographic group would make it very difficult to make contact with someone outside this group.

1.3   The Third Theory is that companies focus more on understanding the client than on diversity in the workplace. Placing a product on the market is more transparent advertising than everything that happens behind closed doors.

In this respect, there are many different definitions of diversity and many different ways to achieve it. It's been a long time since anti-discrimination laws have been included in the books, but that doesn't mean that we should stop focusing on them. The implementation of a diverse working class is crucial

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to protecting social justice at many levels. Their meaning should never be forgotten and should always be a tool for positive change whenever possible.

2   What are the benefits of diversity in the workplace?

2.1   Different perspectives

Diversity in the workplace provides many perspectives. Because workplace diversity means that employees have different characteristics and backgrounds, they are more likely to have a variety of skills and experience.

As a result, employees in a company with greater diversity in the workplace have access to different perspectives, which is a great advantage when planning and implementing a business strategy.

2.2   Increased creativity

Diversity in the workplace leads to greater creativity. People of different backgrounds usually have different experiences and therefore different perspectives. The confrontation with different perspectives and views leads to greater creativity.

Gathering people who see the same thing in different ways is more likely to provide you with a melting pot of fresh, new ideas that will improve the creativity of your workforce.

Higher innovations Diversity in the workplace leads to a higher level of innovation. According to research by Josh Bersin, companies have 1.7 times more chances to be innovation leaders in their market. In a diverse workplace, employees are exposed to many perspectives and worldviews. Combining these different perspectives, they often meet in new ways and open the door to innovation.

2.3   Faster problem solving

Companies with greater diversity in the workplace solve problems faster. Harvard Business Review said that different teams can solve problems faster than cognitive-like people. Employees from different backgrounds have different experiences and views about why they are able to present different solutions. This way, the best solution can be chosen faster, which results in faster troubleshooting.

2.4   Better decision making

Diversity in the workplace leads to better results in decision making. The White Paper from the Clover pop online decision-making platform found a direct link between workplace diversity and decision making.

The researchers found that when teams made business decisions, they beat individual decision makers in 87% of cases. When employees with different experiences and perspectives meet, they will find more solutions that will lead to more informed and better decision-making processes and results.

2.5   Profit increase

Companies with greater workplace diversity achieve **greater profits. McKinsey & Company**, a global management consulting firm, conducted **research** which included 180 companies in France, Germany, the United Kingdom, and the United States. They found out that companies with more diverse top teams were also **top financial performers.**

Companies with diverse workforce make **better decisions faster**, which gives them a **serious advantage** over their competitors. As a result, companies with diversity in the workplace achieve **better business results and reap more profit.**

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2.6   Higher employee involvement

Diversity in the workplace leads to greater employee involvement. Deloitte conducted a study that captured the opinions and experience of 1,550 employees at three large Australian manufacturing, trading and medical companies.

The study showed that engagement is the result of diversity and inclusion.The relationship between job diversity and employee involvement is fairly simple: if employees feel involved, they are more involved.

2.7   Reducing staff turnover

Diversity in the workplace has a positive impact on employee loyalty. Companies with diverse workforce tend to consider rather different individual characteristics and perspectives. Diversity and integration in the workplace means that all employees feel accepted and appreciated. When employees feel accepted and appreciated, they are happier at work and stay longer in the company. As a result, companies with greater diversity in the workplace have lower turnover rates.

2.8   Better company reputation

Diversity in the workplace strengthens the company's reputation and brand. Companies involved in building and promoting diversity in the workplace are considered good, human and socially responsible organizations. Diversity in the workplace makes your business more interesting. Thanks to the diverse workforce, many different people can more easily connect with your company and brand, opening new markets, customers and business partners.

2.9   Improved setting results Diversity in the workplace leads to better recruitment results.

Diversity in the workplace strengthens the employer's brand and presents the company as a more desirable workplace Diversity in the workplace is a particularly useful resource for attracting the best talents from different talent groups. According to a study by Glass door, 67% of jobseekers indicated that having a diverse workforce is important when studying employment opportunities.

3   The biggest diversity issues in the workplace

3.1   Acceptance and respect

A fundamental value that contributes to a successfully diversified workplace is the respect between workers and employees. If the different cultures and beliefs of employees are not accepted, conflicts can arise. Sometimes this conflict leads to hostility and can even lead to violent situations. If the employees accept the differences, this leads to an exchange of ideas and an effective cooperation. Acceptance promotes mutual respect and prevents conflicts. Diversity training helps employees to understand, accept and respect each other's differences. Sometimes this conflict leads to hostility and can even lead to violent situations.

3.2   Adaptation of beliefs

The diversity of cultural, spiritual and political beliefs can sometimes be challenging in a diverse workplace Employees must be reminded that they should not impose their beliefs on others in order to avoid abuses and disputes. They also need to make sure that their ethnic and personal beliefs are independent of their professional responsibilities and duties.

3.3   Ethnic and cultural differences

According to a New York Times report, there are only 5 African American CEOs from Fortune 500 companies. In addition, a study by the University of Wisconsin found that people with African-American sounding names received a 14% fewer recall. Unfortunately, there are still problems with ethnic and cultural differences in the workplace. There are still people who have prejudices against

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people of different ethnic, cultural and religious backgrounds. These prejudices and discriminations should never be tolerated in the workplace (or elsewhere).Internal company policies with clear and objective rules should be introduced to prevent employees from showing prejudice. Awareness programs on cultural issues and raising awareness of diversity in the workplace can help address this issue. These prejudices and discriminations should never be tolerated in the workplace (or elsewhere).

3.4 Gender equality

According to a recent survey, 40% of people believe that both men and women will hire men over women. This is confirmed by another study showing that men are 30% more likely to be promoted to leadership positions than women. In addition, men earn about 24.1% more than women. In the past, women were paid less than men, but the Equal Pay Act changed that. In recent years, there has been an influx of women in the workplace. Employers must prevent gender discrimination and ensure equality in terms of recruitment, salary, opportunities and promotions. Employers must prevent gender discrimination and ensure equality in terms of recruitment, salary, opportunities and promotions.

3.5 Physical and mental disabilities

Employees with disabilities often find it difficult to find their way around the workplace, as adequate accommodation that is as simple as wheelchair ramps is not available. Some employees with special needs also have service dogs, and some office buildings do not allow them. Make arrangements so that guide dogs are admitted to your workplace. Have established procedures for people with physical or mental disabilities. Some companies have a "quiet room" where employees, if they are feeling anxious, can use the room to relieve their anxiety. Support your disabled employees and avoid discriminatory or derogatory remarks ensuring a fair and comfortable work environment for employees with physical and mental disabilities helps build a more diverse workforce.

3.6 Generation gaps

By 2025, 75% of the workforce will consist of millennial, and they will change the working culture. Employees from other generations may find it difficult to adapt to changes in the workplace and work culture that generates the younger generation. Larger companies have different age groups, from teenagers to seniors. As a result, cliques and social circles may form and some employees may be isolated from the team. There may also be times when workers from different generations disagree on how to do something. To maintain teamwork and collaboration, create an open culture of communication in your organization to bridge the generation gap. As a result, cliques and social circles may form and some employees may be isolated from the team.

3.7 Language and communication

Language and communication barriers are ubiquitous in companies with a diverse workforce. Often, US or British companies employ employees whose mother tongue or native language is not English. As a result, employees and managers sometimes have difficulty communicating their message. This can lead to communication errors and productivity losses. Language training for non-native speakers can often prevent this. Hiring multilingual or bilingual staff can also help close this gap. Increasing diversity in the workplace benefits your business in the long term. Companies with a broader workforce are 35% above the national industry average. Make sure your business delivers more workplace diversity right from the start. To make sure that your recruitment process promotes diversity and remains unbiased, use AI machine learning technology.

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4   Conclusion

Diversity in the workplace is very important in every company. Because of the many benefits of diversity, it's important for management to adopt different settings and prioritize each department. Although there are some minor failures, the impact of diversity is more beneficial in any organization. Diversity will soon become an integral part of the future work environment as corporate globalization approaches, and the need to create a work environment conducive to a diverse workforce is shifting to the heels of companies around the world. Fighting it and sticking to the traditional form of management will be pointless because there is no single management plan for all companies. Each of the different companies must create a diversity management plan tailored to them and their individual needs. The benefits of a diverse workspace are enormous and bring great benefits to every company. Although this will be a bigger challenge initially, companies will soon find that they have done the right thing by choosing a diverse workforce. Creating a strong diversity plan should be the first thing a company should do before engaging in anything related to a diverse workforce and a diverse workplace's diversity management plan does not have to be labor intensive in creating and enforcing. There are many studies documenting what normally works in business and which also contain common problems that often occur in different workplaces. Training and diversity management should not be created solely to meet legal requirements. Diversity in the workplace is not a trend. Companies need to be aware and take action now, because in the future they will certainly be able to use a diverse work area, and you'll find that this is a good idea, and if so, and the right one.

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