

# Managing Workplace Diversity

A Contemporary Context

Nirmal Kumar Betchoo



NIRMAL KUMAR BETCHOO

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**MANAGING  
WORKPLACE DIVERSITY**  
A CONTEMPORARY CONTEXT

Managing Workplace Diversity: A Contemporary Context

2<sup>nd</sup> edition

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## ABOUT THE AUTHOR

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Dr Betchoo writes extensively for the local press where he has published lead papers out of some 150 articles he has published since 2012. His consultancy works include: Trainer for women entrepreneurs, Paper moderator for the University of Technology and the Mauritius Institute of Training and Development, Supervisor for Ph. D students along with his 34-year teaching experience. out of which 24 have been devoted to teaching excellence at the tertiary level.

In 2019, Dr Betchoo participated in the Biennial Commonwealth Conference (London) on natural risks and disasters. A book chapter on this issue is awaited. He worked with the Mauritius Research Council Panel on Innovation and Competitiveness Index, and edited a 5-year strategy with the Human Resource Development Council. He published an article in the special edition of 'Diplomacy and Beyond' Journal (India) along with another one in the Mauritius Institute of Education Journal. This year, he completed a project with a University of Mauritius panel on a TEC funded research on language translation in Kreol and English.

# PREFACE TO THE SECOND EDITION

The second edition of “Managing Workplace Diversity: A Contemporary context”, published five years after the first one in 2015, purports some newer insights into the rich and fast changing diversity environment. More than ever, the diversity issue is being questioned for its relevance in the modern organisation and how it adds value to businesses in terms of workforce representation, balance, well-being, productivity, profit and many more advantages. Today’s world is already a global village with a confluence of people coming from different backgrounds, mixing up more fluidly than ever before and exchanging their knowledge, skills and competences within the organisation. Such diversity benefits every individual while it encourages accepting the other with his differences and, concurrently, aiming at converging ideas, perceptions and behaviour in common for the welfare of the organisation.

Evidently, this new edition aims to value diversity while embracing the existing and new concepts within this inspiring area. Today the generation at work is shifting from older ones and Generation Z, and soon, Generation Alpha, will be at work. This new generation has had its parents from the baby boomers or Generation X. With more openness on diversity, such the new generation portrays a different image of organisations embracing more openly within diversity. This aspect is duly covered in this new edition.

Migrant workers have become common feature in today’s global mobile workforce. The problems faced through recruiting migrant workers has become an ongoing issue with borders being closed, anti-migration policies adopted, the Brexit along with the rise of fundamentalist voices barring migrants. The issue has been readdressed with emphasis on the benefits gained through migrant labour.

HIV-AIDS and LGBT issues are reviewed. In the past five years, there have been improvements with more developing nations freeing up their antagonism towards such a diversity group. This aspect deserved food for the thought by promoting wider acceptance of such diversity that justifies its relevance in today’s forward-thinking organisation.

From the academic perspective, this book has been reviewed up to 40% by addressing the past and present issues. The texts have been reviewed with new inputs especially excerpts and learning material that date recently. All the previous 15 case studies have been replaced by new ones taken from popular websites like *Forbes*, *Mc Kinsey*, *UNAIDS*, etc. New insights have been included to bring greater reading attention while perspectives help in broadening the reader’s thoughts on the current topics. The last chapter on Statistics in Diversity has been replaced by a new one with charts focusing on current trends. More questions regarding ‘Objective tests’ and ‘essay-type’ questions have been included.

This book has been popular since its first edition being present in repositories, websites and libraries in several countries. Its simple approach to learning diversity as a course of study has been meaningful to an international audience. The author thanks all readers having gone through the book and hopes that this revised edition addresses today's challenging issues while it retains the core elements that were in the first edition and that have not been altered but rather complemented with new material.

# PREFACE TO THE FIRST EDITION

This book titled “Managing Workplace Diversity: A Contemporary context” is based on today’s workplace context regarding diversity focusing on the global environment. It is a known fact that diversity is gaining more importance nowadays than ever before given that the world better accommodates people with differences since it has been transformed into a global village, a term that looked distant in the past but looks more apparent today than ever before. This calls for the acceptance of differences which are, in essence, the elements of diversity. Traditionally, diversity could mainly focus on gender, age and ethnicity issues but there are new concepts like HIV/AIDS workers, dual-career couples, mobile workers, etc. that have become part of the workplace and have their role to play in society.

The existing and new diversity paradigms has called the author to consider writing on diversity using a concise approach but which truly represents the context. The work has stemmed from the author’s teaching of “Management of Diversity” to students over the past ten years with the inception that texts on diversity are quite rare or simply inadequate both in terms of content and ease of understanding. Either issues of diversity form part of broad-based management texts or they are high-level peer-reviewed articles which are research-based duly supported by facts and figures. Little has been seen of texts on diversity that are easy to assimilate, simple to understand with facts on today’s context. This textbook humbly contributes to understanding diversity based from a management perspective with an inclusion of management and human resource management as elements worth noting in the effective approach to diversity.

Information has been developed both from journals and textbooks with special reference to internet-based documentation namely from blogs that are written by professionals and whose contributions are widely acknowledged and referenced throughout the texts. There is a special chapter that addresses new paradigms in workplace diversity that are likely to impact on today’s workplace.

To create a good learning experience, case studies have been included in each chapter. They either support the existing literature or simply add on new information through real-life examples in the text. They also highlight how case studies can relate to what is being taught and learnt. There are practice questions that help the student and reader focus on the key issues discussed per chapter covered.

A special section has been allocated to the use and interpretation of statistics relating to diversity. In order to support literature, numerical data is important and this is where statistical data sometime help in better gauging a theory and interpreting the information provided in a particular context. The contexts chosen vary since they cover both advanced nations and emerging economies with recently-gained information.

Objective tests that cover the different chapters along with a range of essay-type questions conclude this book with particular reference made to the aspects discussed in this book. By doing the different exercises, the student is expected to master the different concepts of diversity and have a clearer idea of it. This is what this book intends to achieve while, once again, assuming that it remains to the point, neither too brief and nor too elaborate. The aim was to present diversity in management in an easy-to-read and understand approach.

# 1 INTRODUCTION TO MANAGEMENT OF WORKPLACE DIVERSITY

## Introduction

Diversity management is an important concept that is universally applied to the workplace. Earlier, countries could claim to be ethno-centric in their approach by having a homogeneous race at work with the style of sameness. If you just watch a typical American soap, it speaks of burgers, college lifestyle, American stereotype of hero, etc. This means that stereotypes tend to give an image of what one society is and how it might differ from others or the s-called rest of the world. This image is no truer today especially when one speaks of a globalised world-a concept developed since the 1990s and so-widely accepted today in all communities of the world.

Marshall Mc Luhan spoke in the 1960s of a global village with increased speed of communication and the ability of people to read about, spread, and react to global news quickly (Mc Luhan, 1964), while management writers like Ohmae (1999) commented on the borderless world with excellent opportunities to trade without fear. These ideas better illustrate today's workplace with its high level of diversity. It includes firstly people of all races combining their effort to reach the corporate goals of the firm. People can then be of different gender; male and female, where they contribute more than ever before to their organisation with and without role differences. Next comes the age factor. A company is also like a family with people of different ages who work together and collaborate to the wellbeing of their firm.

In diversity management, one can also come across physically handicapped or disabled workers. Although they face a lot of discrimination due to their physical problem, they have nowadays more rights and opportunities to work. Engaging them in the work community proves to be beneficial both to them and the business. One can also speak of social class differences that are broadly overcome but can vary in terms of importance among different cultures. The movements in class might also explain how diversity can address organisational issues.

Then comes the foreign employee. There are two trends that are identifiable. Firstly, people from the developing world moved in large numbers to rich countries that were their former colonists. Secondly, top executives are moving to developing nations to sell their managerial expertise. Foreign employees might also invoke the issue of cultural diversity and tolerance.

There are part-timers to consider in diversity management. When economies are in dire difficulties, new forms of employment do arise and part-timers have a key role to play in it. Their expertise and contribution plays a key role in addressing the work problem through their diversity.

This book also covers the aspect of Lesbian, Gay, Bisexual and Transexual workers (LGBT) as an inherent part of diversity. Being in the firm while facing the risk of stigmatisation, LGBT should have their role to play within the business. They are crucial to the firm's success. Acceptance of diversity also covers the issue of race relations which are easy tough to manage despite struggles won in many parts of the world.

There are also wider issues of diversity discussed in this book and they have been addressed within today's evolving environment of workplace diversity.

### **The Concept of Workplace Diversity**

Diversity is generally defined as acknowledging, understanding, accepting, valuing, and celebrating differences among people with respect to age, class, ethnicity, gender, physical and mental ability, race, sexual orientation, spiritual practice, and public assistance status (Esty, et al., 1995)

Managing diversity means acknowledging people's differences and recognising these differences as valuable. It enhances good management practices by preventing discrimination and promoting inclusiveness. Good management alone will not necessarily help an individual work effectively with a diverse workforce. While the traditional notion of workplace diversity may refer to representations of various races, genders and religious backgrounds, today's concept of workplace diversity is broad-based. Besides these classical variables, considerations are also made on personality, age, style, skills, education, background, etc. The focus of workplace diversity now lies on the promotion of individuality within an organisation, acknowledging that every person can bring something different to the business.

Queensborough College (2020) gives an interpretation on the concept of diversity which encompasses acceptance and respect. It means understanding that each individual is unique, and recognising our individual differences. These can be along the dimensions of race, ethnicity, gender, sexual orientation, socio-economic status, age, physical abilities, religious beliefs, political beliefs, or other ideologies. It is the exploration of these differences in a safe, positive, and nurturing environment. It is about understanding each other and moving beyond simple tolerance to embracing and celebrating the rich dimensions of diversity contained within each individual.

Diversity is a reality created by individuals and groups from a broad spectrum of demographic and philosophical differences. It is extremely important to support and protect diversity because by valuing individuals and groups free from prejudice and by fostering a climate where equity and mutual respect are intrinsic, we will create a success-oriented, cooperative, and caring community that draws intellectual strength and produces innovative solutions from the synergy of its people.

An organisation that is committed to a diverse workforce is one that aims to harness a pool of individuals with unique qualities, seeing this combination of differences as a potential for growth rather than opportunities for conflict. Attached to this commitment is also an intention to nurture and develop the potential of each individual.

Organisations must understand that managing diversity is much more than gaining knowledge on race and gender issues. Managing diversity should be viewed as providing a perspective that can enhance creativity and growth. The discipline provides a way of thinking that allows us to view our organisational activities through a more objective eye.

### **The need for businesses to embrace diversity**

Diversity means empowering people. It makes an organisation effective by capitalising on all the strengths of each employee. Diversity is also understanding, valuing, and using the differences in every person. Simply enforcing government regulations is not the best way to embrace diversity. To obtain that competitive edge companies need to create great work teams by using the full potential of every individual.

Embracing diversity is the first item for building teams. Every team building theory states that to build a great team, there must be a diverse group of people on the team. Choosing people like oneself to be on teams is similar to inbreeding — it multiplies the flaws. While on the other end of the continuum is having an assorted group of individuals which diminishes the flaws of others.

Internally, organisations promote diversity and manage increasingly heterogeneous workforces, accommodate and integrate employees with different value and belief systems and combat a range of different forms of discrimination with both organisational and societal consequences (Groschl, 2011).

Externally, organisations have to manage demands from governmental, consumer and lobbying sources for the implementation of anti-discrimination policies and laws, and for attracting and integrating employees from minority or historically disadvantaged groups (Groschl, 2011). These demands and activities affect the review and revision of organisational culture, HR policies and practices and ethical standards.

### **Diversity: A fad or a reality today?**

Is managing diversity another fad such as teamwork, downsizing, or re-engineering? Ideally, organisations are interested in Diversity because it represents a new problem for them to deal with? One thing is certain: diversity, especially workforce diversity is an issue most organisations have already or will need to address in the very near future.

There are some reasons to explain why firms are interested in managing diversity.

Firstly, the workforce in many nations is becoming more diverse. Kerby and Burns (2012) state that our nation and our workforce are both becoming more diverse. The share of people of colour in the United States is increasing; more women are entering the labour force; and gay and transgender individuals are making vital contributions to our economy, while being increasingly open about who they are. To that end, businesses that embrace diversity have a more solid footing in the marketplace than others.

Secondly, the fertility rate in the traditional industrial powers is not great enough to replace their existing populations. This means that immigration is going to be a factor in those societies and a key issue that organisations within those societies will need to deal with.

Thirdly, organisations are also beginning to emphasise the importance of cross-functional teams. This is important because different work functions and different departments can have different cultures. Hence, the ability to adapt to different cultures has an advantage for organisational activities.

Next, there is a growing emphasis on global marketing and multinational business operations. As evidence of the globalisation effect, in 1960 less than 10 per cent of U.S. firms faced competition. La Spada (2010) states that today, in a global economy, where cultural diversity is stimulated with the purpose of avoiding the phenomenon of homogenisation, favouring instead the integration of different cultures, economic development would not only be culturally sustainable. The existence of diversity of cultures, tastes and preferences could assure a variegated demand for products that would slow down the danger determined by the saturation of markets and such diversity could be also the source of a constant process of innovation that would maintain incentives to investment.

Organisations must understand that managing diversity is much more than gaining knowledge on race and gender issues. Managing diversity should be viewed as providing a perspective that can enhance creativity and growth. The diversity concept provides a way of thinking that allows managers to view their organisational activities through a more objective eye.

Diversity is the similarities and differences of people found in our workplace, workforce and marketplace. It includes many characteristics that may be visible such as race, gender and age, and it also includes less obvious characteristics like personality style, ethnicity, ability, education, religion, job function, life experience, life style, sexual orientation, geography, regional differences, work experience and family situation that make us all similar to and different from one another.

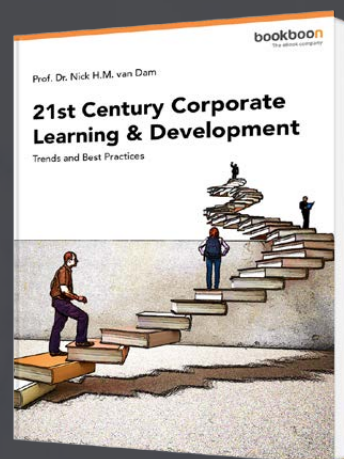
### Benefits of Workplace Diversity

According to Greenberg (2008), an organisation's success and competitiveness depends upon its ability to embrace diversity and realise the benefits. When organisations actively assess their handling of workplace diversity issues, develop and implement diversity plans, multiple benefits are reported such as:

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**Increased adaptability**

Organisations employing a diverse workforce can supply a greater variety of solutions to problems in service, sourcing, and allocation of resources. Employees from diverse backgrounds bring individual talents and experiences in suggesting ideas that are flexible in adapting to fluctuating markets and customer demands.

**Broader service range**

A diverse collection of skills and experiences (e.g. languages, cultural understanding) allows a company to provide service to customers on a global basis.

**Variety of viewpoints**

A diverse workforce that feels comfortable communicating varying points of view provides a larger pool of ideas and experiences. The organisation can draw from that pool to meet business strategy needs and the needs of customers more effectively.

**More effective execution**

Companies that encourage diversity in the workplace inspire all of their employees to perform to their highest ability. Company-wide strategies can then be executed; resulting in higher productivity, profit, and return on investment.

**Attract and retain talent**

Andrade (2010) states that talent can add a competitive edge to any organisation. Feeling included and appreciated increases loyalty and feeling of belonging. Language skills pool is increased and propels organisation forward either to compete in the International global world or to increase its diverse customer base.

Businesses are recognising the need and importance of investing in diversity and inclusion as part of their overall talent management practices and to continually challenge their organisations to make the connection between those principles and their corporate performance. Diversity is especially crucial in today's global marketplace, as companies interact with

different cultures and clients. The payoffs touch every area of the business by potentially resulting in increased creativity, increased productivity, *new attitudes*, new language skills, global understanding, new processes, and new solutions to difficult problems, greater agility, better market insight, stronger customer and community loyalty, innovation, and improved employee recruitment and retention (Andrade, 2010).

### **Challenges to managing diversity**

There are challenges to managing a diverse work population. Managing diversity is more than simply acknowledging differences in people. It involves recognising the value of differences, combating discrimination, and promoting inclusiveness. Managers may also be challenged with losses in personnel and work productivity due to prejudice and discrimination and complaints and legal actions against the organisation (Devoe, 1999).

Diversity-related challenges are present in almost every workplace, whether they are giant corporations or small business operations. The globalised business world has increased the need for individuals from all walks of life. Holt (2015) states that conflict is a natural part of this process and, as long as it is handled in a healthy way, can bring a group of employees closer together. Challenges are what improve employee relationships and promote diversity, if handled correctly. If handled incorrectly, a company could fall apart, face lawsuits and spend more time resolving conflict than being productive. These challenges, when handled in a healthy way, push people to grow, improving productivity and employee relationships, decreasing workplace tension and resulting in a positive place to work.

### **The managerial and psychological challenge**

Managerially managing diversity is challenging because by opening ourselves and our organisations to the perspectives of individuals and groups who have had less managerial voice in the past we can step outside the traditional frame of decision making. Managers have to deal with different types of people and different visions. It is not the same compared to a structure where values are common or homogeneous.

Psychologically managing diversity is challenging because of issues such as personality, perception, attitudes, and values. These are issues where all people differ individually like responses to different individuals. Individual differences are largely responsible for stereotyping, discrimination, and prejudice. Companies might greatly underestimate the power of memory and past experiences. This issue might influence the manager's response to individual differences.

**Diversity in business as an asset**

If everyone were the same, the world would be a boring place, and it is important in business to always be progressing and innovating (Biggins, 2020). Put simply, diversity equals creativity. A diverse workforce will bring different ideas and new ways of thinking to the table. They'll be able to better serve your client or customer base. Members of staff that come from a range of backgrounds will have had different experiences, giving them a greater understanding of different points of views. This can be useful for empathising or problem solving in various situations, offering more tailored support to clients or customers.

Supporting diversity in the workplace opens individuals up to a bigger talent pool. If a firm is recruiting with a strict set of criteria in mind, it might be losing out on talented candidates. By widening the search and embracing diversity, businesses could find their perfect recruit.

Additionally, a diverse workforce can add to an employer's brand and company culture. Today's professionals appreciate diversity and want to work for exciting, forward thinking companies. By creating this kind of workforce, one can attract talented candidates, as well as retain existing members of staff who are glad to be part of an exciting company.

**Perspective: Diversity in the new normal**

Morris (2020) states that the new chapter of this new normal, must create an environment where employees, both black and white, can develop a shared history based on confidence, competence and equity. The future of global and local businesses has a stake in the aspirations of a generation of young people, their future employees, who insist on change. They are the most ethnically and racially diverse population yet and must be engaged appropriately, and inclusively supported by an organisation that has underwritten equity and inclusion into its operational culture, processes and procedures.

Employees are the engine of business growth, and diversity and inclusion will support the growth and development of business. Both Generation Z and current employees demand that their needs are met, and that fairness and equity become embedded firmly and authentically into workplace behaviours.

The time for authentic governance around the diversity and inclusion agenda has arrived. The commanding influence of equitable practices, will spread much further than our individual businesses or even the industries within which they operate.

It will provoke the development of fairness and justice for all of us. Leadership must change with the times, and the times are changing. For years, organisations have failed in recruiting best in class diverse talent, succeeding only in replicating successors in their own image.

Inclusive talent structures and processes are the way forward to enable an environment where successive generations of employees do not suffer through systemic racism.

### **Case Study 1: Ensuring cultural diversity in the workplace**

Cultural diversity is when different races, ethnicities, ages, abilities, languages, nationalities, socioeconomic statuses, genders, religions, and/or sexual orientations are well represented within a community. The group is diverse if a wide variety of groups are represented. It is important not only to have cultural diversity in communities but also in the workplace.

Cultural diversity means that a group contains people of different races, religions, ages, ethnicities, genders, sexual orientations, socioeconomic statuses, nationalities, and more. Diversity benefits the workplace because people from various backgrounds have different perspectives. Their contribution to the business allows the group to look at problems from all different angles. The results are often innovative.

For diversity to bring strength, it should be valued in the corporate philosophy. More important, it must be integrated into company practices. It takes time and a commitment to celebrate diversity. Workers must be open-minded and non-judgmental in order to truly understand how cultural diversity can impact the workplace and make it better.

Stereotypes and prejudices create destructive communication. Unfortunately, some people may only see different races, genders, or sexual orientations as a negative rather than a positive. This can and should not be tolerated in the workplace.

A manager might notice that his team at work is not diverse. By putting an emphasis on hiring individuals from a variety of backgrounds, he can create a culturally diverse workplace. It may take a little while to develop a culturally diverse team, but it'll be worth it to have a workplace that reflects the rest of the world.

And once the team gets to know each other, the diversity among the group will make it more innovative and increase performance.

Wharton Business School consultant Pamela Tudor found the key to managing diversity: Team members must be dedicated to a shared goal. She found that a strong commitment to a common objective overcame any issues. Diverse teams must be supported and celebrated by departments that unite employees around the shared goal. If they are not, employees may leave to find a new job at a more company that puts more emphasis on hiring diverse groups of people. In order to ensure this does not happen, management and employees must work together to recognise where their biases or lack of diversity are, and focus on changing them.

Source: *Ameadeo, K. (2020) Cultural diversity in the workplace, why is it so important, <https://www.thebalance.com>.*

## Questions

Explain how a diverse workplace might look at problems from all different angles and find out innovative ideas. Why should diverse teams be supported and celebrated by departments that unite employees around the shared goal? Why is it important for management and employees to work together to recognise where there exist biases or lack of diversity?

## A model for Diversity

### The Four Layers Model

According to Amelio (2015), the Four Layers Model can help the manager understand that diversity comprises many characteristics of people at work, not only a few. The diversity-mature manager will seek to understand these factors and dimensions of diversity to ensure he is bringing out all aspects of an individual's talents and abilities in support of the organisation's mission and goals.

### Personality

This includes an individual's likes and dislikes, values, and beliefs. Personality is shaped early in life and is both influenced by, and influences, the other three layers throughout one's lifetime and career choices.

**Internal dimensions**

These include aspects of diversity over which we have no control (though “physical ability” can change over time due to choices we make to be active or not, or in cases of illness or accidents). This dimension is the layer in which many divisions between and among people exist and which forms the core of many diversity efforts. These dimensions include the first things we see in other people, such as race or gender and on which we make many assumptions and base judgments.

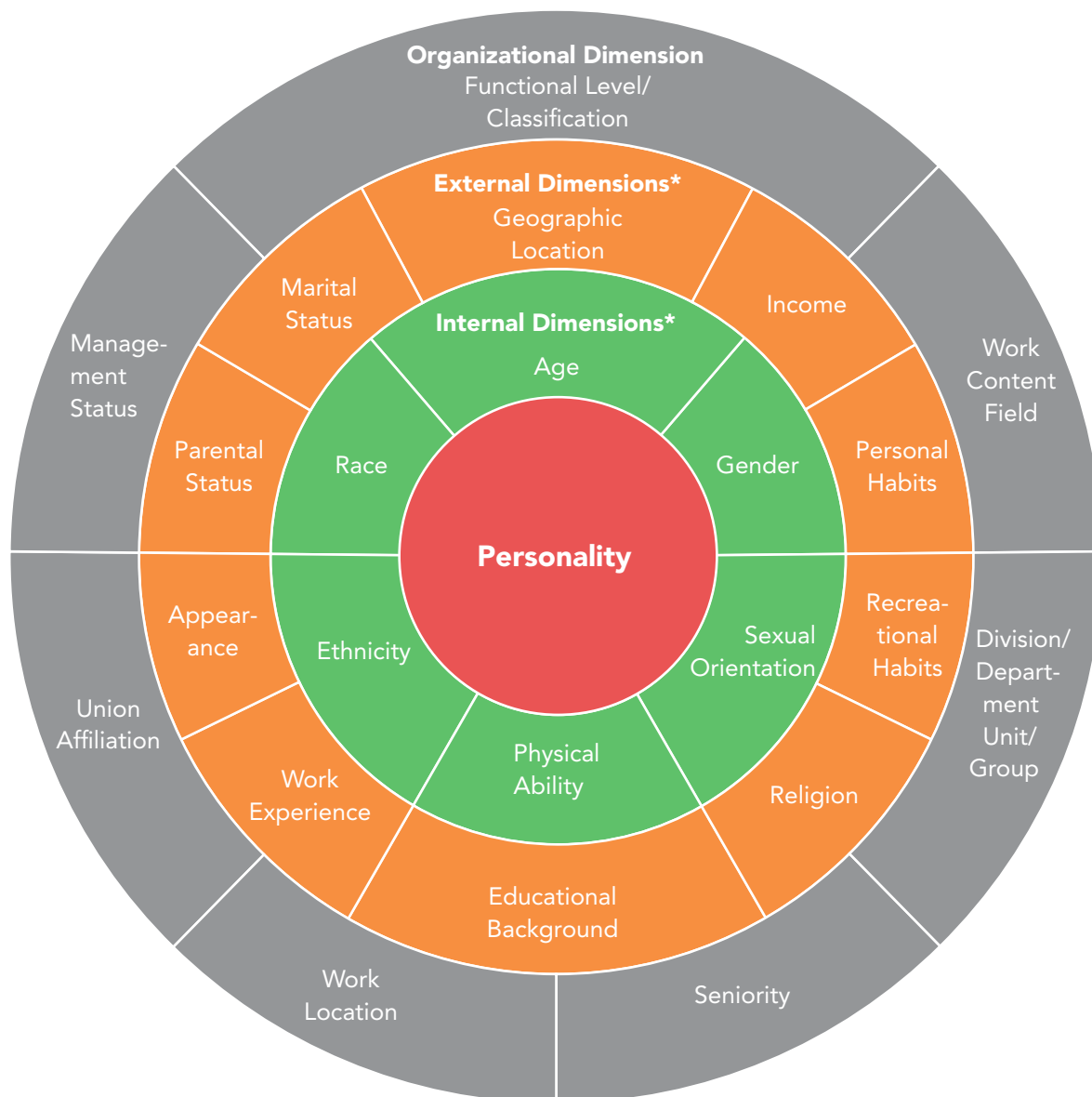
**External dimensions**

These include aspects of our lives which we have some control over, which might change over time, and which usually form the basis for decisions on careers and work styles. This layer often determines, in part, with whom we develop friendships and what we do for work. This layer also tells us much about whom we like to be with.

**Organisational dimensions**

This layer concerns the aspects of culture found in a work setting. While much attention of diversity efforts is focused on the internal dimensions, issues of preferential treatment and opportunities for development or promotion are impacted by the aspects of this layer.

### FOUR LAYERS OF DIVERSITY



\*Internal Dimensions and External Dimensions are adapted from Marilyn Loden and Judy Rosener, *Workforce America* (Business One Irwin, 1991) From *Drivers Teams at Work*, Gardenswartz & Rowe (2nd Edition, SHRM, 2003)

The usefulness of this model is that it includes the dimensions that shape and impact both the individual and the organisation itself (Amelio, 2015). While the “Internal Dimensions” receive primary attention in successful diversity initiatives, the elements of the “External” and “Organisational” dimensions often determine the way people are treated, who “fits” or not in a department, who gets the opportunity for development or promotions, and who gets recognised.

A manager who wants to understand diversity and be an effective manager of a diverse team needs to pay attention to all these layers of diversity with the goals of using both differences and similarities to enrich the work environment and bring us closer to our mission.

### **Theoretical Contributions to Diversity Management**

The *radical approach* to promoting equal opportunities was adopted by individuals who held strong political and ethical values and recognised the historical disadvantage that certain groups, such as women, ethnic minorities and disabled persons, experienced in employment (Jewson and Mason 1986). The supporters of this approach advocated positive discrimination and affirmative action as their methods for change (Adler and Izraeli, 1988).

Jewson and Mason (1986) identified two distinct approaches to promoting equal opportunities in employment. These were the liberal and radical change approaches. The proponents of *the liberal approach* argued that women and men were essentially the same and that sex equality would be achieved once employment policies and procedures became identical for both sexes (Cockburn 1989). The liberal approach was identified with its “business-case” arguments, which were propounded in the 1990s to achieve sex equality at work. These practitioner-based arguments aimed at convincing a managerial audience that equality and diversity were financially beneficial to their organisations.

Cockburn (1989) asserted that the radical approach was “retrogressive in further dividing the already divided powerless groups.” She also pointed out, that, although the use of a radical approach could promote the relative position of one disadvantaged group, it did not promise any improvement in the structures that perpetuate inequalities at work.

Cockburn (1989) argued that the liberal approach was not able to reach its targets and that the radical approach, while boosting the interests of some disadvantaged groups such as women, ethnic minorities and disabled workers, did not challenge the employment structures that upheld sex discrimination. Instead, she proposed a *transformational change approach* with a short and a long-term agenda.

Kandola and Fullerton (1998) in their book *Diversity in Action: Managing the Mosaic* state that “the basic concept of managing diversity accepts that the workforce consists of a diverse population of people. The diversity consists of visible and non-visible differences which will include factors such as sex, age, background, race, disability, personality and work style. It is founded on the premise that harnessing these differences will create a productive environment in which everyone feels valued, where their talents are fully utilised and in which organisational goals are met.”

(Adapted from: Is the practice of equal opportunities management keeping pace with theory? Management of sex equality in the financial services sector in Britain and Turkey, Mustafa F. Özbilgin)

### **Insight: Changing paradigms in diversity**

According to Thomas and Ely (1996), two perspectives have guided most diversity initiatives to date: the *discrimination-and-fairness paradigm* and the *access-and-legitimacy paradigm*. The scholars have identified a new, emerging approach to this complex management issue. The new *learning-and-effectiveness paradigm*, incorporates aspects of the first two paradigms but goes beyond them by concretely connecting diversity to approaches to work.

### **The Discrimination-and-Fairness Paradigm**

Using the discrimination-and-fairness paradigm is the dominant way of understanding diversity. Leaders who look at diversity through this lens usually focus on equal opportunity, fair treatment, recruitment, and compliance with national Equal Employment Opportunity requirements. Under this paradigm, nevertheless, progress in diversity is measured by how well the company achieves its recruitment and retention goals rather than by the degree to which conditions in the company allow employees to draw on their personal assets and perspectives to do their work more effectively.

### **The Access-and-Legitimacy Paradigm**

In the competitive climate of the 1980s and 1990s, a new rhetoric and rationale for managing diversity emerged. If the discrimination-and-fairness paradigm can be said to have idealised assimilation and colour—and gender-blind conformism, the access-and-legitimacy paradigm was predicated on the acceptance and celebration of differences. Where this paradigm has taken hold, organisations have pushed for access to—and legitimacy with—a more diverse clientele by matching the demographics of the organisation to those of critical consumer or constituent groups. In some cases, the effort has led to substantial increases in organisational diversity.

### **The Emerging Paradigm: Connecting Diversity to Work Perspectives**

Currently, companies have also developed an outlook on diversity that enables them to *incorporate* employees' perspectives into the main work of the organisation and to enhance work by rethinking primary tasks and redefining markets, products, strategies, missions, business practices, and even cultures. Such companies are using the learning-and-effectiveness paradigm for managing diversity and, by doing so, are tapping diversity's true benefits. The emerging paradigm, in contrast to both, organises itself around the overarching theme of integration. Assimilation goes too far in pursuing sameness. Differentiation, as we have shown, overshoots in the other direction. The new model for managing diversity transcends both. Like the fairness paradigm, it promotes equal opportunity for all individuals. And like the access paradigm, it acknowledges cultural differences among people and recognises the value in those differences. Yet this new model for managing diversity lets the organisation internalise differences among employees so that it learns and grows because of them.

### **Eight Preconditions for making the paradigm shift**

1. The leadership must understand that a diverse workforce will embody different perspectives and approaches to work, and must truly value variety of opinion and insight.
2. The leadership must recognise both the learning opportunities and the challenges that the expression of different perspectives presents for an organization.
3. The organisational culture must create an expectation of high standards of performance from everyone.
4. The organisational culture must stimulate personal development.
5. The organisational culture must encourage openness.
6. The culture must make workers feel valued.
7. The organisation must have a well-articulated and widely understood mission.
8. The organisation must have a relatively egalitarian, non-bureaucratic structure.

Source: *Thomas, D. and Ely, R. (1996) Making Differences Matter: A New Paradigm for Managing Diversity, Harvard Business Review.*

### **Conclusion**

Diversity means empowering people by capitalising on all the strengths of each employee. Diversity is also understanding, valuing, and using the differences in every person. Embracing diversity is the first issue for building teams. When organisations actively address workplace

diversity issues, multiple benefits are reported such as: increased adaptability, broader service range, variety of viewpoints, the capacity to attract and retain talent. Businesses are recognising the need and importance of investing in diversity and inclusion as part of their overall talent management practices and to continually challenge their organisations to make the connection between those principles and their corporate performance. Supporting diversity in the workplace opens individuals up to a bigger talent pool. a diverse workforce that can add to an employer's brand and company culture.

The Four Layers Model can help the manager understand that diversity comprises key characteristics of people at work like personality, internal dimensions, external dimensions and organisational dimensions. According to Thomas and Ely (1996), two perspectives have earlier guided most diversity initiatives to date: The Discrimination-and-Fairness paradigm and the Access-and-Legitimacy paradigm. Presently, the Emerging Paradigm: Connecting Diversity to Work Perspectives has an outlook on diversity that enables managers to incorporate employees' perspectives into the main work of the organisation and enhance work by rethinking primary tasks and redefining strategies, missions, business practices, and even cultures.

### Practice Questions

1. Why is diversity management considered as an important issue at the workplace?
2. What are some changes taking place in organisations that may call for better consideration regarding diversity?
3. Identify some benefits of diversity management.
4. What is the new normal and how does it affect diversity today?
5. How is diversity management managerially and culturally challenging?
6. The most compelling reason to employ a diverse work force is cultural intelligence. Discuss this statement.
7. What are the key internal dimensions in the four layers of diversity?
8. What is the basic concept behind the radical view of diversity? Why is it challenged?
9. What are the conditions to ensure integration in the new diversity paradigm?
10. How does the liberal view of diversity management impact at work?

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## 2 GENDER ISSUES IN WORKPLACE DIVERSITY

### Introduction

The issue of discrimination at work is commonplace in most parts of the world. This comes quite often when women are considered as part of today's workforce. This underlies a sea change that has taken place worldwide seen from images from the media and activities undertaken by women today. This chapter addresses the gender issue by paying particular attention to women in business. Long ago, commonly the traditional family illustrated with the father as the bread winner, the mother as the one who did the household chores and looked after the children. Women were submissive in the initial part of modern history confronted to minimised roles and influence at work. This obviously changed with time and women are now at the forefront of organisations; a few having leading roles to play in business.

At the political level, the representation of women is limited with a few clichés of great ladies like Indira Gandhi (India), Golda Meir (Israel), Margaret Thatcher (UK), just to mention a few. Some have been making the news in the social arena like Mother Theresa, Angela Merkel or Jacinda Ardern. Unlike men, the success of women in society can be said to be countable in number terms while it is all too difficult to account for the contribution of men at work. Every society has its heroes and the male gender is often portrayed as the hero.

Traditional societies in the developing world have usually given the impression that men are more important to women. In China, there are villages whereby there is a majority of males. The same applies to tradition-rooted India where baby girls were claimed to be killed in the wait for male children. There are exceptions however within the developing world in some African societies where women have a greater role to play and this applies exceptionally to matriarchal societies. Else, male dominance is paramount be it the industrialised or the developing nation. Even today in the USA, there is still the wait for a woman to become the president of the world's first economic power.

Why is there so much discrimination when it comes to gender while it is necessary for society to have the same proportion of men and women? Why is there discrimination when both genders have more access to higher education and have the same achievements? Why are women still considered to be weaker in achievement compared to men? Why does the stereotype of women who work as clerical officers or secretary remain so omnipresent at work?

This chapter raises the issue of gender from the perspective of the role and influence of women in today's diversity. It evidently covers the emancipation of women including the inevitable outlook on Simone de Beauvoir's "Deuxième Sexe" as an intention to clearly see how women deserve their role in society. Examples are taken from various sources to enrich the reader's experience of efforts undertaken to give women their due right and expectations within diversity and to welcome their achievements.

Despite all positive things said in favour of women, there is still a high level of discrimination and this affects the workplace. Women, in general, are less paid for the same job that they undertake with men in certain spheres of life. Promotional opportunities in top management positions can still be barred for women or simply patriarchal organisations might not favour accepting women to break the "glass ceiling" and expect themselves as leaders or captains of industry. But the argument here is that case studies do reveal that women can do as well as men or even better. Once again, it is the disparity among nations, their archaic structures, the lack of support from central government, the lack of education and health care to women, which are impending issues concerning their discrimination. The perception of the "male-dominated" society still permeates across all cultures.

Attaining perfect equality is not possible and this has been claimed in scholarly articles selected in this chapter. There is a need to better consider the issue whereby deep barriers could be overcome, where women could be given more chances to succeed and where 'sexist' issues should be overcome.

### **Traditional roles in society**

Tradition broadly establishes roles and intentions of people. Starting from dressing habits to activities in the family to gifts like balls for boys or dolls for girls, tradition has an overwhelming presence in shaping the role of men and women in society. Newbie (2009) comments that the traditional roles of men and women were established to ensure the power of the head of household. Historically speaking, that head of household was always male. But the rapidly developing world has brought about many changes into the traditional roles of both men and women. People have been socialised to expect men to be brave, industrious and domineering, whereas women have been expected to be submissive, timid and nurturing. Nowadays, however, women do not have to rely on their husbands anymore to provide a financial support for the home and in many cases they become breadwinners and head of the home themselves. Thus, these changes have resulted in male losing his image and ego as the dominant gender in society.

Women are the inherent part of our society and cannot be neglected due to their less power and authority. They are created as a companion for men and men have to make her walk with them in the course of life. Gicki (2013) states that women play roles as a mother, a sister, a daughter, a wife. They play their roles with great responsibilities in upbringing of a healthy solid society, but she is in our so called modern world, still living in chains.

### **Women as a core unit of society**

The core unit of society is women. As woman makes a family, family makes a home and homes make a society. So we should never think that a society would come into existence without the contribution of women. We all know that without education, no development is possible. Here we have forgotten that the very first and best school of a child is its mother's lap (Gicki, 2013). A good healthy society does not automatically emerge on its own and stands firm but it needs to be emerged and for its emergence women play a pivotal role. From behavioural to health education women have their hands in. These all are the basic fundamentals of a good society and women are the main contributors in building up a strong society.

### **Women's Movement**

It is interesting to start by speaking of women's movement which initially developed in forward-looking nations, particularly in Scandinavian countries where the rights to vote started as early as the 1925 for women while this was passed on much later to the United Kingdom, around the fifties and its colonies by the late 1960s. The first women's movement grew out of the context of European revolutions during the 18th and 19th century. Whereas it mainly focussed on fighting for access to education and political participation (women's right to vote), the new women's movement in the second half of the 20th century drew its strength especially from the struggle for sexual and reproductive rights of freedom and equal opportunities in all areas of society. While this second phase of the organised women's movement in the US has to be seen in a context with the black civil rights movement, e.g., in West Germany it stemmed from the student movement.

## **Feminism**

The term “feminism” is increasingly found since the early 20th century, when it was used as a synonym for the women’s issue and female emancipation endeavours. Today, feminism can be assumed as a political movement as well as a critical trend in the philosophy of science that deals with power, power relations and domination. Currently, we find different national and cultural developments on the conceptual level and concerning its self-image. So instead of talking about feminism, it seems more apt to talk about “feminisms”. Its different orientations (including liberal, Marxist, autonomous, deconstructive, differential and equality feminism) originate from heterogeneous theoretical paradigms, but their smallest common denominator is “the complete realisation of the emancipation of women”. It was mainly in the course of the second women’s movement and its march through the institutions that feminism got universally established, became increasingly academic and further developed through critical women’s and later gender studies (Neusüß and Chojecka, 2008).

The second half of the 20th century significantly changed the status of women: the right to contraception, to divorce, the right of control over her body, demands for gender equality in professional life, respect, sharing of responsibilities, etc. May 1968 in France, the hippie years in the USA, the walk for liberty by Martin Luther King in 1965 followed earlier by Rosa Parks have already been triggers for the advancement for equality and gender. Since the early 21st century, important laws promoting equal access for men and women to political and administrative functions have been enacted (France.fr, 2015).

## **The gender perspective**

“The fundamental transformation that took place in Beijing was the recognition of the need to shift the focus from women to the concept of gender, recognising that the entire structure of society, and all relations between men and women within it, had to be re-evaluated. Only by such a fundamental restructuring of society and its institutions could women be fully empowered to take their rightful place as equal partners with men in all aspects of life. This change represented a strong reaffirmation that women’s rights were human rights and that gender equality was an issue of universal concern, benefiting all. (UN org, 2010).”

Gender equality is achieved when people are able to access and enjoy the same rewards, resources and opportunities regardless of whether they are a woman or a man. Many countries worldwide have made significant progress towards gender equality in recent decades, particularly in areas such as education. However, women continue to earn less than men, are less likely to advance their careers as far as men, and are more likely to spend their final years in poverty. At the same time, some men find it more difficult to access family-friendly

policies or flexible working arrangements than women ([Commonwealth Government of Australia](#), 2014). The aim of gender equality in the workplace is to achieve broadly equal outcomes for women and men, not exactly the same outcome for all individuals. To achieve this requires:

- workplaces to provide equal remuneration for women and men for work of equal or comparable value.
- the removal of barriers to the full and equal participation of women in the workforce. full and genuine access to all occupations and industries, including to leadership roles for women and men.
- elimination of discrimination on the basis of gender particularly in relation to family and caring responsibilities for both women and men.

Achieving gender equality is important for workplaces not only because it is “fair” and “the right thing to do”, it is also vitally important to the bottom line of a business and to the productivity of a nation.

Advancing gender diversity is a key focus area that organisations should look to, armed with the knowledge that there is still significant progress to make before most workplaces achieve true gender equality. Gorman (2014) suggests that at organisations where leaders are active and engaged in diversity programs, more women are present throughout the organisation, in top leadership roles, and there is more equality in talent flows between men and women. Another key driver of gender diversity is that active management of talent creates more favourable results than traditional diversity programmes that are put in place to support women’s needs.

Organisations that actively manage pay equity vs. making passive commitments ensure that women and men have equal access to profit and loss responsibilities, and proactively support flexible work arrangements driving gender equality at a greater rate than those with traditional diversity programmes.

### **Women’s emancipation**

When women’s emancipation movements initially emerged, they were usually closely connected to political and social opposition movements. In liberation movements and revolutions in which men and women jointly exerted themselves for basic rights, national independence, and a constitutional charter, the position of women was also on the agenda. Some men, although not the majority, were prepared to accept women as companions with equal rights. Women availed themselves of the additional scope for action which materialised during periods of social upheaval. There arose new forms of feminist involvement in the form of societies, journals, and alternative lifestyles.

Women's emancipation movements developed early in those countries where socioeconomic change was already advanced, and soon had a mass following. The emergent industrial and civil society resulted in a closer interaction among all classes. In the last decade of the nineteenth century women's associations with widely different goals increasingly united on national and international levels. This consolidation was the result of intensified communication which encouraged the exchange of ideas and accelerated developments in the different national women's movements.

### **Insight: Rosa Parks-Feminist and Activist**

Although this portrait depicts more a fighter of civil rights in the United States in 1955, it also latently covers the theme of women emancipation with the ardour of a feminist activist whose legacy is still widely passed on and respected by generations that have succeeded.

### **Rosa Parks and the Montgomery Bus Boycott**

Rosa Parks rode at the front of a Montgomery, Alabama, bus on the day the Supreme Court's ban on segregation of the city's buses took effect. A year earlier, she had been arrested for refusing to give up her seat on a bus.

On a cold December evening in 1955, Rosa Parks quietly incited a revolution — by just sitting down. She was tired after spending the day at work as a department store seamstress. She stepped onto the bus for the ride home and sat in the fifth row — the first row of the “Coloured Section”.

In Montgomery, Alabama, when a bus became full, the seats nearer the front were given to white passengers. Montgomery bus driver ordered Parks and three other African Americans seated nearby to move to the back of the bus.

Three riders complied; Parks did not. After Parks refused to move, she was arrested and fined \$10. The chain of events triggered by her arrest changed the United States. The Montgomery bus boycott triggered a firestorm in the South. Across the region, blacks resisted “moving to the back of the bus.” Similar actions flared up in other cities. The boycott put Martin Luther King Jr. in the national spotlight. He became the acknowledged leader of the nascent Civil Rights Movement.

Source: *US History.org*.

**Insight: Firms with more female executives ‘perform better’**

London-listed companies are more profitable when women make up more than one in three executive roles, according to new research.

Listed firms where at least one-third of the bosses are women have a profit margin more than 10 times greater than those without, it suggests.

Of the 350 largest companies listed, just 14 are led by women, according to gender diversity business The Pipeline.

15% of companies in the FTSE 350 have no female executives at all. The Pipeline’s [Women Count 2020 report](#) “ shows the stark difference in net profit margins of companies that have diverse gender leaderships compared to those who do not,” she said.

The Pipeline says London-listed companies with no women on their executive committees have a net profit of 1.5%, whereas those with more than one in three women at that level reach 15.2% net profit margin.

Source: *BBC News 2020*.

**Simone de Beauvoir’s concept of the “Other”**

The original French edition of Simone de Beauvoir’s landmark feminist philosophical work of 1949, “*Le deuxième sexe*”, unprecedentedly raised the question of woman: who is she, really? This dynamic question endures after centuries of struggles for equality (Parker, 2011). Beauvoir asked, why should a woman feel internally compelled to answer this question not in relation to her own lived singularity — as she exists for herself — but instead according to ill-fitting myths?

Simone de Beauvoir (1949) in her seminal book “*The Second Sex*”, stated that what peculiarly signals the situation of woman is that she — a free and autonomous being like all human creatures — nevertheless finds herself living in a world where men compel her to assume the status of the Other. They propose to stabilise her as object and to doom her to immanence since her transcendence is to be overshadowed and for ever transcended by another ego (*conscience*) which is essential and sovereign. The drama of woman lies in this conflict between the fundamental aspirations of every subject (ego) — who always regards the self as the essential and the compulsions of a situation in which she is the inessential. How can a human being in woman’s situation attain fulfilment? What roads are open to

her? Which are blocked? How can independence be recovered in a state of dependency? What circumstances limit woman's liberty and how can they be overcome? These are the fundamental questions on which de Beauvoir would have thrown some light. She was interested in the fortunes of the individual as defined not in terms of happiness but in terms of liberty.

### **Highlight: 1975: Year of the Woman**

The [United Nations](#) (U.N.) designated 1975 International Women's Year. The U.N. charter had long stated that the global organisation is dedicated to [human rights](#) with no discrimination based on sex. During the 1970s, [feminism](#) was gaining momentum as an international social and political movement (Napikoski, 2015). The U.N. General Assembly declared International Women's Year and organised the first World Conference on Women, held in Mexico City during the summer of 1975.

After the conference, the U.N. expanded the recognition of International Women's Year by declaring 1976-1985 the U.N. Decade for Women. This highlighted the need for women's rights and asserted a U.N. commitment to equality. Some critics perceived the declarations as political gestures rather than productive action. The U.N. also established a Voluntary Fund for the U.N. Decade for Women, which became UNIFEM, to further work on women's issues.

TIME's 1975 Women of the Year cover celebrated the changing roles and diversity of American women and proclaimed that "enough U.S. women have so deliberately taken possession of their lives that the event is spiritually equivalent to the discovery of a new continent."

Although TIME selected and profiled a dozen remarkable women in various fields as symbolising the new consciousness of women, it found the truly exceptional development to be the change in "the status of the everyday, usually anonymous woman, who moved into the mainstream of jobs, ideas and policymaking." Women have continued to make steady gains in the corporate and professional world over the past quarter-century, but while progress has been impressive in some areas, the overall pace has slowed from that heady time in the mid-70's, to the discouragement of some (Levinstein, 2015).

### **Case Study 2: Benefits of Gender Diversity**

Gender diversity benefits all businesses because it provides them with a wider talent pool. Having a variety of talents in your business can provide a vast difference to productivity and your bottom line. Men and women have different viewpoints, ideas and insights which allows for better problem solving and an increase in business performance. These differences can

also help increase innovation and creativity and help businesses to seize new opportunities and challenge gender stereotypes. Another benefit of having a gender diverse business is that it attracts a diverse customer base which you can communicate with effectively. Gender diversity also helps businesses retain and attract talented women. Females look for employers who have a strong diverse company as it is important to them that they receive equal benefits from their job.

Along with the benefits it creates for a business, the benefits of gender diversity can also help employees in the workplace. Studies have shown that having a gender diverse policy can increase positivity in the workplace. Workers feel like they can self-promote, communicate their ambitions and are more likely to progress in their career. Both men and women feel they benefit from gender diversity policies within an organisation as they are more likely to feel that there is equal pay between genders. As gender diverse organisations are likely to produce better results, it is the employees that reap the rewards which motivates workers and increases their job satisfaction.

Businesses must look at the gender balance in certain business units when designing and implementing strategies to measure what matters in diversity. The strategies also help businesses to notice the benefits of gender diversity. Some of these units include:

**Pay** – Assessing pay levels to ensure both males and females in the same roles receive the same pay. This applies for not only base salary, but for discretionary pay and monthly/annual bonuses. Businesses should be aware of the formulas behind performance bonuses to ensure there is no unintentional bias against women.

**Recruitment** – Companies need to ensure they are recruiting a strong pipeline of women. The ratio of men to women should be equal when it comes to applying for positions, sending out interviews and being hired. It is known that attracting women into tech can be a struggle but looking at each stage of an interview is key to preventing the overlook of female candidates.

**Retention** – Businesses need to know and track the percentages of men and women at senior levels. Women find it harder to climb the ladder in an organisation than men, due to the gender imbalance. Even if businesses were to try to increase the percentage between men and women by 1% or 2% each year, it would have a huge effect over a 10-year period.

**Advancement** – Advancement ensures that women are promoted into leadership positions. Businesses need to monitor the percentage of women in leadership positions and measure the percentage of women being promoted compared to men. This will indicate whether women within the company are advancing into senior positions.

**Representation** – Lastly, companies need to ensure there are more women in senior leadership positions such as a CEO. A lot of industries, including the tech industry, have many women working in leadership roles in HR and Marketing, however less than 10% of women are technology officers.

Gender diversity is an ongoing issue for businesses, especially businesses in the tech industry. Some businesses fail to recognise the positive impact a gender diverse workforce can have on an organisation and therefore do not address the issue. As this article shows, there are many benefits of gender diversity and several ways you can measure this matter. Making gender diverse policies can bring positives for men and women in the working environment and can lead to financial benefits and help a business reach its full potential.

Source: *Women in Tech (2020) Benefits of gender diversity, womenintech/co.uk.*

## Questions

Explain how differences can also help increase innovation and creativity in a business. Critically evaluate the importance of pay, advancement and promotion regarding gender diversity. How may retention and representation add to empowering women at work?

## Women in contemporary society

Today, women are considered to have equal rights; but, is it really true? Old stereotypes still exist in many things. Women have worked hard for the rights that exist. They have made huge strides in changing the way society looks at them from the past. In the past, women were to stay at home, take care of the housework, the cooking, the baking, the laundry, and teach the children by raising them with chores, discipline, and help with their homework. Husbands were expected to come home from work, have dinner on the table, and the house neat and clean for them. Times have changed, though. Many women work outside of the home or even in the home for pay. With today's economic status, most families need two pay checks to make ends meet. Other women have a college degree and want to put it to use or continue in their careers. Although family may be important to them, self-improvement and being able to help provide for the family may be of a concern. Globoke (2013) states that with this shift in work situation, many women ask their husbands for help with the housework and the children--and are scrutinised for it. It is not always an easy situation for a woman to be married, work, and have a family; but, it is quite often a choice that is made.

**Perspective: Women and the glass ceiling**

Around the world, in most developed nations, women are missing from the top of business corporations, despite the business case for gender diversity in decision-making, despite the fact that women make major purchasing decisions as consumers, and most surprisingly, despite the fact that 68 women have led their countries as presidents and prime ministers, and eleven countries have selected at least two women as president or prime minister (Singh, 2007).

The “glass ceiling” is a concept from the 1980s describing an invisible barrier that blocks the access of women to the top — they can see where they want to get to, they can see their male peers going through. Yet apart from a few who have emulated the traditionally linear male career path, somehow the women do not make it through to the board. The statistics indicate some evidence of a glass ceiling although it appears to be located at a higher level than before, as women have now achieved around a third of middle management positions in many countries. Singh (2007) states that there are still many barriers blocking women’s career paths to leadership positions. Some of the barriers are related to the women themselves, some to their organisations. But many are to do with the interaction between individual and organisation, where the experiences at work are different for women because they are not represented at higher levels of the organisation.

A few salient points are worth noting from Singh’s view (2007):

- Women are seen as essentially different from men in terms of their need for connection to others, and their preference for working in a humanistic, social and inclusive way for the common good of the organisation and society.
- Women also make career choices that lead to their lower position in the hierarchy. They reportedly do not plan their careers, they attribute their career successes to good fortune and failures to their own shortcomings.
- Women often do have different values to their male colleagues, and do not want a male lifestyle.
- Despite their obvious visibility in the workplace, women somehow become invisible as management potential. Our research on impression management shows that women are modest about their achievements, they tend not to want to push themselves forward, and their strategies for gaining visibility and recognition are based on delivering high performance and commitment.

## Conclusion

This area of diversity comprises essentially women who are at the core of gender issues. Seen from the issues covered, the equality concept is not yet over nor will it come to a perfect end since society remains anchored in its values with differences that are welcome both physically and psychologically. What is interesting in diversity is that there is ample opportunity to welcome openings between the genders and accept that each one of it will have its role to play correctly and in an egalitarian way in society. Issues in sexism have to be properly dealt with, blatant discrimination has to be criticised or condemned while seeing the benefits of integrating such diversity at work is welcome in any part of the world. The “glass ceiling” is a concept from the 1980s describing an invisible barrier that blocks the access of women to the top. Some of the barriers are related to the women themselves and some to their organisations. Many have to do with the interaction between individual and organisation, where the experiences at work are different for women because they are not represented at higher levels of the organisation.

## Practice Questions

1. Why were women earlier limited to household chores?
2. What does the term “feminism” mean?
3. What is the contribution of Simone de Beauvoir in relation to the woman?
4. What factors help women gain better access to job opportunities?
5. What is the relevance of using female icons as illustration of women’s emancipation?
6. Identify sectors where women enter “male jobs” and how this reflects an important change?
7. Briefly explain some key steps of female emancipation in your country?
8. Is female representation at work just a formality? Discuss.
9. What is the “glass ceiling” and why is it a barrier to women?
10. What affirmative action can a company take to better promote the role of its female workforce?

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# 3 AGE ISSUE IN WORKPLACE DIVERSITY

## Introduction

An organisation comprises an array of individuals with differences in age. This is common for established or the said “mature” organisations that boast their long-term existence to a combination of both young and old workers. Employees themselves go through a stage of their existence on entering the marketplace young, maturing over the years through work and experience and eventually retiring as they enter old age. Since the world’s population is ageing faster than ever before, older workers might have to stay longer in their organisations. Some countries have raised the retirement age from 60 to 65 while it is up to 67 in advanced nations.

A few issues immediately come to the mind when one speaks of age as a diversity component. What is the general perception that we have of an aged worker? Just think of somebody getting old, having more wrinkles on the face, grey-haired and likely to be in poorer health than his younger counterparts? This is a cliché that we tend to have of old people but also of the mature employee working for his last few years in the business. The old worker can be considered as one who is weakened by health ailments, age and relative problems. Having spent more time at work than others, the aged worker looks to be less effective. This is just a perception not a reality.

The second issue might come from change and innovation. Evidently, young workers fall in the better side on being dynamic, innovative, forward-looking and open to change while this might look less possible for the older worker. Here again, there is a perception of superiority or better adaptability to changes. Is this particularly true when one could also address the generational issue discussed in a later chapter?

Next comes the question of recruitment. In a situation of high unemployment, younger workers are given better chances to come back to work compared with the older ones. This is something commonly agreed whereby a majority of older workers get more time and effort to gain their past positions or even accepting to work for lower wages.

The issue of age discrimination can also affect promotion in organisations. If the First In, first out (FIFO) concept is widely applied, it means that the older worker logically leaves the firm first due to age. Equally, this might also mean that the more experienced and aged worker should benefit from promotion. This is another essential question when it comes to dealing with age diversity. Some companies might favour younger managers to give an image of youthfulness to their business while older workers could suffer from discrimination on not being given the promotion.

Stories and evidences from work experience tell that age adds to diversity and its success where a combination of various employees of different ages could blend in and provide the most appropriate solution to the firm. Some companies believe that the old worker is sage and hence capable of transferring his excellent experience and work attitude onto the younger ones. Others might believe that the freshness of the younger employee adds value to the organisation with novel ideas and vision for innovation and adaptability.

This chapter addresses the issue of age from the point of view of older workers who might become more sizeable in the future as communities age. It states that age differences do matter at work but there is a need to overcome discrimination. This might be written in the company's code of conduct but unfortunately paid lip service. It is imperative to value and reward the experience of the old worker while believing in his excellent contribution in today's workplace diversity.

### **Integrating Family life cycle with work**

It would firstly interesting to develop the age concept through the traditional family life cycle depicted more often in consumer behaviour than other courses so as to have a good picture of where the employee is likely to be at work.

Traditionally the life cycle, illustrated a progression of stages through which families passed; it comprised stages, starting from bachelorhood (single), to married (couple), to family growth

(Parenthood: birth of children), to family contraction (grown up children leaving home for studies or employment) to post parenthood (all children leaving home) to dissolution (single survivor: death of one of the spouses).

Based on these, the traditional family life cycle can be synthesised into five basic stages, which may be mentioned as follows:

- **Stage I: *Bachelorhood*:** Young single adult (male/female) living apart from parents and into a livelihood.
- **Stage II: *Honeymooners*:** Young married couples.
- **Stage III: *Parenthood*:** Married couple with at least one child living with them at home.
- **Stage IV: *Post-parenthood*:** An older married couple with no children living at home. Children have left home for studies or for employment.
- **Stage V: *Dissolution*:** One surviving spouse.

The same concept applies to age patterns at work. Stage I and II refer to the initial stage of ageing at work. Employees in this category might be unskilled or semi-skilled but they are quite young (18-25) depending upon the time that they might spend at school, particularly for higher education.

Parenthood is the most important stage at work where the employee is working to raise his family and contribute financially to it. Here, expenditure might even exceed income. Workers want to stay in their jobs or seek higher revenue. This can be more between the age range 30-45.

Post-parenthood normally affects older workers those in the age range 60-65 and already having their own children at work. The last stage will rarely comprise the workforce as people at that level normally retire from work.

### **Young employees in diversity**

Young firms disproportionately employ young workers, controlling for firm size, industry, geography and time. The same positive correlation between young firms and young employees holds when we look just at new hires. According to Ouimet and Zarutskie (2013), young employees in young firms earn on average higher wages than young employees in older firms. Further, young employees disproportionately join young firms with greater innovation potential and that exhibit higher growth, conditional on survival. These facts are consistent with the argument that the skills, risk tolerance, and career dynamics of young workers are contributing factors to their disproportionate share of employment in young firms.

Hardy (2013) states that younger companies tend to have workers with less time at the firm, which is partly an effect of being new and hiring intensively in recent years. Facebook's median worker has been with the company just 1.1 years, while Intel, I.B.M., Oracle and others come in around six years. Other factors are also in play, however. "The firms that are growing or innovating around new areas tend to have younger workers," said Katie Bardaro, the lead economist at PayScale. "Older companies that aren't changing with the times get older workers."

### **The Middle-Aged Worker in diversity**

Another important component is the middle-aged worker which can comprise a substantial part of the company. Express UK (2015) claims that by 2020 it is estimated that up to a third of the nation's workforce will be 50 or older so the more skilled they are the better

it will be for Britain's economy. According to MetLife 63 per cent of adults aged 50 or over say they are considering retraining so they can carry on working well into what was previously retirement age. For many this is because of the financial implications of giving up work but others want the stimulation of employment, the company of colleagues or 'a sense of purpose' said MetLife.

For some this will mean learning new skills such as basic computer coding to stay up to date in their current job and stave off any forced early retirement. But for others it will mean learning something completely new to continue in full or part time employment or start up a business of their own.

### **The Old worker in diversity**

A third category of worker is the old worker. A research paper from EEO Trust (2008) comments that employers define "older" in a range of ways. The most typical definition is "55 years and over". However, this varies in different sectors. In sectors where there are heavy physical demands, it is more likely that they are thinking of workers aged 50 and over. In high-earning professions, where significant numbers of people are choosing to step away from their full-time jobs in their fifties, fifty also is seen as a benchmark for categorising older workers. Some organisations think about 'older' as people in the last five to ten years of their paid employment. Others do not think about age, rather length of service.

Organisations find it useful to define "older" in a way that is relevant to them to help them monitor their workforce and carry out workforce planning. Apart from that, the definition will not necessarily be very important. Older workers are as varied in their aspirations, abilities and availability as any other group of workers (EEO Trust, 2008). The variations among older workers mean that they are unlikely to respond in a uniform way to initiatives, options or strategies that employers use to attract and retain older workers.

### **The importance of age diversity**

All of the indications are that more people will need to continue working later in life. This is because on the one hand pensions are decreasing in value and on the other, people are becoming more likely to still have financial obligations such as mortgages or child/student support, later in life.

Because there are also fewer younger people available for work. Employers will need to consider how they can best become an employer of choice for older workers and how they can retain older workers in an increasingly competitive market place. Employers will need to review their HR practices and procedures and arrangements for training to ensure compliance with the Employment Equality Regulations, but also to ensure that all employees including younger and older workers are respected and valued in a workplace that is attractive, responsive to their needs and optimises their opportunity to contribute (diversiton.com, 2015). For some organisations this will mean a significant culture change.

The elderly today differs from older adults in the past in important ways. First, the experience of old age in America is marked by unparalleled diversity. Public discussion of the old-age population refers to this age group as the “elderly” or “seniors” as though this is a homogenous category (Seltzer and Yahirun, 2013). These terms mask the considerable diversity in the characteristics and experiences of those in this chronological age group.

Each person brings a history of his or her experiences from early life and midlife into old age. The histories are shaped by whether a person is male or female, how much schooling and income the person has, race-ethnicity, and nativity. Seltzer and Yahirun (2013) state that these characteristics and the life histories shaped by them continue to affect individuals’ experiences in later life.

With the ageing of the population, it is now more important than ever to encourage experienced workers to remain in the workforce and to pass their skills and knowledge onto others. The long-term success of any business depends on the ability to tap into a diverse body of talent, knowledge and skills. Age-friendly recruitment practices can widen the applicant pool to help a company find the best person (Department of Employment, 2014).

Losing experienced staff to retirement can also affect an organisation. In addition to the costs of recruiting and training new staff, there is also the lost knowledge of a business and clients. Mature-age workers have built up knowledge and skills during their time in the workforce, and using these skills in workplace mentoring programmes can reduce staff turnover, train other employees and increase staff morale. Mature-age workers can save your business money on absenteeism, training and recruitment.

### **Discrimination against old workers**

Age discrimination in employment removes or restricts the individual’s freedom to exercise his right to work. Discriminatory measures can oblige workers at a set age to leave work early, or exclude them from applying for Jobs or from training and employment promotion schemes

after a certain age. Older workers are broadly defined as those aged over 50. Discrimination starts at different ages. For example, discrimination in recruitment starts from around 40, whereas early exit from work affects large numbers from 55 onwards (Drury, 1993). In the USA, the law forbids discrimination when it comes to any aspect of employment, including hiring, firing, pay, job assignments, promotions, layoff, training, fringe benefits, and any other term or condition of employment (EEOC, 2014). This law protects people who are 40 or older from discrimination because of age. The law also makes it illegal to retaliate against a person because the person complained about discrimination, filed a charge of discrimination, or participated in an employment discrimination investigation or lawsuit.

Cavico and Mujtaba (2010) state that with the increasing age of the workforce, the presence of age bias in society generally, together with the fact that the consequences of unemployment fall more harshly on older people, make the topic of age discrimination in employment a very significant one- legally, ethically, and practically. Moreover, as “older” employees get even older, their pension and health care costs concomitantly increase for their employers, thereby making older employees more “attractive” targets for workforce “downsizing.”

### **Direct and indirect discrimination**

**Two** types of discrimination can be identified:

*Direct discrimination* measures targeted at older workers based solely on grounds of age, and on no other factors, such as abilities or health. These measures use specific age limits to exclude older workers from, for example, training and employment schemes, or from applying for jobs.

*Indirect discrimination* measures which are not directly age-specific, but which have a disproportionately negative impact on older workers, compared with other age groups. This hidden discrimination usually has the most widespread negative impact on older workers in employment.

### **Insight: New regulations on age inclusion in the United Kingdom**

Unfair dismissal and redundancy rights are not subject to an upper age limit. All workers regardless of age must be given the same rights and benefits in these matters.

Recruiting or rejecting anyone for a job or vocational training on the basis of age is unlawful. This obviously has implications for advertising, job application forms, short-listing, interviewing, selection, training of interviewers, documentation and record-keeping.

Failure or refusal to provide training, advancement, an opportunity to anyone on the basis of age—any age—is unlawful.

Asking for details of age on application forms and appraisal forms is not in itself unlawful, but doing so obviously increases the potential for age discrimination to take place. Official advice (ACAS, etc.) is to remove age and date-of-birth questions and sections from documentation used in recruitment, interviewing and assessing people and instead use a separate 'diversity monitoring' form to gather and record age-related information.

Job applicants who believe they have been rejected because of their age can make an age discrimination claim to an employment tribunal. The same principle applies in the case of applicant rejection by a vocational training provider.

When a working relationship has finished, employers and staff of the employer are still liable under the age discrimination legislation for any behaviour that could be deemed discrimination, harassment, or victimisation against the departed worker. **For example**, in giving a reference which includes any comment which mentions the person's age (directly or indirectly) in an unhelpful way - any age - is unlawful. Such action would be unlawful even though the person is no longer an employee.

Employers should have clear transparent policies stating how unlawful discrimination is avoided in the main areas of people management and development, notably recruitment, training, promotions, discipline and retirement.

### **Case Study 3: Engaging different age groups at work**

Today's professionals are working longer than their predecessors; this means that the average workplace is now made up of four generations. While this age diversity is definitely something to celebrate, for business leaders, it might feel like a real challenge to keep everyone happy. One of the main concerns for employers is that it is hard to manage a team that ranges from the ages of 16-60. Everyone is at such different stages in their life and career and this means they will all have different wants and needs when it comes to work.

That said, age diversity is key to a successful business. Indeed, research shows that 85% of professionals globally believe that an age-diverse team helps them come up with innovative ideas and solutions and is mutually beneficial to all team members. But despite so many different age groups working together nowadays, our research shows that the majority of professionals believe age discrimination is still a major obstacle.

In fact, 17.3% of professionals admit to facing age discrimination in the workplace. For the majority (49.4%), this was because they were too old, but 45.3% said they have also been judged for being too young.

As an employer, it is vital to stamp out this kind of discrimination. Firstly, because it could land managers in hot water with the law. And secondly, because it is important to create a happy and inclusive work environment for employees to thrive in.

A huge part of promoting positive age diversity is building an inclusive company culture; and there are a number of areas to focus on here. Firstly, managers must well with their workforce. This could be in the form of weekly catch-ups, monthly newsletters or quarterly presentations; it will boost morale and bring the team closer together—no matter what the age gap.

At the social involvement level, managers could choose locations and activities that are easily accessible to all. This will keep their diverse workforce happy and give them a chance to socialise with one another away from the working environment.

Additionally, it is good to encourage a good work-life balance for all. There may be some generations that are guiltier than others for putting in the overtime. Managers must ensure creating an environment where staff do not feel like they have to stay late or start early. This includes encouraging them to switch off after work or while they're on annual leave. No-one should have to answer work emails or calls outside of office hours. By creating this positive company culture, it is expected that morale is higher and staff are friendlier towards one another, helping to keep all generations engaged.

Source: *Content team (2019) Age diversity: How to engage different age groups in your workplace.*

## Questions

What is the purpose of age inclusion at work? Discuss the benefits of an age-diverse workforce. Apart from social inclusion at the workplace, what other initiatives could managers think of to better integrate aged workers?

### **The Value of Old Workers**

James (2013) explains that it is first essential to dispel the myth that senior citizens are just too old for the workplace. Today workers, for the most part, do not retire at 60 anymore. But that is not just because they cannot afford to — it is because 60 is not old anymore. Today's 50-, 60- and 70-somethings not only need to work, they want to work, and they are fully capable of doing so. In fact, the average health of today's older worker is no worse than that of their younger counterparts, and by some measures is better. A 2012 AARP survey asked Americans aged 35 to 80 to rate their overall health and happiness, and found responses generally increasing with age. Other surveys have found adults over 65 reporting lower levels of depression, loneliness, and other mental health problems than their younger peers. The perception that people over the age of 60 are somehow mentally or physically unsuited for the workplace is as outdated as a fax machine.

But it is not just that older workers are not risks or burdens to organisations. They are, in fact, a benefit. Numerous studies have shown that older workers are the most satisfied with their jobs and the most engaged of all age groups, which any manager can tell you leads to higher levels of presentism and productivity. They very often bring relevant experiences, strong attention-to-detail, and resilience built from years on the job that their younger peers may be less likely to offer (James, 2013).

Yet, the perception remains that older workers are not up to the job or not worth hiring. Nearly a quarter of all cases brought to the United States Equal Employment Opportunity Commission in 2011 claimed discrimination on the basis of age. Older workers are routinely passed up for promotions, forced out of jobs, or simply not given the chance in the first place. These kinds of ageist attitudes do not just hurt older workers; they hurt the entire organisation. A recent survey conducted by the Boston College Sloan Centre on Ageing & Work found that a perception of bias in the workplace against older workers generates lower senses of engagement among both older workers and younger workers. That's right, even the perception that older workers are being discriminated against has a negative outcome for the company, across the board.

According to James (2013) it is high time for employers and employees alike to rethink our perceptions of older Americans in the workplace. Older workers are more than up to the job, they often bring unique skills and outlooks no one else can offer, and discriminating against these workers not only hurts them, it hurts the entire company.

Adapted from: *Huffington Post*, 2013.

### **Managing older workers in diversity**

There is a major shift in the workplace. For the first time in history, businesses regularly are managing workforces with four generations of employees. Employers are operating with workers from their early 20s to their late 70s, or beyond.

Denver (2012) comments that managing this growing age diversity is one of the biggest workplace challenges today — and one that employers highlighted in The Denver Post's Top Workplaces 2012 section have given special attention. Generations in the workplace today include Millennials, who range in age from about 16 to 31; Generation X, about 32 to 47; baby boomers, about 48 to 65; and Traditionalists, roughly 65 and older. No longer are workers routinely retiring at 62, 65 or 67. Some stay on because they like to work. Others have seen their retirement accounts decimated in recent years or never were able to save enough to consider retiring.

Multigenerational workplaces can bring out the best — and worst — in companies and their employees. Older workers can convey wisdom gained from decades of experience. Younger ones have fresh ideas and technical skills. Denver (2012) claims that yet the two groups often do not coalesce for the benefit of themselves and their employers.

### **Young managers in diversity**

Contrary to the common perception, it is young people who suffer most from age discrimination at work rather than older workers, new British research has suggested. A poll by insurer Royal & Sun Alliance has found that 14 per cent of young people aged under 25 years old felt discriminated against in the workplace because of their age. They felt their progression had been hindered because they were perceived as too young to take on extra responsibility (Paton, 2006).

Young managers might be competent in their fields bringing the desired human capital to their respective organisations. With the latest qualifications and skills required in the job market, they are capable of shouldering key positions in business. Here again, they might be subject to discrimination probably because of their lack of exposure to business realities, lack of experience and possibly weak contacts with older managers or board level representatives. This could explain why among top managers, young managers are broadly fewer at the board level.

## Conclusion

This topic on age diversity explained how ageing affects the population of rich countries but this might equally be a phenomenon for developing countries where health and earnings have improved thereby lengthening the lifespan of people. An ancient Egyptian adage told that a woman is already old at 28 but this might be an awkward picture today. People are ageing more nicely today. But at the employment level, things might not be too good. The unemployment condition emphasises a lack of job availability and the older ones are usually subject to discrimination. When they lose their first job, it is usually more painful for them than the younger workers to get a job since they will ask for decent and fairly high salaries to cope with their situation. Comparatively, one can speak of the young generation within diversity and explain that they are also affected. Youth unemployment is common and the choice of seeking low-paid jobs is also high for them. Then, what about representing the young manager at the executive level-they are rare so far. And this also adds to the complexity of diversity regarding age.

## Practice Questions

1. Identify the key stages in parenthood and compare them with the ageing structure in firms.
2. Why are companies less keen to re-employ old workers?
3. What improvements might have been taking place regarding old employees at work?
4. What are the key attributes of the old worker in diversity?
5. How can training keep up the employability of the old worker?
6. What contribution can old workers bring to younger employees at work?
7. How might ageism reflect today's diversity issues?
8. What are the qualities of young managers in diversity?
9. Why is it unfair to discriminate young managers at work?
10. What affirmative action can managers develop regarding age diversity at work?

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## 4 GENERATION ISSUE IN WORKPLACE DIVERSITY

### Introduction

A knowledge of generational issues is important today at work. Based from the previous chapter that considered age diversity to be an essential aspect of managing diversity, this chapter goes slightly beyond the last chapter in that it focuses on the generational issue. This has been a classification made by western authors to delineate various generations that have existed and that may have both similarities and contrasting differences.

At one time, we spoke of old and young generations. This might be an issue back in the 1970s when those espousing the pop culture tended to show themselves as a group having a different identity from the past one that was involved in the first two World Wars of the past decade. The image made of the old generation; those born in the 1920s onwards, is that they were traditional in approach with an inclination on family standards and values. Large families with numerous children would be advisable at a time when the economies were scantily industrialised.

The World Wars decimated the populations in large numbers. There was a global intention following the Marshall Plan in the USA in the post-war period to bring people back to work with the slogan: “Lay down the axe; fling by the spade; Leave in its track the toiling plough (Bryant).” This needed manual labour in the fields and there was a population boom after the Second World War. Incidentally, children born during that period ranging 1946-64 were known as baby boomers, a generation that impacted on humanity for decades and that moved alongside with modernity, openness and high levels of freedom.

The tendency of sophistication moved on after the baby boomer generation with Generation Y shaping the workforce and society. This comprised individuals having wider education and being more apt for secondary and tertiary education. This generation was better than the previous one on being more technically advanced than baby boomers and more likely to espouse technology and developments.

The offspring of baby boomers could be Generation Y born between 1980 and 2000. This generation entered the Internet age and the fast developing computer world. Generation Y is technologically savvy and the ones to use more modern computer-based applications for working and living. They are shaping their world in a more sophisticated way than ever before. Next comes, the Millennial generation which impacts on today’s work environment.

This chapter addresses the generational issue from the three main perspectives namely Baby boomers, Generation X, Generation Y, new Generation Z with slight reference to the old generation to firstly find out how they might differ in approach to the work environment and secondly see how they could bring their contribution to workplace diversity. It aims to see how generations can co-exist at work and how well they can manage through such an interesting concept as diversity. It can be evidenced that the present generation is more educated than the previous ones but faces the challenges of culture change, organisational restructuring and adaptation while it operates in an environment faced with modernity. It also bases its future on the values transmitted from parents that formed the past generations like baby boomers. There is both an element of challenge and conflict.

### **Insight: Four generations seen from different perspectives**

It has become apparent over recent decades that a paradigm shift has occurred with how people view their working lives. Today's workforce does not look, think or act like the workforce of the past nor does it hold the same values, have the same experience or pursue the same needs and desires.

With the rapid and widespread introduction of new technologies changing the workplace along with the aging of the population signalling impending changes in the size and composition of the labour force there has become a heightened interest in the future of work (Lyon et al, 2011).

During the next 25 years, the economic, political and social environments of most organisations in industrialised societies will become increasingly more diverse. This in turn will be reflected in the workforce, which will become more diverse with respect to age, gender, ethnicity, beliefs, values, attitudes and behaviours. Therefore, traditional business models that were developed as a one size fits all hold little credence with today's workforce.

This increased workplace diversity has meant organisations understanding of diversity has needed to evolve. There has been a shift from race and gender relations and an exclusive emphasis on observable differences or demographic diversity to include the multitude of differences that constitute the identity of individuals and affect their behaviour. Therefore, in organisations, diversity has been expanded to include differences in behaviours, attitudes, core values, functional specialisation, organisational level and work style, all of which effect work behaviour. It is thus reasonable to expect organisations to address generational diversity.

Although huge numbers of young people today are starting their working lives in one of the least welcoming labour markets in modern history, those with the right skills have never had it so good. Employers have become convinced that they are at the start of a period of famine, and that the best talent has to be won at almost all costs. The Economist (2013) points out that in some rich countries older workers are retiring later, so bosses have a wider range of ages to manage. But as firms seek to be more meritocratic with promotions, older staff can be dismayed to find that their years of service no longer guarantee advancement; and that as digital skills become more important, younger workers are speeding past them.

The notion of “generation” as a way of understanding differences between age groups is widespread in society today. Members of a generation are linked through shared life experiences, which create a bond tying members together in to what have been termed “cohorts”. A cohort however, is not merely a summation of a set of individual histories but has a distinctive composition and character. This can be thought of as a generational personality.

A review of the literature showed that there are currently four generational cohorts in today’s workplace. Popular press rhetoric generally refers to these as “Veterans”, “Baby Boomers”, “Generation X” and “Generation Y”.

### **Veterans**

Veterans, also referred to as “the Silent Generation”, “Matures” or the “Traditional Generation” were born between 1925 and 1942, and are the oldest generation in the workforce today with many having already retired.

According to Lyon et al (2011), veterans grew up in the aftermath of tough economic times and were raised in a society that stressed morality, obligations, social norms, tradition, loyalty, self-denial and hard work as inherently valuable and one’s duty. Growing up between two world wars and the Depression, scarcity and learning to go without, were commonplace.

In the workplace, Veterans respect authority, accepting the traditional executive decision-making command model of management believing in its effectiveness. They value the paternalistic employment relationship, safe working conditions, job security, and benefits organisations offered. Veterans derive satisfaction from doing their jobs well and have built their work ethic on commitment, responsibility, and conformity as their ticket to success.

Veterans believe in lifetime employment, company loyalty and paying one’s dues in order to gain respect, power, status and corporate seniority. However, as a generation, they are now facing the challenge of co-workers with diverse values, lifestyles, and demands, burgeoning technology and non-traditional managers.

**Perspective: Baby boomers: A unique generation in the last century**

Baby boomers who were born between 1943 and 1964 are the next oldest and generally the largest generational cohort in the workforce today. The post-war baby boom in New Zealand and in fact around the world created the most positive, doted upon generation the world had ever seen. Boomers were raised in an era of phenomenal national wealth and expansion claiming the world by right of inheritance and believing that every other generational cohort should follow their lead.

Boomers are fiercely competitive having had to fight for everything due to the sheer number of their peers competing against them. As they became young adults they saw a redefinition of gender roles and family constellations and major social upheaval and change. Boomers' adulthood has been uniquely characterised by dramatic social changes including the women's movement, an increasingly technological and service orientated workforce and a shift toward a global economy (Lyon et al, 2011).

Gursoy et al (2008) describe the traditional Baby boomers as workaholics who rarely job hop. They are dedicated, diligent, self-motivated employees who expect to be promoted based on their seniority and loyalty. Baby boomers are self-absorbed soul searchers striving for self-realisation. According to Lyon et al (2011), boomers formed or joined self-help movements in drives implementing every fad management program on the market hoping it would be the quick fix they were looking for. Characterised by an attitude of self-immersion, an impatient desire for self-satisfaction and a weak sense of community, Boomers tend to work more from emotion and intuition than objective reason.

Lyon et al (2001) report that in the workplace boomers are characterised as workaholic, strong willed employees who are concerned with both work content and material gain. Their work has often become their personal lives and the key to their personal identities. Baby boomers, born between 1946 and the mid-1960s, are not slacking off as they age; they are seen as hard-working and productive (The Economist, 2013). They tend to be driven, willing to go the extra mile with the motto "live to work". On the job, boomers expect to arrive early and to leave late; seeing visibility as the key to success. However, in return Boomers expect promotions, titles, corner offices, and reserved car parking spaces.

Having excellent interpersonal and communication skills, Boomer excel at consensus building, mentoring, and effecting change. They use their keen appreciation for democracy and teamwork to form task forces to accomplish projects and goals.

## Generation X

Generation X'ers were born between 1965 and 1981 and after Baby boomers is the next largest generational cohort in the workplace today. Whilst the title "Generation X" can be traced back to the author Douglas Coupland who wrote about late boomers and gave them the title "Generation X", the ubiquitous usage of the name can be attributed to media moguls who popularised the phrase during the mid-1990s.

Xers grew up predominantly as "modern" kids in dual-income families where their parents were absorbed in consumerism. Xers therefore grew up teaching themselves what worked and what didn't and as a result they are a very independent generation. Being affected by their parents' skyrocketing divorce rate and inability to balance their work and family life, Xers vowed never to make the same mistake. Hence, Xers want quality of life, expecting balance and placing boundaries on the infringement of work on their personal lives living by the motto "work to live" and not "live to work".

Being brought up in the information revolution shaped the way Xers learn, think, and communicate. Comfortable with the new technology, Xers have easily mastered the art of generating and analysing the huge amounts of facts and figures required in today's workplace. As a result, Xers have learnt to value diversity: diverse nationalities, diverse family constellations, and diverse technology.

Lyon et al (2011) explain that Xers learnt early on that loyalty was not a two way street, and that the "cradle to grave" job security of previous generations was a thing of the past. Xers therefore provide "just in time loyalty" doing a good job in return for employers meeting their job demands. Xers expect to be able to maintain career security and enhance their marketability through challenging jobs in which they are constantly learning. In order to do this, Xers seek alignment with organisations that value their competencies, reward productivity rather than longevity, and create a sense of community.

Xers are pragmatic, hardworking, ambitious, selfish, and determined to succeed financially. As a generation they are collectively saying "no" to traditional management approaches in the workplace. They expect to be trusted to get the job done and being given the freedom and flexibility to set their own hours to do so. They also demand a technologically up-to-date work environment, competent, credible managers and co-workers, and managers who coach and mentor rather than command and micromanage (Lyon et al, 2011).

Xers are also determined individualists, fiercely independent and expect their entrepreneurial spirit to add value to current operations. To retain Xer employee's, employers need to offer variety, stimulation, and constant change to maintain their interest. To inspire Xers motivation, managers need to reward innovation, make public displays of success, support

personal growth, create opportunities for satisfying team work and personal responsibility and create a culture of fun. The individualistic Gen X cohort expects to be appreciated and rewarded as soon as they have achieved their organisational goals. When they have problems, they prefer to talk directly to their bosses for quick solutions. Unlike the Boomers, Gen X employees are not afraid to job hop because they are confident that each leap takes them in a higher position that pays more (Altimier, 2006). The Economist (2013) points out that the middle ranks of Generation Xers, who might be expected to be battling their way up the corporate ladder, are viewed as the best team players.

### **Generation Y**

Generation Y referred to as “Nexters”, “Millennials”, Generation “Why?” and the “Internet Gen”, were born between 1982 and 1994 and are the youngest generation in the workforce today, with most yet to enter.

Generation Y are coming of age during a shift back towards virtue and values, are closer to their parents than Xers, show more concern for religion and community and due to recent economic expansion are more optimistic and positive. As a result they are generally more relaxed and confident in their abilities than previous generations.

Growing up Generation Y was over-supervised with lives packed full of parental attention, structure, chaperones and after school programs leaving very little unplanned free time. As a result, they expect employers to provide structure in the workplace and can sometimes lack spontaneity.

Lyon et al (2011) point out that Generation Y, like Xers, are highly educated and technologically savvy seeing work that is not a learning experience leading to something better as a dead end and to be avoided. Sometimes referred to as the “Why” generation, they are also not afraid to voice their concerns and opinions and question authority. Having a keen sense of fairness and fair play in the workplace, they believe rules are rules and expect bosses to enforce them and not bend them. Though comfortable with authority, generation Y sees that that authority must be competent and have integrity. Contrary to some negative perceptions about Gen Y employees, they are comparatively more cooperative, better team players, and more optimistic about the future than their Baby Boomer and Gen X colleagues (Zemke et al., 2000). The authors claim that Gen Y employees are confident, civic-minded, and fast learners who are easily motivated by prompt praises and recognition. They dislike inflexible work schedules and rigid policies and procedures that control them. Gen Employees would remain longer in organisations that invest in sophisticated technologies and make their jobs interesting, challenging and entertaining.

Maintaining a healthy balance between their personal and professional lives and valuing family and friends above all else is also paramount to Generation Y. In the workplace the team is very important to Generation Y. They are used to being organised into teams to get things done and being evaluated as a unit. Hence, they are comfortable with being remunerated as a group.

### **Generation Z**

According to Powell (2018), members of Generation Z (sometimes referred to as “Zers”) see themselves in ways that are different from their millennial predecessors. According to a study conducted by Utah State University, Zers see themselves as responsible, open-minded, thoughtful, loyal, entrepreneurial, compassionate, and interactive. Conversely, they see themselves as not being particularly spontaneous, conservative, focused, or creative. The same study noted that they have a fear of missing out the family and may use their electronic devices to make sure important things do not pass them by. In another study conducted by Vision Critical, Zers see themselves as happy, confident, excited, motivated, and optimistic. Finally, they see education not just as a period of intellectual enlightenment, but more as preparation for careers and financial success. Like millennials, Zers are fully connected to the internet and are able to use it to solve problems, but—according to the Society for Human Resource Management (SHRM)—84 percent actually prefer their human interactions to be direct. While millennials tend to communicate via electronic mediums, Zers actually prefer face-to-face encounters (even while being unafraid to use technology).

Powell (2018) comments that stimulatingly, video chat, in the minds of some Zers, is viewed almost as positively as in-person conversations. And face-to-face communication, even when virtual, is preferred to written communication (including text messaging and email). Finally, they consume entertainment voraciously, but rarely watch actual televisions (one in five don't watch TV at all, preferring streaming services like Netflix and Hulu).

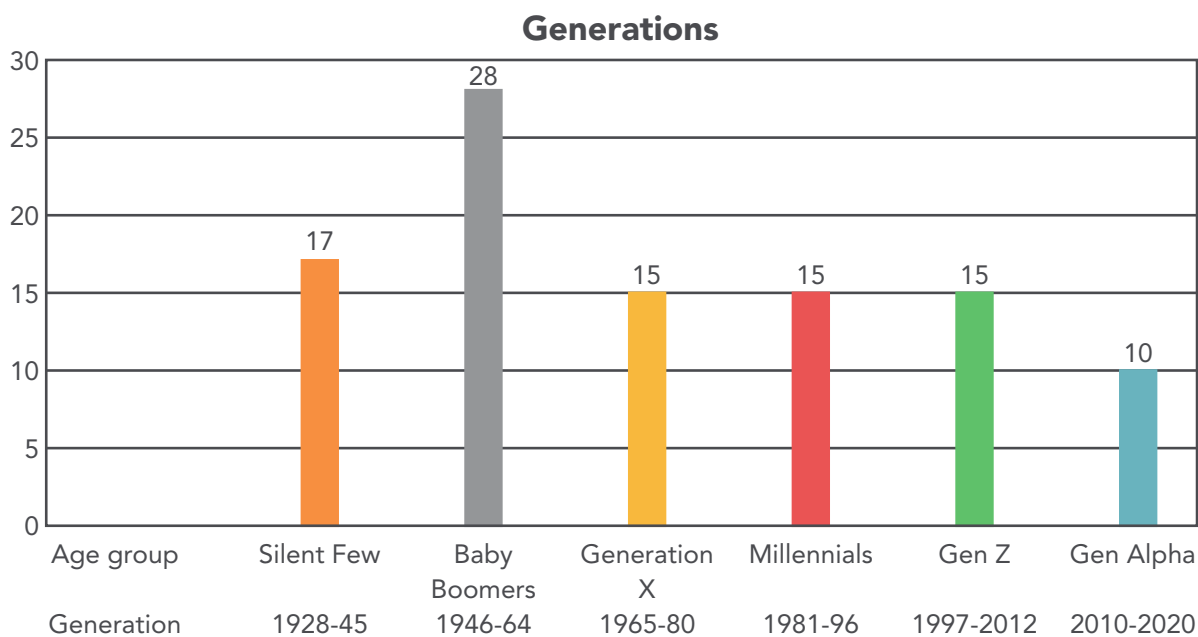
### **Implications for Organisations**

In their study on generations in New Zealand, Lyon et al (2011) mention that organisations are finding that retaining and managing today's generations has become more demanding than supervising the more compliant workers of yesterday. From the duty, honour, tradition and loyalty mantra of the Veteran generational cohort to the individualistic, authenticity, techno savvy generation Y cohort, the different faces of the New Zealand workforce need to work together.

Kroll (2009) explains that managing four generations at work has become a key topic in human resources, experts say. The interest has been fuelled not only by the mix of worker ages, but also by the potential for intergenerational conflict as workplaces experience layoffs and other cutbacks during the recession.

To maintain or gain competitive advantage, organisations must value diversity by developing new strategies that recognise employee’s values and attitudes. It is becoming apparent that failing to value the ways that emerging generations are different from the “Establishment”, leads to reduced productivity and ultimately stymied organisational growth. Thus understanding the values and attitudes of each of these generational cohorts will lead to more effective management, motivation, and retention of a diverse workforce.

**Generation Configuration today**



**Chart:** Comparative analysis of generations through age groups

**Dealing with generational diversity**

Dittmann (2005) states that generational differences sometimes may cause clashes in the workplace, especially among workers on teams. For example, boomers may believe gen Xers are too impatient and willing to throw out the tried-and-true strategies, while gen Xers may view boomers as always trying to say the right thing to the right person and being inflexible to change. Traditionalists may view baby boomers as self-absorbed and prone to sharing

too much information, and baby boomers may view traditionalists as dictatorial and rigid. And, gen Xers may consider millennials too spoiled and self-absorbed, while millennials may view gen Xers as too cynical and negative.

Comparatively, Kroll (2009) points out that those varying frames of reference can greatly influence work perspective. Traditionalists, shaped by a country uniting behind the war effort, tend to be loyal employees who respect authority. Baby Boomers, who came of age in a time of unprecedented economic prosperity, are often driven to succeed. Gen Xers, often latchkey kids who came of age to see fading job security in a wounded economy and rising divorce rates, have a sceptical outlook. Millennials, who grew up with the Internet and other technological advances that revolutionised society, shun respect for the status quo.

Deal (2007) agrees that the justifications for intergenerational conflict is weak and believes that individuals from all generations have more similarities than dissimilarities. They share several common family values such as honesty, love, happiness, a sense of worth, respect, and conscientiousness that shape their work values and expectations. All employees want their peers and superiors to value them and they want to work in a safe and harmonious place.

### **Addressing the challenge of generational diversity**

Communication is vital in order for businesses to be successful. American corporations have been slow to recognise the importance of generational changes in the workplace and have not planned effectively to prevent a demographic meltdown (Lindborg, 2008). Next, Generational diversity training is a critical element to the success of today's workforce. Generational diversity training that includes a focus on this is important to effectively deal with all employees. Just as blended learning captures all valuable mediums to accommodate different learning styles, such concepts should be implemented to address the various learning and work styles of different generations. Mentoring can be used to leverage generational diversity. Yamamura and Stedham (2007) stated that mentorship could be an effective, informal method to bridging the gap between generations. New professionals should be paired with experienced mentors who can provide practical guidance and support. Schlimbach (2010) also stated that generations can learn from each other and with each other, using the potentials, knowledge and experience of both. With the knowledge explosion of our time, classical knowledge hierarchies dissolve. Therefore, intergenerational learning in the context of mentoring has to be understood as stimulation to self-reflection and an exchange of knowledge rather than an imposition of opinions and directives. Leveraging generational diversity and creating an environment conducive to constructive employee interactions and improved employee morale must become ultimate goals.

#### **Case Study 4: Exploring Generation Z, the Zers**

Long before the term “influencer” was coined, young people played that social role by creating and interpreting trends. Now a new generation of influencers has come on the scene. Members of Gen Z—loosely, people born from 1995 to 2010—are true digital natives: from earliest youth, they have been exposed to the internet, to social networks, and to mobile systems. That context has produced a hyper cognitive generation very comfortable with collecting and cross-referencing many sources of information and with integrating virtual and offline experiences.

As global connectivity soars, generational shifts could come to play a more important role in setting behaviour than socioeconomic differences do. Young people have become a potent influence on people of all ages and incomes, as well as on the way those people consume and relate to brands. In Brazil, Gen Z already makes up 20 percent of the country’s population. McKinsey recently collaborated with Box1824, a research agency specializing in consumer trends, to conduct a survey investigating the behaviours of this new generation and its influence on consumption patterns in Brazil. The survey coupled qualitative insights about Gen Z in three of the country’s major cities (Recife, Rio de Janeiro, and São Paulo) with multigenerational quantitative data that cut across socioeconomic classes. Our goal was to understand how this new generation’s views might affect the broader population, as well as consumption in general.

Our study based on the survey reveals four core Gen Z behaviours, all anchored in one element: this generation’s search for truth. Gen Zers value individual expression and avoid labels. They mobilise themselves for a variety of causes. They believe profoundly in the efficacy of dialogue to solve conflicts and improve the world. Finally, they make decisions and relate to institutions in a highly analytical and pragmatic way. That is why, for us, Gen Z is “True Gen.” In contrast, the previous generation—the millennials, sometimes called the “me generation”—got its start in an era of economic prosperity and focuses on the self. Its members are more idealistic, more confrontational, and less willing to accept diverse points of view.

Such behaviours influence the way Gen Zers view consumption and their relationships with brands. Companies should be attuned to three implications for this generation: consumption as access rather than possession, consumption as an expression of individual identity, and consumption as a matter of ethical concern. Coupled with technological advances, this generational shift is transforming the consumer landscape in a way that cuts across all socioeconomic brackets and extends beyond Gen Z, permeating the whole demographic pyramid. The possibilities now emerging for companies are as transformational as they are challenging. Businesses must rethink how they deliver value to the consumer, rebalance scale and mass production against personalisation, and—more than ever—practice what they preach when they address marketing issues and work ethics.

Source: Hoefel, F. and Francis, T. (2018) *'True Gen': Generation Z and its implications for companies*, Mc Kinsey.

## Questions

Explain the term 'digital native' and how it applies to Generation Z. How does generation Z vary from earlier generations? How might the behaviour of Generation Z influence companies in their recruitment today? How could they address marketing issues and ethics?

## Conclusion

An increase in the age and generational diversity in the workplace has prompted the exploration of the ways in which employees co-exist and function. Legas and Sims (2011) state that there is a lack of understanding when addressing generational diversity in today's U.S. workplace, which could be disastrous for companies wanting to increase economic wealth through human capital. Generational issues will have more influence at work since older workers, those forming part of baby boomer generation, have started to retire since 2006 and will gradually leave the place of work by 2024. There will be the latest generation coming to the job market namely those being born as from 2000. There will not apparently be major differences between Gen Y and the new ones but there are contrasts between baby boomers and the rest. In reality, baby boomers claimed themselves as the modern generation; those who fought in the Vietnam War, the group that flocked Woodstock in the 1960s, the generation that saw the pop culture and the disco generation. The main difference could be in terms of technological differences. New generations at work find using the computer as something conventional while older generations had to get tuned to using computers and later developed products and services from it. The organisation structure has changed as well. Companies tend to be more flexible and they operate "around the clock" making today's generation enter a workforce that is more demanding and competitive. There is somewhere a higher need for material comfort today as today's generation might be more willing to reap benefits of a good career and high living standards quicker than in the past. When it comes to understanding new generational concepts like Generation Z actually, this poses more complexity for business managers to deal with them. It comes from a different background on being 'digital natives' and their vision of the world differs considerably from predecessors. Being technologically savvy, they live in a more connected world, share ideas and values better and might also have lesser to do with ideals that others developed earlier. It is worth noting that such generation is more focused on the environment and its sustainability as it is positioned in the actual context of sustainable development.

### Practice Questions

1. What are the four main generations of employees at work?
2. What were key values of the veterans?
3. How is the baby boomer perceived as a unique generation?
4. What differences exist between the young and the old baby boomer?
5. How can it be said that Generation X is more oriented to technology than the baby boomers?
6. What advantage might Generation Y have in terms of education and income advantage?
7. Compare Generation Y with Generation Z.
8. How does the generation gap affect diversity at work?
9. How can communication overcome generation gaps at work?
10. What are the concerns for managers regarding the recruitment of Generation Z?

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# 5 SOCIAL CLASS IN WORKPLACE DIVERSITY

## Introduction

As every individual wants to move up the ladder in his life in quest for a better living, he seeks moving to a higher social class. The class concept is common to any society and is marked with inequalities are high in certain societies. Where classes are well differentiated, they speak of themselves. The elite class forms part of the select few, rich and fortunate people capable of aiming for the highest living standards and benefiting from the material wealth that they boast over others. This class also gets the envy from the other classes which are weaker in terms of wealth, influence and admiration in society.

Traditional societies have established notions of social class illustrating how the chieftains were respected in their groups and how others had to toil and provide their leaders with what they needed. This idea is also analogous to a community of bees with a queen and her numerous slaves or workers. Coming back to contemporary society, issues about social class are changing in the course of time as people tend to aim for higher living standards.

The basic question that underlies the class system is to whether finance remains the foundation in determining which class one belongs to. This is obvious to a large extent where the richest people belong to the upper class and those at the lowest rung belong to the working class. This might further be explained through the duties or occupations held by each class. At the highest level, people find themselves mostly in leading positions as Chief Executives or top government jobs. Those at the middle level confine themselves to junior managerial or executive positions, undertake white collar-jobs and get fairly decently paid. At another level, there will be those categories of people working for their companies and being subject to activities which are more of a physical nature. With meagre wages and a difficulty to make both ends meet, the low class or the working class is the one that is most subject to the hardships of existence.

There is an evidence today that people from the working class and the middle class are seeking upward mobility. This has brought about a shift in paradigm where there is an increase in the middle class with clear aspirations for better and more decent living standards. The case of China and India as emerging markets is interesting whereby with a substantial working class reaching up to 300 million per country, there is growing evidence of higher consumerism and material comfort. Though these figures remain weak with respect to their native populations, they do represent a condition of mobility that is of interest to western managers.

The issue of social class is well entrenched in traditional India with the concept of caste that determines since birth where an individual is in society. This is a contrasting illustration where there are illustrations of blatant discrimination with the lowest caste known as the Dalits. Similar situations might exist, say, in China with the Uygurs. Even in India, social mobility is slightly getting better in the lives of Indians and partly overcomes the barrier of caste.

This chapter portrays social class within diversity. This is something that should not be neglected since employees of different social groups add to the diversity of an organisation. With aspirations for better existence, there are efforts undertaken by each and every one to get more qualified and move up the ladder. There is a contrast however. The rich are getting richer and the poor are becoming poorer with higher levels of disparity among them. Is this problem clearly addressed?

### **Types of classes in society**

Social class refers to a group of people with similar levels of wealth, influence, and status. Hartcourt (2014) provides a basic illustration of social classes in today's society by paying attention to the main types of classes that exist in the current societal structure.

#### **The lower class**

The lower class is typified by poverty, homelessness, and unemployment. People of this class, few of whom have finished high school, suffer from lack of medical care, adequate housing and food, decent clothing, safety, and vocational training. The media often stigmatise the lower class as “the underclass”, inaccurately characterising poor people as welfare mothers who abuse the system by having more and more babies, welfare fathers who are able to work but do not, drug abusers, criminals, and societal “trash”.

#### **The working class**

The working class are those minimally educated people who engage in “manual labour” with little or no prestige. Unskilled workers in the class — dishwashers, cashiers, maids, and waitresses — usually are underpaid and have no opportunity for career advancement. They are often called the working poor. Skilled workers in this class—carpenters, plumbers, and electricians — are often called blue collar workers. They may make more money than workers in the middle class—secretaries, teachers, and computer technicians; however, their jobs are usually more physically taxing, and in some cases quite dangerous.

### **The middle class**

The middle class are the “sandwich” class. These white collar workers have more money than those below them on the “social ladder”, but less than those above them. They divide into two levels according to wealth, education, and prestige. The lower middle class is often made up of less educated people with lower incomes, such as managers, small business owners, teachers, and secretaries. The upper middle class is often made up of highly educated business and professional people with high incomes, such as doctors, lawyers, stockbrokers, and CEOs.

### **The upper class**

Comprising only 1 to 3 percent of the United States population, the upper class holds more than 25 percent of the nation’s wealth. This class divides into two groups: *lower-upper* and *upper-upper*. The lower-upper class includes those with “new money”, or money made from investments, business ventures, and so forth. The upper-upper class includes those aristocratic and “high-society” families with “old money” who have been rich for generations. These extremely wealthy people live off the income from their inherited riches. The upper-upper class is more prestigious than the lower-upper class.

Wherever their money comes from, both segments of the upper class are exceptionally rich. Both groups have more money than they could possibly spend, which leaves them with much leisure time for cultivating a variety of interests. They live in exclusive neighbourhoods, gather at expensive social clubs, and send their children to the finest schools. As might be expected, they also exercise a great deal of influence and power both nationally and globally.

### **Seven classes in the United Kingdom**

People in the UK now fit into seven social classes, a major survey conducted by the BBC suggests. It says the traditional categories of working, middle and upper class are outdated, fitting 39% of people. It found a new model of seven social classes ranging from the elite at the top to a “precarariat” — the poor, precarious proletariat — at the bottom.

More than 161,000 people took part in the Great British Class Survey, the largest study of class in the UK. Class has traditionally been defined by occupation, wealth and education. But this research argues that this is too simplistic, suggesting that class has three dimensions — economic, social and cultural. The BBC Lab UK study measured economic capital — income, savings, house value — and social capital — the number and status of people someone knows. The research was conducted by Professor Fiona Devine.

The traditional three classes — working, middle and upper — are no longer sufficient to contain and explain Britain’s enduring obsession, according to a new survey that offers no fewer than seven categories.

The [Great British Class Survey](#), a collaboration between the BBC and academics from six universities, used economic, social and cultural indicators rather than occupation, wealth and education to define the new classes. Researchers found the established model of an upper, middle and working class had fragmented to such a degree that there are now seven categories ranging from the “precariat” to the “elite” (Guardian, 2013).

Bottom of the newly configured heap is the “precariat” (or precarious proletariat), who make up 15% of the population. Its members earn just £8,000 after tax, have average savings of £800, and are extremely unlikely to go on to higher education, with just one in 30 having a university qualification.

Next in the study are the “emergent service workers” — “a new, young urban group which is relatively poor but has high social and cultural capital.” They are the youngest group, with a mean age of 34 and high proportions of ethnic minority members.

The “traditional working class”, described as “not completely deprived” despite scoring low on all forms of capital, then appear. Its members tend to have properties with reasonably high values because they are, on average, aged 66. The category, making up just 14% of the total population, “is fading from contemporary importance,” say the academics.

Next come the “new affluent workers”, a young, socially and culturally active group with middling levels of economic capital, followed by the “technical middle class”, “a small, distinctive new class group which is prosperous but scores low for social and cultural capital.”

The study also measured cultural capital, defined as the extent and nature of cultural interests and activities.

The new classes are defined as:

**Elite** — the most privileged group in the UK, distinct from the other six classes through its wealth. This group has the highest levels of all three capitals.

**Established middle class** — the second wealthiest, scoring highly on all three capitals. The largest and most gregarious group, scoring second highest for cultural capital.

**Technical middle class** — a small, distinctive new class group which is prosperous but scores low for social and cultural capital. Distinguished by its social isolation and cultural apathy.

**New affluent workers** — a young class group which is socially and culturally active, with middling levels of economic capital.

**Traditional working class** — scores low on all forms of capital, but is not completely deprived. Its members have reasonably high house values, explained by this group having the oldest average age at 66.

**Emergent service workers** — a new, young, urban group which is relatively poor but has high social and cultural capital.

**Precariat, or precarious proletariat** — the poorest, most deprived class, scoring low for social and cultural capital.

The researchers said while the elite group had been identified before, this is the first time it had been placed within a wider analysis of the class structure, as it was normally put together with professionals and managers. At the opposite extreme they said the precariat, the poorest and most deprived grouping, made up 15% of the population (Devine, 2014). The sociologists said these two groups at the extremes of the class system had been missed in conventional approaches to class analysis, which have focused on the middle and working classes.

### **Social mobility**

The fact of social mobility is closely tied to facts about social inequality and facts about social class. In a highly egalitarian society there would be little need for social mobility. Thoma (2009) points out that in a society with a fairly persistent class structure there is also relatively little social mobility —because there is some set of mechanisms that limit entry and exit into the various classes. In the simplest terms, a social class is a sub-population within a society in which parents and their adult children tend to share similar occupations and economic circumstances of life. It is possible for a society to have substantial inequalities but also a substantial degree of social mobility. But there are good sociological reasons to suspect that this is a fairly unstable situation; groups with a significant degree of wealth and power are also likely to be in a position to arrange social institutions in such a way that privilege is transmitted across generations.

### **Case Study 5: Transitioners at the workplace**

The value of diversity in the workplace comes forward with a study from MIT perhaps making the point most pointedly of all. It found that the most diverse workplaces tended to be the most profitable, although it should also be said that those diverse workplaces were also quite awkward.

“The more homogeneous offices have higher levels of social capital,” the researchers explain. “But the interesting twist is that ... higher levels of social capital are not important enough to cause those offices to perform better. The employees might be happier, they might be more comfortable, and these might be cooperative places, but they seem to perform less well.”

A new study from the University of Virginia Darden School of Business attempts to take a fresh take on matters by exploring whether class diversity has an impact on the workplace. The study focused particular attention on what the authors refer to as “social class transitioners” who are people that have managed to progress between socioeconomic classes during their life, and it emerged that those who were able to do that brought particular value to the workplace.

“People who transition between classes can learn to relate to people in a more skilled way, and they are incredibly helpful in groups, as they can understand people from all walks of life,” the researchers say. “However, it can also be an exhausting and even isolating experience for that person.”

The research attempts to examine not just the impact such people can have on the workplace, but also the challenges they face in surviving. They were able to specifically pull out examples to illustrate both the direction of transition and the pace of that transition, before exploring how both affected behaviours in the workplace, both for the individuals themselves and their teams.

For instance, people who had managed to scale the social ladder reported feeling that they were now playing by a set of rules that they did not really understand and were not really prepared for. Just as being placed in a foreign country forces us to reassess our norms and values, the authors argue that being placed outside of our cultural comfort zone can prompt similar periods of adjustment. The authors argue that people who move into a different social class acquire new skills and tools to enable them to adapt to their new environments, whilst also developing the ability to relate to people from various classes and backgrounds.

Perhaps unsurprisingly, this is especially pronounced among those who have made the largest transitions. When analysing the data, these individuals were found to be most culturally savvy having acquired numerous invaluable tools as they moved through the social classes.

Being such an individual is far from easy however, and the authors urge managers to give them support. They believe that being able to understand people from various walks of life can be hugely important, yet also hugely exhausting. What's more, it can even isolate them socially. When combined, these negative outcomes can prompt many transitioners to hold back from exercising their unique skills. The researchers hope that by drawing attention to the attributes of the people who have managed to climb the social ladder, it will prompt companies to appreciate and support these individuals more. It is widely accepted now that diversity is important in the workplace, and this research provides a timely reminder that social class is an important aspect of that diversity.

Source: *Gaskell, A. (2019) Why class diversity matters at work, Forbes.*

## Questions

What lessons can transitioners provide to other workers while they are moving up the social ladder? What difficulties may transitioners themselves face while they are in an upper social group? In what way could companies accommodate the transitioners and make them feel valued as their workforce?

## A classless society

Encyclopædia Britannica (2015) defines the classless society, in [Marxism](#), as the ultimate condition of social organisation, expected to occur when true [communism](#) is achieved. According to [Karl Marx](#) (1818–83), the primary function of the [state](#) is to repress the lower classes of [society](#) in the interests of the ruling class. However, after the class struggle has resulted in the victory of the [proletariat](#) and the establishment of a socialist society, there will be no further need for such a repressive institution; with the disappearance of classes, the state is expected to “wither away.”

Marxists all over the world, believe in Karl Marx's ideology. They believe, first, that capitalist production and capitalist society are organised for the benefit of the capitalists and against the masses; and second, that at a certain stage in the development of capitalism, the people living under it will be forced to revolt against it because their conditions will become intolerable and because there will grow up inside this society the embryo of a socialist society, united, disciplined, and organised by capitalist production itself (Libcom, 2015).

According to Libcom (2015), today this philosophy is at the crossroads. The emerging nations of Asia and Africa, which have all these years been dominated by a little corner of the globe known as Western Civilisation, are clashing head-on with that civilisation. The Marxists themselves, who have done very little since the time of Marx to understand the rest of the globe, merely pigeonholing it in their minds as colonial and semi-colonial, must now do some serious re-evaluating.

### **Perspective: Integrating classes in India: Case of the Dalits**

Unlike several other lands where the dominant human cultures have tended to absorb or eliminate others, in India the tendency has been to nurture diversity, which has been favoured by the diversity of the country's ecological regimes (Gadgil and Guha, 1992). The underlying approach to diversity and pluralism is reflected in the philosophy of the composite culture, which stresses the points of compatibility and convergence between the different strands of cultural differences.

The hallmark of this approach is the recognition, tolerance and acceptance of diversity. The existence of multiple identities, superimposed on one another, is one of the key features of pluralism in India. When demands for greater autonomy are raised in the lively debate on the balance between regional aspirations and national cohesion, both the validity and the viability of the strong-centre framework are questioned.

Dalit "untouchables" in the Indian subcontinent are largely excluded from full participation in everyday social life. They have poorer health outcomes compared to the general population, and are subject to degradation, humiliation and violent atrocities (Jadhav, 2014). Morino and Colino (2010) state that caste identities cut across religions and are all-pervasive, even among religions that reject such hierarchies as a matter of dogma. Thus, Dalits among Sikhs and neo-Buddhists are legally entitled to positive-discrimination benefits. The Ranganath Mishra Commission, which was tasked by the first UPA government (2004–09) with identifying dalits in other non-Hindu religious groups, has recommended reservation benefits for Dalit Muslims.

The reservations, or quotas, for Dalits and the Adivasis relate to three broad categories: employment, educational, and political, the first two being the most significant for the bulk of the Dalit and the Adivasi populations (Thorat et al, 2005)). Fifteen percent of government jobs at all levels are reserved for Dalits, and 7.5% for Adivasis. This includes jobs in central government; in state government; and in public sector units, such as the telephone corporations and public sector steel mills. Since government is the largest formal sector employer, accounting for over 66% of all jobs in India, this is a substantial benefit.

Similarly, 15% and 7.5% of the places in higher education are reserved for Dalits and Adivasis, respectively, although states can observe different quotas based on their Dalit and Adivasi populations.

## **Social Class in Diversity in sub-Saharan Africa**

### **South Africa**

Ten years after apartheid there is an emerging White population living in lower class strata (less than ten percent), it still is not comparable to the African situation in poverty. As well, a majority of the wealth (upper class) in South Africa is concentrated in Gauteng - 52%. As well, today the Gini coefficient for inequality still puts South Africa at the top with Brazil. 18 out of 45 million today have no conception of the prosperity that lies in the economy for some. Many have characterised this phenomenon as two economies in South Africa (Brown, 2004).

The direction of future social policy will no doubt have to acknowledge the disparities that exist. The history of the surrounding African nations (i.e. Zimbabwe) supports this hypothesis. Since 2000, Zimbabwe, like other African nations after independence, seeks redistribution of resources from Whites to Blacks. South Africa must find a way to resolve a complex dilemma. According to Brown (2004), social inequality is what maintains its economy but also undermines its nationalism.

### **Nigeria**

The social classes in Nigeria is divided into three major classes and each class is subdivided. The upper class, the middle class and the working class. The upper class is divided into upper-upper class and lower upper class. The upper-upper class comprises of the president, the people in the office of the presidency, top government officials, the wealthy royal families, formal presidents, elders in council. While the lower- upper class are made up of top military officers, top entrepreneurs, top politicians, top professor.

Moneyor (2012) claims that just like the upper class, the middle class is divided into upper-middle class and lower-middle class. The upper middle class is made up of the professors top business men, lecturers, public servants, teachers while the lower-middle class comprises of people small business men and women, police men and women. The working class, this can also be called the lower class. This is where the majority of population of people in developing countries is higher. They consist of the petty traders, brick layers, and temporary job workers.

**Insight: An emerging middle class in the developing world**

The developing world's "emerging middle class" is a critical economic and social actor because of its potential as an engine of growth, particularly in the largest developing countries such as China and India but also in sub-Saharan Africa. History tells us that those in the middle have in the past vigorously accumulated capital, be it physical (plant, equipment or housing) or human (education or health). Consolidating this incipient middle income group into a stable middle class could provide a solid foundation for economic progress by driving consumption and domestic demand (Pezzini, 2012).

When contrasting the experience of Brazil and Korea, this becomes evident. In the 1960s the countries had similar income levels and rates of growth; by the 1980s, however, due to high inequality in Brazil, the middle class made up only 29% of the population, in contrast to Korea's 53%. Its middle class enabled Korea to shift away from export driven growth towards domestic consumption, a transition that did not occur in Brazil. Today, this opportunity presents itself to Brazil. Thanks to a decrease in poverty from almost 40% of the population in 2001 to around 25% in 2009, 31 million people joined the middle class in Brazil. Today 52% of Brazil's population is middle class.

**Conclusion**

Social class still has an impact on work diversity. Despite the fact that class issues may have been overcome in advanced societies, differences do exist in developing nations. This is illustrated by the fact that there is a huge disparity in income, wealth and status among the different types of employees in organisations. Illustrations of exclusion like in India were provided in this chapter. It is noted that in a world where people move more frequently than ever from one place to the next, they start learning how other people of other cultures behave and how social class differences could be implicitly overcome. With a rise in the middle class in many developing nations, it can be understood that differences are gradually overcome without being completely removed. This allows employees in the middle class to seek higher levels of prosperity and betterment in society. The view is contrasting here. In rich countries, the middle class is getting poorer. In developing countries, namely, emerging economies, middle classes are getting richer.

In line with social class, the next chapter deals with culture which is also close to the social class concept. An example of classless society was depicted in this lesson where it was considered as utopia at a time where Marxists had a strong foothold in the activities of the firm. This concept is now outdated while it claimed lots of adherents in the past. Ideal situations of classless society will no more exist but the concept could be better interpreted if the concept of power distance could be explained. This is what the next chapter covers within workplace diversity.

### Practice Questions

1. What is the importance of class diversity at work?
2. What are the three main classifications of social class?
3. Why do class differences matter at work?
4. What is the new social class configuration in the United Kingdom?
5. Why is social class difference profound in developing nations?
6. What benefits can social class bring to diversity?
7. Why is a classless society no more practical today?
8. What developments are taking place regarding social differences in sub-Saharan Africa?
9. How may economic problems pose a challenge to social class diversity?
10. How may a harmonisation of social class differences impact organisations today?

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# 6 THE IMPACT OF CULTURE ON WORKPLACE DIVERSITY

## Introduction

Culture is broadly described as the set of norms, values, beliefs, rites and language that are followed by a group of people. Culture does not exist in isolation although one can speak of a highly-cultured human being. This sharing of values and beliefs makes one group distinctive from the other one hence contribute to diversity among communities worldwide. This is evidently wealth that one can consider in the form of the various cultural manifestations and practices undertaken globally.

Next, it is interesting to see how culture blends within the work environment. All managers are eager to see their business prosper. From an ethnocentric perspective of the organisation to a polycentric one which is more visible today than ever before, managers have to deal with people from different cultures. This challenge just increases when companies start their operations abroad and engage themselves in multinational operations.

Logically, businesses must find out some or many benefits from cultural integration. Since companies trade beyond their traditional barriers, they will have to consider the importance of culture. This is because companies find it important to understand differences in cultural perceptions, patterns of behaviour, attitudes of workers, etc., before embarking on a business prospect. This might not be true for some other organisations that do not necessarily perceive such barriers but might incipiently adjust their products to suit exterior cultural expectations.

Culture is not merely understanding one from a certain point of view and assuming that overcoming differences among different people working together will certainly eliminate such gaps and favour good work opportunities among the workers. This is not an easy task and the need for sensitivity or diversity training should be an all-inclusive element for a firm's sustainability within its diversity programme.

This chapter covers two contrasting views of culture through the 7-step model of Trompenaars with the one of Hofstede. Both models are different in terms of the elements that they consider but similarities exist such as how cultures could be perceived as individualistic or common. There are also similarities in terms of long-term orientation and time synchronisation. Basically, these two models of culture apply to an international context but they impact on workplace diversity. A good understanding of both models, albeit their weaknesses, help the student have a good grasp of cultural implications in diversity from a conceptual perspective.

Culture will remain a pending issue in business seen from what is generally taking place in the world with numerous strife being caused by religious and cultural differences. It is up to managers to see how sensitive issues relating to culture can be best approached and how they can avoid prejudice to people from different cultures. Getting all cultural differences on board does matter and this is where there is a need to find out harmony among the workers. Companies claiming themselves as culturally open are those which are more likely to succeed than others. It is right time to scorn off negative values on culture and rather think how one can talk business globally by valuing differences and making the best of individualities in the cultural melting pot.

### **Managing Cultural Diversity in the Workplace**

From our increasingly diverse domestic workforce to the globalisation of business, cultural competence is arguably the most important skill for effective work performance in the 21st century. What is cultural diversity in the workplace? Culture refers to the values, norms, and traditions that affect the way a member of a group typically perceives, thinks, interacts, behaves, and makes judgments (Alpert, 2015). It even affects perceptions of time, which can impact day-to-day scheduling and deadlines. Cultural competence, in brief, is the ability to interact effectively with people from different cultures. This ability depends on awareness of one's own cultural worldview, knowledge of other cultural practices and worldviews, tolerant attitudes towards cultural differences, and cross-cultural skills.

The more different cultures work together; the more cultural competency training is essential to avoid problems. Cultural problems can range from miscommunication to actual conflict, all endangering effective worker productivity and performance. Developing cultural competence results in an ability to understand, communicate with, and effectively interact with people across cultures, and work with varying cultural beliefs and schedules. While there are myriad cultural variations, Alpert (2015) suggests some essential differences at the workplace below.

### **Communication**

Providing information accurately and promptly is critical to effective work and team performance. This is particularly important when a project is troubled and needs immediate corrective actions. However, people from different cultures vary in how, for example, they relate to bad news. People from some Asian cultures are reluctant to give supervisors bad news — while those from other cultures may exaggerate it.

## **Team-building**

Some cultures — like the United States — are individualistic, and people want to go it alone. Other cultures value cooperation within or among other teams. Team-building issues can become more problematic as teams are comprised of people from a mix of these cultural types. Effective cross-cultural team-building is essential to benefiting from the potential advantages of cultural diversity in the workplace.

## **Time**

Cultures differ in how they view time. For example, they differ in the balance between work and family life, and the workplace mix between work and social behaviour. Other differences include the perception of overtime, or even the exact meaning of a deadline. Different perceptions of time can cause a great misunderstanding and mishap in the workplace, especially with scheduling and deadlines. Perceptions of time underscore the importance of cultural diversity in the workplace, and how it can impact everyday work.

## **Cultural Diversity trends and examples**

Cultural diversity is a form of appreciating the differences in individuals. The differences can be based on gender, age, sex, ethnicity, sexual orientation, and social status. Companies have realised the value in acquiring a diverse workforce.

Lombardo (2013) identifies certain trends and examples that are likely to affect today's workplace from a cultural point of view. They are as follows:

### **The growth of minority workforce**

Today's workforce is made up of a very diverse population of individuals from every part of the world, which creates dynamic multiracial and multicultural organisations. Such diversity brings with it many differences in skills, abilities and experiences. Because modern companies value having a very diverse workforce themselves, they ensured that human resources recruited a minority representation within the corporation. This created an atmosphere where different viewpoints and ideas came out of brainstorming sessions and were welcome.

### **A growth of stereotyping and prejudices**

This can be hard to avoid when so many different cultures come together in a work environment. Maddox (2013) explains that racial stereotyping, prejudice, and discrimination reflect the human tendencies to conceptualise and value certain configurations of phenotypic features differently, and act on these thoughts and feelings in our interactions with members of racial categories. Many of us, particularly students of prejudice, can recruit from memory vivid examples of racial bias and its consequences. In both overt and subtle forms, stereotyping, prejudice, and discrimination exhibited among individuals belonging to different racial categories has long been a significant source of social strife in American society and abroad.

### **Companies are embracing is the addition of sensitivity or diversity training**

This type of training educates all employees about cultural differences so that they can understand and appreciate each other. The purpose of sensitivity training is to teach employees how to properly act and communicate in a corporate environment. Mason and Sompayrac (2015) stress that sensitivity training is often offered by organisations and agencies as a way for members of a given community to learn how to better understand and appreciate the differences in other people. It asks training participants to put themselves into another person's place in hopes that they will be able to better relate to others who are different than they are. Topics covered in a sensitivity training session will include learning proper etiquette, appropriate terminology, improvement of communication skills, anti-bullying management styles and how to eliminate sexual harassment within a company.

### **A large increase of females in the workforce**

In fact, over the past few decades, women's participation in the workforce has grown dramatically to account for almost half of the labour force. Unicef (2015) comments that women in Malaysia have increasingly become engaged in modern sector employment, a growth that was especially marked when the expansion of the manufacturing sector was at its peak in the 1980s. Increasing female labour force participation requires balancing their competing responsibilities within the family and the workplaces. Flexible time arrangements at work, safe and high quality childcare facilities as well as "teleworking" will support increasing women's labour force participation.

### **Corporations are more open to hiring individuals with disabilities and accepting different abilities**

While still considerably underused, organisations are quickly beginning to realise that disabled workers are a vital part of the workforce. The advent of new technologies and accommodations has allowed organisations to recruit and utilise disabled workers in their labour force. Likewise, there has been an increase and appreciation for individuals with unique talents and abilities (Lombardo, 2013). Technology and an appreciation for all types of educational training and skills allowed companies to tap into a section of workers that other companies ignored.

### **An increase in the ageing employment pool of workers**

As employers seek to fill new positions or replace existing workers, they will face the boom and bust labour cycle and will need to consider how the age mix of the labour pool has changed. They may need to consider hiring either younger workers or senior workers as the pool of mature workers stabilises or shrinks. Recruiting and training less-experienced younger workers may be an option when older workers leave the workforce. Similarly, retention and possibly retraining of mature workers may become increasingly attractive (Hayutin et al, 2013).

Hayutin et al (2013) point out that employed older workers are likely to be reluctant to leave their jobs in part due to financial reasons and in part due to how difficult it is for unemployed workers 55+ to find a new job. As a result, employers might think about creating more flexible work exit options that allow employees to transition out of the workplace gradually while maintaining some of their benefits and continuing to contribute to the company.

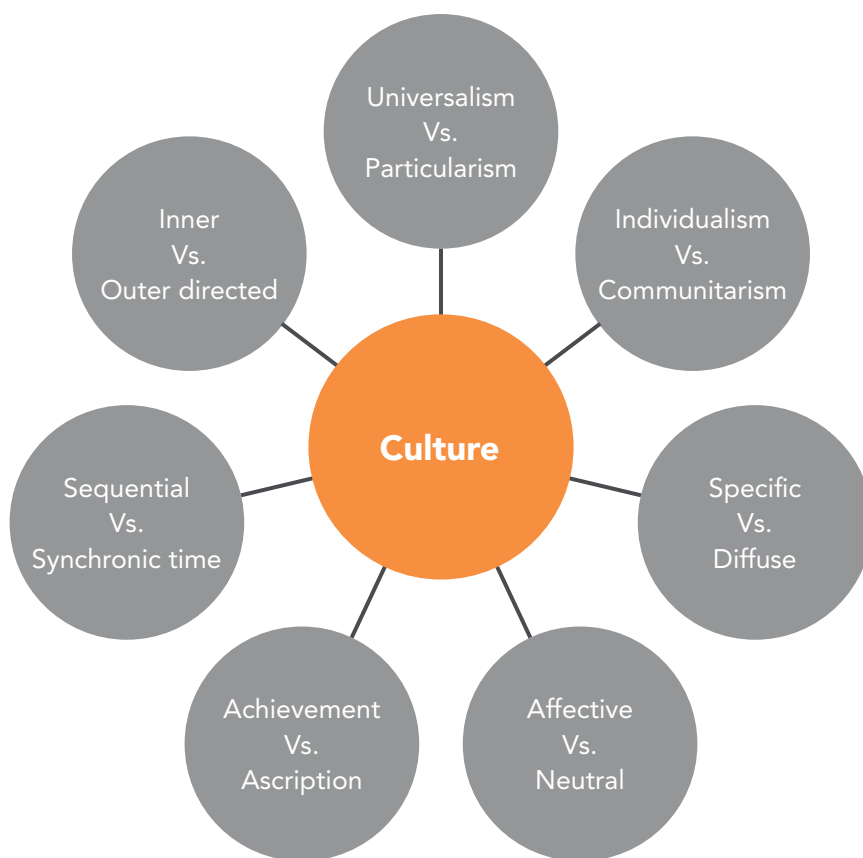
### **Understanding the dimensions of cultural diversity**

Diversity management is a process intended to create and maintain a positive work environment where the similarities and differences of individuals are valued, so that all can reach their potential and maximise their contributions to an organisation's strategic goals and objectives. According to Patrick and Rajkumar (2012) as the importance of diversity in the organisational context has increased manifold, most organisations would like to research on diversity–organisational culture linkage, its effect on diversity openness, and between diversity and performance both at individual and organisational levels. Organisations should design and support organisational culture that maximises the benefits of diversity, and use that

culture to manage various groups of organisational members, project teams, business start-up teams, customer service response teams, and top management. It would be worthwhile if these strategies were implemented more often in IT organisations to increase workplace diversity (Patrick and Rajkumar, 2012).

**Perspective: The Seven Dimensions of Culture**

The Seven Dimensions of Culture is the most recognised cultural theory model co-created by Trompenaars and Hampden-Turner. The theory was first published in the aforementioned book in 1997. The theory was created to help understanding and managing cultural differences. The Seven Dimensions model was created after 10 years of active worldwide research. According to Tangient (2015), Trompenaars’ theory focuses on the way people think, their foresights, behaviour and future expectations using three basic yardsticks; relationship with others, time and environment. He believed culture is a way a group of people solve problems. To a large extent, these are valid points because culture revolves around our orientation and behaviour.



Source : Trompenaars’ Seven Dimensions of Culture

### **Universalism v/s Particularism**

The dimension universalism v/s particularism is the standards by which relationships are measured. Universalist societies tend to feel that general rules and obligations are the source of moral reference. They are inclined to follow the rules, no matter the situation, and look for the single best way of dealing fairly with all cases. Additionally, they assume that their standards are the correct standards and attempt to change the attitudes of others to match theirs. On the other hand, particularist societies are those in which particular circumstances are more important than rules; the bonds of particular relationships are stronger than abstract rules.

### **Individualism v/s Communitarianism**

Individualism v/s communitarianism is about the conflict between an individual's desire and the interests of the group which they belong. In an individualistic culture, people are expected to make their own decisions and to only take care of their own needs. Such societies assume that quality of life results from personal freedom and individual development. Decisions are often made on the spot, without consultation, and impasses may be resolved by voting. In contrast to this, members of a communitarian society are firmly integrated into groups which provide help and protection in exchange for a strong sense of loyalty. These people believe that an individual's quality of life improves when they take care of each other. The community comes before the individual, and people are mainly oriented towards common goals and objectives. Often individualism is seen as typical of modern society, whereas communitarianism is associated with traditional societies.

### **Specific v/s Diffuse**

This dimension concerns how the people view the picture of life and also concerns the degree of involvement in relationships. Generally, people from specifically-oriented cultures analyse elements separately, then put them back together again like viewing the whole is the sum of its parts. Specifically-oriented individuals concentrate on hard facts. People from diffusely-oriented cultures are the opposite, they see each element in the perspective of the complete picture; all elements are related to each other. The elements are synthesised into a whole which is more than simply the sum of its parts.

**Neutral v/s Emotional**

Neutral v/s emotional focuses on the degree to which people express their emotions, and the interplay between reason and emotion in human relationships. Every culture has strong norms about how easily emotions should be revealed. In culture high on affectivity, people freely express their emotions. In a neutrally-oriented culture, people are taught that it is incorrect to overtly show feelings. In such a culture, it is accepted to show one's feelings spontaneously.

**Achievement v/s Ascription**

The dimension achievement-ascription focuses on how personal status is assigned. While some societies accord status to people on the basis of their performance, others attribute it to them by virtue of categories such as gender, age, social standing, education, and so on. Achieved status, on the other hand, refers to action and what the individual does; ascribed status refers to being who they are.

**Sequential time v/s Synchronous time**

The time dimension has two parts, the relative importance cultures gives to the past/present/future, and their approach to structuring time. If a culture is oriented towards the past, the future is often seen as a repetition of past experiences. In a culture leans more towards the present, day-by-day experiences tend to direct people's lives. In a future-oriented culture, most human activities are directed toward future prospects. In this case, the past is not considered to be vitally significant to the future. People who structure time sequentially view time as a series of passing events. They tend to do one things at a time, and prefer planning and keeping to plans once they have been made. Time commitments are taken seriously and staying on schedule is a must. People structuring time synchronically view past, present, and future as being interrelated. They usually do several things at once.

**Internal direction v/s Outer direction**

The internal versus external control dimension concerns the value people put to their environment. People who have an internal mechanistic view of nature usually view themselves as the point of departure for determining the right action (Provenmodels, 2014). Opposite of this are cultures with a so called "organic" view of nature which assumes that man is controlled by nature align their actions towards others. They focus on the environment rather than on themselves.

## **Hofstede's model of cultural differences**

One of the most widely used frameworks for analysing cultural differences is the model developed by the eminent cultural theorist, Geert Hofstede. In this model, the differences in culture between countries have been plotted along five dimensions, which can be used as the basis for predicting the cultural differences between different countries (Management Study Guide, 2013). The model was developed after extensive research into the cultural differences between different countries and after surveys of thousands of employees in the West and the East. The five dimensions along which the cultural differences are plotted are power distance, masculinity vs. femininity, long-term orientation vs. short-term thinking, individualism vs. collectivism, and uncertainty avoidance. The model is comprehensive and exhaustive in its treatment of cultural differences across cultures.

### **Power Distance**

The power distance dimension is a literal measurement of the layers of management between an individual employee and the highest level of management. Linblad (2015) states that an individual contributor who reports to a manager who reports to a director who reports to a vice president who reports to a CEO has a power distance dimension of three, because there are three layers of management between the individual contributor and the CEO. The higher the power distance dimension, the less likely the employee is to feel that his contribution matters to the company. An organisation may flatten its organisational structure to help employees feel connected to senior leadership. This is also an interpretation of societies where ranks are given importance. Germany, for example, tends to reduce power distances by aligning workers with managers on salary issues.

### **Individualism vs collectivism**

The individualism dimension measures not only the degree to which an employee maintains her unique attributes, but also the degree to which she becomes integrated into the collective group. An individualist employee has loose ties to others in the organisation. She looks out for herself and perhaps for others in her small work group. A collectivist employee fully integrates herself into the organisation and demonstrates loyalty to the extended corporate "family". In turn, she expects others in the organisation to support her. Broadly, most consumer societies are individualistic compared with past models associated with command economies. In collectivism, it is some sort of group rather than an individual who is at the centre of all social, political, and economic concerns, and issues. Those who are proponents of this ideology say that the interests and claims of groups (it may even be a state) supersede

those of individuals. Collectivism believes in the subjugation of the individual to a group, which may be family, tribe, society, party or a state. Individual has to sacrifice for the collective good of the people.

### **Masculinity vs Feminity**

The masculinity dimension measures the organisation's personality against masculine and feminine stereotypes. A company with a masculine culture operates assertively and competitively, and a company with a feminine culture comes across as more modest and caring. Employees tend to model their behaviour after their companies' leaders (Lindblad, 2015). If the leadership team is competitive, employees may be encouraged to compete with one another or to beat out the company's competitors. If leaders are caring, employees are more likely to behave with tolerance and compassion. Empowering women to aim for higher positions can affect the perception and lead to a less sexist organisation.

### **Uncertainty Avoidance**

Hofstede's uncertainty avoidance dimension measures employees' comfort with unstructured environments — unknown situations where surprising events may occur. In a business that lends itself to structure, such as a factory, the culture calls for rules that establish structure to promote safety and efficiency. In a creative environment, such as a design house, the culture encourages flexibility and problem-solving (Lindblad, 2015). Employees may not feel comfortable with either extreme, and an employee who likes to plan every minute of her day will quickly get frustrated in an organisation with a low uncertainty avoidance dimension. Companies in financial sectors are less risk-averse and hence may be less prone to avoid uncertainties like Lehmann Brothers failure in 2008.

### **Indulgence vs Restraint**

Communicaid (2020) comments on this sixth dimension has not as yet been widely adopted within the intercultural training and management field and this may simply be because it is still relatively new. There is also less data and fewer countries than the previous dimensions. And perhaps it is also due to the ambiguities of focusing on happiness research. Happiness is viewed very differently across cultures and it is represented and discussed quite differently. This might call in to doubt the validity of using data originating from questions asking respondents to describe how happy they are.

However, there may well be some interesting application of the sixth dimension to the international work place. For example, indulgent cultures place more importance on freedom of speech and personal control while in restrained cultures there is a greater sense of helplessness about personal destiny. In workplace this is likely to have an impact on how willing employees are to voice opinions and give feedback. In cultures that are perceived as placing a greater importance on personal happiness and freedom, employees may be more likely to leave an organisation when they are not happy in their role.

### **Long-Term Orientation**

The long-term orientation dimension is associated with eastern culture and dates to the time of the Chinese leader Confucius. It measures long-term values, such as perseverance and thrift, against short-term values such as respect for tradition, fulfilment of social obligations and avoiding personal embarrassment. Employees with a high measure of long-term orientation respond well to a hierarchy-based organisational structure where leaders are highly respected. Employees with a low measure of long-term orientation demonstrate personal stability and observe customs such as reciprocating favours and gifts from others (Lindblad, 2015).

### **Case Study 6: The relevance of cultural diversity**

Creating a work environment consisting of different cultural, racial and ethnic groups can add perspective and depth to an organisation's mission and goals. A broader perspective can enable an organisation to build more comprehensive growth and outreach strategies.

On a large scale, cultural diversity in organisations permits global outreach, as individuals from different countries and cultures can communicate with members of foreign organisations without language or cultural barriers. Having a team of effective cross-cultural communicators can stimulate an ongoing dialogue that works toward improving an organisation's creativity, productivity and public perception.

At its core, cultural diversity consists of celebrating people from diverse backgrounds, as they can each bring essential perspectives and ideas to their organizations. Promoting cultural awareness and cultural competence in the workplace can also boost morale, with each employee understanding that they are valued for their unique identity.

Commitment to cultural diversity can also benefit the relationship between an organization and its target audience. On a basic level, an organisation's employees should be able to relate to and speak the same language as their customers. On a psychological level, the Houston Chronicle explains, "communities and customers typically prefer to do business with companies who employ people from their own backgrounds."

Studies have shown that when organisations hire employees from similar cultural or racial backgrounds, those employees are less inclined to communicate about both small and large-scale issues, since most everyone believes they are already on the same page about certain decisions. Conversely, when organisations cultivate a work environment that honours and celebrates the cultural diversity of its employees, co-workers tend to be more open to communicating about issues, topics and decisions, since they do not assume they already know everyone else's perspective.

Ultimately, leaders who encourage cultural diversity in organisations can be more successful and profitable than their less diverse competitors, as they can leverage this range of perspectives to come up with more complex ideas, innovative products and unique business strategies.

Source: *Rider University (2020) Cultural Diversity in Organisations and the Role of Leadership.*

### **Questions**

Relate an organisation's creativity, productivity and public perception to effective cross-cultural communicators. Why should an organisation celebrate cultural diversity? Which values can be developed? Comment on the perspective of addressing complex problems and innovation with a culturally-diverse workforce.

### **Conclusion**

Culture is broadly described as the set of norms, values, beliefs, rites and language that are followed by a group of people. This sharing of values and beliefs makes one group distinctive from the other one hence contribute to diversity among communities worldwide. From an ethnocentric perspective of the organisation to a polycentric one which is more visible today than ever before, managers have to deal with people from different cultures. This challenge just increases when companies start their operations abroad and engage themselves in multinational operations. Culture is not merely understanding one from a certain point of view and assuming that overcoming differences among different people working together will certainly eliminate such gaps and favour good work opportunities among the workers. This is not an easy task and the need for sensitivity or diversity training should be an all-inclusive element for a firm's sustainability within its diversity programme.

It is important for managers to value cultural diversity in their organisations. Two important models of cultural diversity are Trompenaar's and Hofstede's dimensions of diversity. Trompenaar's seven dimensions of culture focus on seven dimensions: Universalism versus particularism, Individualism versus communitarianism, Specific versus diffuse, Neutral versus emotional, Achievement versus ascription, Sequential time versus synchronous time and Internal direction versus outer direction. The five dimensions of Hofstede's model are power distance, masculinity vs. femininity, long-term orientation vs. short-term thinking, individualism vs. collectivism, and uncertainty avoidance.

### Practice Questions

1. Why is culture important to an organisation's diversity?
2. How can communication help in bringing diversity at work?
3. What is the importance of teams in diversity?
4. How may sensitivity training help overcome diversity challenges?
5. How do universalism and particularism affect culture in different societies?
6. Briefly explain the dimension indulgence vs restraint.
7. Contrast individualism and collectivism in Hofstede's model.
8. Why should power distance be reduced and how is it achieved?
9. Compare Trompenaar's model of individualism to that of Hofstede.
10. How might cultural diversity benefit a traditional business with a homogeneous culture?

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# 7 THE FOREIGN WORKER IN WORKPLACE DIVERSITY

## Introduction

An important aspect of workplace diversity is the foreign worker. Such a worker is defined as somebody who comes from a different country to work in a host country. This was quite common in the past where earlier colonists needed labour and they called for foreign labour through their own colonies. For example, the British Commonwealth countries comprised 52 colonies and the United Kingdom could find a pool of labour from its earlier dependencies. This practice worked out in areas like the military or nursing and eventually spread to other areas, more particularly, where labour was scarce. This could apply to catering services, working in retail companies, etc. This also occurred in France which invited its own people living in its former colonies namely Algeria, Morocco and parts of the French-speaking African nations.

Foreign labour was needed in jobs that were lowly-valued by the local people. As the rich countries progressed economically, there was an upward mobility in classes and jobs chosen by the local people while lesser important jobs could be taken up by people coming from the developing world in quest for better living in Europe or America where “the grass looked to be greener.” This perception still exists in some poorer parts of sub-Saharan Africa where people want to flee poor living conditions and move to Europe where they can be free from persecution, genocide and other ills of society. The impending war issue in Syria has caused the displacement of millions of Syrians across the border. At the same time, it has caused a lot of inconvenience to the neighbouring countries.

In a similar way, the scenario has affected the past colonial powers like England, France, Spain or Portugal, the latter to a lesser extent. These countries that boasted high levels of economic prosperity are now in dire difficulties with slow economic growth, high levels of unemployment and a more fragile social structure with regards to the threat of terrorism. England and France were among the first nations to start thinking critically of immigration by restricting entry to foreigners following campaigns made by opposition parties that rallied with the dissatisfaction expressed by local people in terms of employment opportunities. This measure might be in favour of the past colonial powers but has been the source of illegal immigration from poor people who still put it in mind that Europe is still an Eldorado for them in case if they cross the Old Continent’s borders. The problem faces directly Italy where people from sub-Saharan Africa, in particular, Eritrea, flock to mainland Europe through this country. The same applies to the Moroccan border that looks upon neighbouring Spain and where lots of illegal immigrants are in the wait for better living standards.

Clearly, immigration has become an issue of contest in Europe or in the United States where the entry of foreign people poses a problem. The USA offers a “green card” to attract people while Europe is more in favour of selective immigration as a means of attracting talented labour and not unskilled labour. This conversely affects the developing nations where there is a brain drain of talented people who are more economically better off in their new country compared to their homeland.

The issue of foreign workers has an impact on diversity. Although, they might be looked down upon by the home people as ‘invaders’ and potential job seekers, foreign labour can be both a necessity and evil. Right-winged groups like the Front National in France and similar ones throughout Europe may go against immigration but this might be needed. Some European nations like Germany or Italy have a growing ageing population and they need young people for jobs that cannot be undertaken by the local people. In such sectors, foreign labour is needed and adds to diversity in terms of talent and skills that could be needed in Europe. An argument could be how to effectively manage foreign labour and not think of exploiting it for meagre salaries and indecent work conditions.

### **The importance of migrant labour**

The movement of people can be considered from different perspectives. Traditionally, people from poorer nations leave their home country to work in richer environments. They can be termed as migrant workers. Migrant workers are considered an economic utility, especially for secondary labour markets such as that of long-term care. The dynamics of migrant workers across the globe are governed by interacting macro, state level, and micro, personal level, factors. On the macro level immigration policies, historical and current political and economic links between countries play a crucial part in such dynamics (Hussein et al, 2012). There is also a reversal in worker movement where top managers from the rich countries might in turn move to the emerging economies. The case mentioned in the next paragraph illustrates the first tendency of immigration.

### **From the Commonwealth to the United Kingdom**

An important aspect of foreign workers in United Kingdom’s history of immigration can be recalled from the mass movement of people from Commonwealth nations-earlier dependencies or colonies of the UK-to England in the 1960s. Earlier, the British government encouraged the enrolment of foreign workers in the form of military assistance to their coloniser during the Second World War. Pioneers from Mauritius assisted the British Infantries in Egypt, Sudan, Kenya and some other strategic locations in Northern Africa.

In the 1950s and 1960s, the UK had often met labour shortages by recruiting from the Commonwealth, countries formerly part of the British Empire (Hussein et al, 2012). In 1963 the Conservative Health Minister, Enoch Powell, launched a campaign to recruit trained doctors from overseas to fill the manpower shortages caused by National Health and Safety (NHS) expansion. Some 18,000 of them were recruited from India and Pakistan. Powell praised these doctors, who he said, ‘provide a useful and substantial reinforcement of the staffing of our hospitals and who are an advertisement to the world of British medicine and British hospitals.’ Many of those recruited had several years of experience in their home countries and arrived to gain further medical experience, training, or qualification. In 1968, the recruitment of overseas doctors was fuelled again by the predictions of further medical shortages by the Todd Committee, which recommended expanding medical schools (Jones and Snow, 2011).

Jones and Snow (2011) argue that exceptions to immigration controls were made for essential and well-qualified staff, hence both nurses and doctors were exempt from the immigration controls imposed in the 1960s. In general, the men and women who came to work in the NHS were welcomed throughout this period of political agitation. Their professional status distinguished them from the mass of migrants, most of whom were classified as unskilled. In spite of his later vocal opposition to black and Asian immigration in general, Health Minister Enoch Powell championed the recruitment of overseas nurses in the early 1960s.

As historian of the NHS, Charles Webster suggests, this apparent anomaly was perhaps because the immigration of nurses not only “provided a plentiful supply of cheap labour, reduced wastage, and undermined the shortage argument” but also ‘strengthened his hand in pressing for a strong line against the nurses’ pay claim, which itself was his chief weapon in his wider campaign to induce colleagues to adopt a more aggressive approach to the control of public sector pay (Jones and Snow, 2011). Immigrant nurses were therefore an expedient means of providing political leverage. However, Alexis and Vydellingum (2007) found that many ‘overseas’ or migrant nurses recruited to work in the UK National Health Service (NHS) were initially motivated by desires to improve their status and prospects but were disappointed to find that career progression is not so readily available in the less professionalised social care sector.

Focusing on older people’s care services (by far the largest element of the care sector), the difficulties facing social care employers in the UK and the options taken up by some to recruit migrant workers are frequently reported (Rubery et al 2011).

### **From rich countries to emerging economies**

Another tendency might be the movement of top managers or executives to the East. The fact that China has grown by more than 150% over the past fifteen years makes it become a prospective ground for foreign managers. Consider Dubai as a top destination for business in the United Arab Emirates and see how they are willing to accommodate foreign workers in their environment that could be considered world class but stands well in the developing part of the world.

Chinese companies are hiring more and more western and western-trained executives — and at an increasingly senior level. Ivo Hahn, the boss of Xecutive, a headhunting firm based in Hong Kong, has placed 20 such individuals with mainland firms in the last year, compared with none at all the year before. Diana Yang, at the Beijing office of Hewitt, a human-resources consultancy, says Chinese companies have become more aggressive at hiring expatriates for top jobs as well as for technical positions. “The Chinese have the will and the cash to attract western talent,” says James Harris, managing director for China at Hays Executive, Britain’s biggest recruitment company (The Economist, 2006).

Top managers at western companies, on the other hand, had few incentives until recently to jump ship. That they are starting to do so reflects two things. First, Chinese firms are becoming more respectable: some, such as CNOOC, Baosteel and Lenovo, are among their industries’ global elite. Second, a growing number of foreign managers, many of whom have worked in China for years, are excited about the country’s future and want to stay.

Western multinationals are investing ever bigger hopes in emerging markets. They regard them as sources of economic growth and high-quality brainpower, both of which they desperately need. Multinationals expect about 70% of the world’s growth over the next few years to come from emerging markets, with 40% coming from just two countries, China and India. They have also noted that China and to a lesser extent India have been pouring resources into education over the past couple of decades. China produces 75,000 people with higher degrees in engineering or computer science and India 60,000 every year (The Economist, 2010).

### **India and foreign labour**

Compared to China, India has beforehand allowed the migration of foreign executives to its economy. The tragedy of Union Carbide (1984) points out the existence of foreign business in that important emerging market. Nowadays, through the development of its information and communications technology (ICT) sector, Indian companies are more open to western

management ideas and bring their knowledge and culture to their business. In the same way, India high power-distance culture is either an asset or a liability for the foreign manager. A high power-distance culture means that workers prefer authoritative and hierarchical forms of management. They also respond favourably to close supervision. Managers who demonstrate a high “power figure” type of behaviour are more likely to gain the respect of subordinates. Clear and direct orders are preferred. In order to enthuse and motivate workers, clear job descriptions and detailed instructions are needed (Vedpuriswar, 2006).

There are interesting facts about Indians working abroad. Citehr.com reveals that Indians, although warm welcoming to foreign labour are doing quite well abroad while having integrated the international workforce.

34% of MICROSOFT employees are Indians

28% of IBM employees are Indians

17% of INTEL employees are Indians

There are 3.22 Million Indians in America

38% of Doctors in America are Indians.

12% of Scientists in America are Indians.

36% of NASA employees are Indians

**Source:** Citehr.com.

### **Insight: When diversity might cause trouble**

“Preserving ethnic homogeneity” is important to Hungary’s economy, according to the prime minister, Orbán, who said “life has proven that too much mixing causes trouble”. He insisted the government “cannot risk changing the fundamental ethnic character of the country.

“That would not enhance the value of the country but downgrade it instead, and toss it into chaos.”

Orbán stressed that “the problem of parallel societies is undesirable”, alluding to other countries in Europe which have large communities of non-European migrants and experience high crime and terrorism.

Speaking as Hungary's unemployment rate is at a record low of just above 4 per cent, with some employers claiming the country has a labour shortage, Orbán warned business leaders against a recourse to so-called guest worker programmes.

He said: "I would not like to see the country drift toward a situation where lower-skilled work would only be carried out by foreigners."

"We ourselves have to do the work required to keep our country going, from scrubbing toilets to nuclear science."

Hungary has begun building a new fence along its southern border with Serbia amid fears that, when the weather allows, hundreds of thousands of migrants could once again attempt to travel up through the Balkans in attempts to reach Western Europe.

The "open society" sought by the Hungarian hedge fund manager and other globalists, the prime minister said, is a place where "people, ethnic groups and cultures are stamped out to size like hamburgers, so that they can be turned into merchandise [and] countries are transformed into railway stations, with everyone being able to move in and out".

Source: *Hale, V. (2017) Hungary's Orbán: We won't import foreign labour because diversity 'causes trouble', <https://www.breitbart.com>.*

### **Case Study 7: How complex should a new immigration system be?**

One of the trade-offs the government faces in deciding on the scope of work permit programmes is between the ability to tailor policies to different government objectives and the ability to create a system that applies a transparent and simple set of rules more uniformly. The argument for a certain degree of fine-tuning is that the government can usefully put immigration policy at the service of other government objectives—for example, using it to build skills or supply labour to particular industries or reduce costs in the public sector.

The argument against such tailoring is that it makes the immigration system more complex and thus more difficult for the government to manage and enforce. An immigration system with complex industry-specific rules and quotas, with different kinds of authorisation required depending on the nature of the work, would require greater resources in order to police the boundaries between different categories. An accompanying challenge with complex, industry-specific rules is how to determine where to facilitate migration and where to restrict it. Because of the complexity of the different arguments for different types of 'need' for workers below the ranks of the highest skilled, there is no single, objective way to do this.

Deciding whether it makes sense to facilitate migration into a given industry will mean balancing many different considerations. These include, for example, whether alternatives to migration such as labour-saving technology are realistic; whether there are circumstances under which more British workers could be encouraged to do the work; or whether the industry is considered ‘strategically important’—a concept that is difficult to define in practice. Other important considerations include government objectives other than immigration, such as how it plans to meet demand for adult social care or to staff the National Health Service, what role it envisages for an agricultural industry in the UK, and, more broadly, whether it wants to use immigration as part of a broader industrial strategy to support particular parts of the economy.

The lack of simple statistical metrics for prioritising different kinds of immigration in the low- and middle-skilled echelons of the labour market makes it inevitable that political judgement will play a strong role. Indeed, there is a risk that when developing a system with widely varying industry-specific rules, the government will come under pressure from organised interests to add further exemptions for political reasons, rather than relying on ‘hard evidence’ or making decisions based on systematic consideration of the government’s overall policy priorities.

Should the government prioritise the continued existence of labour-intensive horticulture in the UK, or import more produce from abroad? Should it dedicate significantly more funding to supporting a higher-skilled, higher-wage adult social care workforce, or facilitate migration as a way to meet growing demand for low-cost care? How should considerations such as these be weighted as part of an overarching strategy to reduce migration? These are essentially political questions rather than economic ones, although they have implications for the operational complexity of the immigration system.

Source: *Sumption, M. (2017) Labour immigration after Brexit: questions and trade-offs in designing a work permit system for EU citizens, Oxford Review of Economic Policy.*

## Questions

What arguments need to be considered regarding future migration in the United Kingdom? How can political judgments affect foreign labour through the absence of statistics? Analyse a few key arguments regarding foreign labour recruitment in the United Kingdom?

### The contribution of foreign workers to host countries

Seven of the world's ten richest economies by real gross domestic product (RGDP) per capita are in Asia and the Middle East, and all have sizeable populations of foreign migrant workers (FMWs) that have contributed greatly to growth. The proper handling of FMW involvement in an economy is crucial for continued prosperity.

Three key facts are relevant to FMWs' contribution to the success of these economies. First, the phenomenon of relying on migrant workers is not new. At various times in history, fast-growing economies have relied on migrant workers to exploit the momentum of the economic opportunities that have come their way. Second, the high employment growth rates for the economies in question are a recent phenomenon, as the rates have been lower in the past. And third, migrant population proportions can drop sharply as illustrated by Kuwait, Qatar, and the United Arab Emirates (Tan, 2013).

### Top 10 Economies by RGDP Per Capita and Migrants as Proportion of Population

Economy	Rank	Migrants as proportion of total population (2010)	Average Annual real GDP growth (2006-2010)
Qatar	1	74.2	16.6
Luxembourg	2	34.2	1.9
Macao, China	3	55.1	12.2
Singapore	4	38.7	6.6
Norway	5	9.9	0.8
Kuwait	6	76.6	2.6
Brunei	7	37.1	0.7
United Arab Emirates	8	43.8	3.2
United States	9	13.8	0.7
Hong Kong, China	10	38.8	4.0

Source: Databank.worldbank.org

### **Contribution of foreign workers to diversity**

As workforce demographics shift and global markets emerge, workplace diversity inches closer to becoming a business necessity instead of a banner that companies wave to show their commitment to embracing differences and change. Employees reap tangible and intangible benefits from workplace benefits, not the least of which include respect from co-workers and business gains.

Mayhew (2015) states that a diverse workplace offers more than exposure to employees from different cultures and backgrounds. Employees learn from co-workers whose work styles vary and whose attitudes about work varies from their own. This is particularly true for employees within multigenerational work environments. Traditional-generation workers learn new technology and processes from workers who belong to the tech-savvy Millennial generation. Likewise, Generation X employees learn from exposure to the assertive, go-getter work ethic typical of many Baby Boomers.

### **Complementing Singapore's resident workforce with foreign workers**

Singapore needs to have calibrated levels of immigration and foreign manpower. The improving educational profile of Singaporeans will result in fewer workers who will take on lower-skilled jobs, which are nonetheless still necessary to support higher-skilled and better paying jobs.

These include lower-skilled jobs in the construction sector which are necessary to meet its infrastructural needs, as well as those in the eldercare and healthcare sector which will likely see an increase given its ageing population. There will thus be a continued need for foreign workers to support and complement its resident workforce, as well as to meet the social and healthcare needs of Singaporeans.

The Singapore government will elaborate more on the role played by foreign workers. It shall recognise that no single strategy will be sufficient to address our demographic challenges. All three strategies — supporting productivity improvements, encouraging greater resident labour force participation and a calibrated foreign manpower policy — must be used in combination to help offset the natural decline in our citizen workforce (MTI Singapore Occasional Paper, 2014).

**Acculturation: Thinking of Diversity and Cohesion with foreign employees**

Acculturation is a process in which members of one cultural group adopt the beliefs and behaviours of another group. Although acculturation is usually in the direction of a minority group adopting habits and language patterns of the dominant group, acculturation can be reciprocal—that is, the dominant group also adopts patterns typical of the minority group. Assimilation of one cultural group into another may be evidenced by changes in language preference, adoption of common attitudes and values, membership in common social groups and institutions, and loss of separate political or ethnic identification.

Acculturation is the phenomenon that occurs “when groups of individuals having different cultures come into continuous first-hand contact with subsequent changes in the original culture patterns of either or both groups” (Redfield, Linton, & Herskovits, 1936). Recent research identified a bi-dimensional process of acculturation characterised by migrants or host society members showing varying levels of affinity towards their own culture, without being affected by their relationship with the new culture encountered (Berry, 2005; Navas et al., 2005).

**Perspective: The relevance of multiculturalism**

The New Dictionary of Cultural Literacy (2005) describes multiculturalism as the view that the various cultures in a society merit equal respect and scholarly interest. It became a significant force in American society in the 1970s and 1980s as African-Americans, Latinos, and other ethnic groups explored their own history.

Three interrelated, but nevertheless distinctive, referents of multiculturalism and its related adjective multicultural which can be distinguished in public debate and discussion are: the demographic-descriptive, the programmatic-political and the ideological-normative.

**The demographic-descriptive aspect**

The demographic-descriptive usage occurs where multicultural is used to refer to the existence of ethnically or racially diverse segments in the population of a society or State. It represents a perception that such differences have some social significance—primarily because of perceived cultural differences though these are frequently associated with forms of structural differentiation. The precise ethnic groupings which exist in a State, the significance of ethnicity for social participation in societal institutions and the processes through which ethnic differentiation is constructed and maintained may vary considerably between individual States, and over time (Inglis, 1995).

### **The programmatic-political aspect**

In the programmatic-political usage multiculturalism refers to specific types of programs and policy initiatives designed to respond to and manage ethnic diversity. According to Inglis (1995), it was in this usage that multiculturalism first gained currency after it was recommended in the 1965 Report of the Royal Commission on Bilingualism and Biculturalism. This Report recommended that multiculturalism replace the bicultural policy based on the British and French Charter groups around whom policies for ethnic diversity in Canadian society had been organised for over a century. Since then, its usage has extended rapidly to encompass the demographic-descriptive and the ideological-normative usage.

### **The ideological-normative aspect**

The ideological-normative usage of multiculturalism is that which generates the greatest level of debate since it constitutes a slogan and model for political action based on sociological theorising and ethical-philosophical consideration about the place of those with culturally distinct identities in contemporary society (Inglis, 1995). Multiculturalism emphasises that acknowledging the existence of ethnic diversity and ensuring the rights of individuals to retain their culture should go hand in hand with enjoying full access to, participation in, and adherence to, constitutional principles and commonly shared values prevailing in the society. By acknowledging the rights of individuals and groups and ensuring their equitable access to society, advocates of multiculturalism also maintain that such a policy benefits both individuals and the larger society by reducing pressures for social conflict based on disadvantage and inequality. They also argue that multiculturalism is an enrichment for the society as a whole. The close parallels between this ideological-normative usage of multiculturalism and the United Nations' views on cultural diversity are clear.

### **The move to cosmopolitanism**

Jagannath (2013) states that in today's society there is a much needed urban cultural shift from just being a multicultural society to be able to adapt to a more cosmopolitan mindset, particularly in western societies where people have greater access to both interact in a multicultural manner and therefore gain an opportunity towards being cosmopolitan.

Further, advances of [globalisation](#) have promoted a cosmopolitan view of the world, where travel, access to people of divergent cultures and diversity have largely risen throughout the world but a cosmopolitan society to some extent is a vision that has still not been attained or fulfilled in most societies (Jagannath, 2013).

**Insight: Migrants in France face tougher times ahead**

According to Piser (2019), the latest immigration measures unveiled in November also maintain the government's pledge to raze the migrant camps scattered throughout major cities in France. It's not the first time the French government has forcibly cleared the encampments that line peripheral boulevards and damp underpasses, and are home to some 3,000 migrants and asylum-seekers around Paris alone. Advocates for migrant rights say that each camp demolition worsens already difficult conditions for thousands of people, including families with young children, who find themselves on the streets or in legal and administrative limbo. France, they allege, is exploiting the European Union law known as the Dublin Regulation, which stipulates that asylum-seekers must file their requests in the country where they arrive. Southern European countries like Greece and Italy have long denounced the system, which they say puts them at a disadvantage. France has relied on it as a way to legally deport new arrivals who seek to settle in France or another country in Western Europe, but whose applications were first processed elsewhere. "You have 200,000 to 250,000 people who are being sent back and forth in Europe like Ping-Pong balls," France Terre d'Asile, an advocacy group, told The New York Times.

**Conclusion**

This chapter covered a major aspect of workplace diversity by focusing on the foreign worker. Europe favoured multiculturalism by accepting the foreign worker who was, in turn, subject to acculturation where he decided either to abide by the rules and customs of the new country or to retain his culture while living in a supposedly secularised Europe-although religious values still predominate over many countries. It is a known fact that the foreign worker adds to diversity with regards to his skills. Rich countries are more favourable to having highly-educated and skilled workers than relying on the unskilled ones. If skilled workers go through the normal immigration route with possibilities of long-term residence, this might not be the case for the unskilled ones who, unfortunately, have recourse to illegal immigration and its impending consequences.

Rich countries are now tightening their barriers to entry thinking that problems linked with hiring foreign workers can be a threat to jobs in their economies affected by sluggish growth. On the other hand, there will still be the need to have foreign labour in emerging economies and rich nations where workplace demographics state that populations will get older and need to be replaced by foreign workers. Foreign employees at work breeds notions of hatred and racism and they might themselves suffer from social exclusion. This can exacerbate the problem of integration and create long-term irreparable damages at the community level.

## Practice Questions

1. Why is the foreign employee important in workplace diversity?
2. Discuss the movement of foreign employees from the Commonwealth to former European powers? What was the implication behind it?
3. What are the challenges faced by the foreign worker in a different country?
4. How might foreign workers contribute to diversity in Qatar or Singapore?
5. How is a skilled foreign worker important in workplace diversity?
6. What is the relevance of multiculturalism at work?
7. What is selective immigration and how does it apply to France?
8. What is the importance of acculturation for foreign employees?
9. What could be the risks of a policy of social inclusion regarding foreign employees?
10. How might the Brexit affect foreign labour movement to the United Kingdom?

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# 8 RACE ISSUES IN WORKPLACE DIVERSITY

## Introduction

If men are born different, they will evidently find out differences among themselves although the broad claim is that “men are all created equal” voiced out by Thomas Jefferson in the US Declaration of Independence. Race is a visible aspect of diversity and the first one upon which people can discriminate easily. In this textbook covering gender diversity (Chapter 2), the plight of Rosa Parks in the Montgomery bus is a clear call of discrimination based on gender very similar to Mahatma’s Gandhi blows endured from a White bus conductor in South Africa during the early years of the past century.

Racial discrimination is common and may be sometimes voiced as “crime of ordinary racism” if this is directly translated from the French term “crime de racisme ordinaire.” Such a thing is common everywhere with terms used as “black” and a related number of similar terminologies used sometimes openly or discretely. Books in the 1950s mentioned the term ‘negro’ to describe people of African descent and this is no more acceptable in today’s context.

The fundamental question is that black people are the first to suffer from discrimination because of their physiological differences. Taking into consideration their ethnic ancestry, their tribal existence and the fact that Africa is still the poorest continent in the world, racism is common when such people work in foreign lands and companies. The same affects people living in countries that were colonised by the European powers and dominated by religious influences.

Racism does not limit itself to a black/white encounter at work or society. Several cultures do clearly suffer from racism. The Jews, for instance, feel a certain level of insecurity in Europe and they have historically subject to racism as in Nazi rule during World War II period. Stigmas of hatred exist even today like the “anti-Semitism.” This can also apply to minorities in countries like Iraq or Syria where people face persecution. Other examples could come from almost every country where people are discriminated on the basis of race.

Yet, race adds to the diversity of the workers. Having different races together ensures that companies favour the integration of all people of the community while they respect their differences. Employing people of different races shows that the company is an equal opportunities employer and this adds to its credibility. By opening up doors to different races, companies can claim to be multicultural and further multinational enterprises which are a symbol when it comes to thinking of different races at work.

Racial prejudices are strong however. They might crop up when minorities do not feel 'included' within the firm. The issue can be exacerbated when people are hired or recruited singly on the basis of race. This, in turn, raises concern from other employees and calls for affirmative action. All over the world, companies are cautious of being treated as 'racists' with regards to their recruitment practice. By allowing other people of different races to get aboard, they overcome the problem of racial prejudices.

This chapter focuses on racial issues from various perspectives. Firstly, it delves into the racial problems and barriers affecting countries earlier in the last century. It reviews the dark period of apartheid which kept South Africa away and "segregated" from the rest of the world. It explores the concept of Black Economic Empowerment in the same country and purports how and why racial prejudices should be overcome to better espouse diversity at the workplace.

### **A brief account of Apartheid in South Africa**

The book "Racism and Apartheid in South Africa" (Unesco Press, 1974) explains how apartheid was implemented in South Africa. When the Nationalist Party came to power in 1948, post-war nationalism was preparing the way for independence in most African countries. These currents naturally influenced Africans in South Africa. The groundwork for apartheid had been prepared by a long period of settlement by Europeans which the war years had consolidated, although they also helped to call the whole system in question. Nationalist Party policy, based on apartheid and the continuation of white domination, appealed to some idealists who could not stomach African equality but hoped for a way out of the impasse that would allow both separation and equality. The party promised the rural white population that more attention would be paid to the problems of agriculture; to the poor whites in towns it promised further restrictions on black competition; and to all Afrikaners, urban and rural alike, it promised the end of British supremacy.

Apartheid is an Afrikaans word meaning separateness. The government has recently shown a preference for the term 'separate development'. The apartheid policy involved the following:

The consolidation and extension of legislation governing the separation of blacks, whites and Coloureds. Bringing indirect rule via the chiefs and traditional special structures up to date in such a way as to inhibit the rise of an African nationalism. Emphasis on Afrikaner economic and social control.

Racial separation through the medium of separate social institutions (language, culture, education) controlled directly by the government or through the selective use of State finance.

To ensure the continuation of white supremacy, while at the same time controlling the pace and direction of African nationalism.

To guarantee the expansion and competitiveness of South African business (Afrikaner in particular) by means of a lowly paid, docile and highly mobile reserve of African workers.

Zion (2013) points out the difference between apartheid and racism.

**Apartheid** is viewed as an official form of racial segregation formerly practiced in the RSA involving legal and economic discrimination against non-Whites. A policy or practice of segregating groups. The condition of being separated from others- segregation. The policy of strict segregation and political and economic discrimination against non-Whites practised (past) in the republic of South Africa.

A social policy of racial segregation involving political and economic and legal discrimination against people who are not Whites; the former official policy in South Africa. Apartheid is a crime against humanity: Ironically, if there are no people then that crime cannot be perpetuated as we see in the Orania case.

Zion (2013) relates **racism** as views practices and actions reflecting the belief that humanity is divided into distinct biological groups called races and that members of a certain race share certain attributes which make the group as a whole less desirable, more desirable, inferior or superior. There is no distinction of the terms: Racial discrimination and ethnic discrimination and superiority based on racial differentiation is scientifically false, morally condemnable, socially unjust and dangerous, and there is no justification for racial discrimination, in theory or in practice anywhere.

### **Racism: An Ongoing Issue in the United States**

Coming to the United States, racism is considered as an ongoing matter in Daily life although this stems from some past history in the most powerful nation of the world. In 1951, more than half a century ago, the most basic dreams of African Americans were deferred. Segregation was mandatory in the old South. Discrimination was legal everywhere in America, whether in housing, education, or employment. Blacks were not just separated, but isolated, marginalised, restricted to the worst jobs and most dilapidated neighbourhoods, the most dismal schools.

For many, the racism just sagged, like a heavy load. It destroyed hope that hard work would be rewarded. The deferred dreams of that era seldom produced explosions, because the state had a very efficient system of terror. Blacks who resisted were likely to be lynched, jailed, or otherwise destroyed (Kuttner, 2014).

It is a testament to sheer grit, tenacity and courage that large numbers of blacks managed to get educations, raise families, start businesses, enter professions and demand inclusion in civic life at all.

Driver (2014) stresses that racism is so ingrained in the American experience that no one who has grown up here is free of it -white, black, or anyone else. Until we acknowledge that, describe it, and share it across the racial divide we are not free. The legacy of slavery is still costing some blacks their lives, others their livelihoods, and most their full measure of dignity. As for us whites, that legacy, usually unacknowledged, costs us our full measure of honesty and leaves us woefully unprepared for the end of white privilege that lies in our future no matter what.

Brooks Thistlethwaite (2015) argues that racism is a delivery system for unjust political and economic power. Racism, defined as racial prejudice allied with political and economic power, is a widespread, historically rooted system.

Racism as a system of prejudice backed up with power is how white Americans have accrued economic privilege, and sustained that privilege through divisive politics. Ironically enough, many white Americans fail to see that this racist political privilege mostly delivers economic benefits to the actual 'powerful on their thrones' and facilitates an economic strangle-hold on everybody else. But with 'everybody else' divided by race and class, no coherent political challenge can be mounted.

### **Millennials and Racism**

The fact that millennials perceive themselves as uniquely tolerant may make them more likely to practice or accept discriminatory behaviour. "A representative panel of Americans interviewed immediately before and after the election of Barack Obama reveals a roughly 10 percent decline in perceptions of racial discrimination, Nicholas A. Valentino and Ted Brader (2011), wrote in a 2011 in the journal *Public Opinion Quarterly*."

"But the dramatic change in perceptions was clearly symbolic. Valentino and Brader (2011) found that 'declines in perceived discrimination were associated with increases in negative opinions of blacks and heightened opposition to both affirmative action and immigration.'" A large body of research supports this finding. For instance, a 2009 study by Vincent Hutchings "scant evidence of a decline in the racial divide" from 1988 to 2008 on policies that would alleviate racial inequality. Even more startling, Hutchings (2009) noted, "Younger cohorts of whites are no more racially liberal in 2008 than they were in 1988."

Mach (2014) states that in real life, there is no such thing as a “Not-Racist” — just a whole lot of people like us who are trying to navigate the complex problem of American racism. Knowing this, our job as people who care about these issues is to educate others with more compassion and less hatred. Millennials already have a more progressive outlook on race than our predecessors — to make a serious impact, it’s a more progressive look on racism that we’ll need. In a survey, 91% of 18-24 year olds strongly believe in racial equality, and 73% of them think that having “open, constructive conversations about bias would help people become less prejudiced.

The symbolism associated with the election of the first Black president certainly represents a milestone in American history. Right up until election night, many people thought such a day would never arrive in this country. According to Hutchings (2009) divisions between Blacks and Whites on explicit — and some implicit — racial policy matters have not declined significantly in the last twenty years. Although White supporters of Barack Obama are more liberal than other Whites, they remain significantly less supportive of, and less likely to prioritise, liberal racial policies compared to African Americans. In short, it is simply too soon to reach firm conclusions about the meaning of the Obama presidency (Hutchings, 2009). It can however be concluded with some confidence that, at least for now, the racial perspectives of White and Black Americans in the important domain of politics have not begun to converge.

### **Racial discrimination in Europe: Who are the most affected?**

The manifestations of discrimination in employment vary depending on a number of factors, often closely linked with the national and local contexts, the population most likely to fall victim to discrimination in a given context, the education and skill-level of the individual, the degree of vulnerability of the individual as well as whether trying to access the labour market or already within the work force, among others. Pfohman et al (2013) identify the classes of employees who are more vulnerable to racial discrimination based on their report for the European Network against Racism (ENAR) Shadow report.

### **Roma and Travellers**

Roma and Travellers are identified the most consistently across the national Shadow Reports as victims of labour market discrimination on the ground of ethnicity. Moreover, Roma women are also said to suffer multiple disadvantages. They have a disproportionate share of work in the family and have limited access to day-care institutions for their children.

## **Muslims**

Among those experiencing discrimination on the ground of religion or belief, Muslim people (and especially Muslim women) tend to experience the most severe labour market discrimination, as evidenced by the Shadow Reports of Austria, Belgium, Bulgaria, the Czech Republic, Croatia, Finland, France, Germany, Greece, Italy, Lithuania, Luxembourg, the Netherlands, Poland, Spain, Turkey and the UK.

Moreover, existing stereotypes reinforce negative images of Muslims as a threat to society. Muslim men are perceived as “backwards” and Muslim women wearing headscarves are considered ‘oppressed’. Such imagery has been strengthened in a number of EU Member States by parties like the Golden Dawn in Greece or the True Finns in Finland, among others.

## **People of African descent / Black Europeans**

According to the Shadow Reports of the UK, Ireland and Bulgaria, Black people experience more discrimination based on their skin colour. For instance, in Ireland, the results of the Special 2010 Equality Module of the Quarterly National Household Survey showed that discrimination is most experienced by Black Africans and Ethnic Minority EU individuals.

## **Perspective: South Africa’s Broad-based Black Economic Empowerment (B-BBEE)**

Broad-Based Black Economic Empowerment (B-BBEE) aims to ensure that the economy is structured and transformed to enable the meaningful participation of the majority of its citizens and to further create capacity within the broader economic landscape at all levels through skills development, employment equity, socio economic development, preferential procurement, enterprise development, especially small and medium enterprises, promoting the entry of black entrepreneurs into the mainstream of economic activity, and the advancement of co-operatives (The Economic Development Department, 2015). Black economic empowerment — or broad-based black economic empowerment, as it is technically known — is not affirmative action, although employment equity forms part of it. Nor does it aim to take wealth from one group and give it to another. It is essentially a growth strategy, targeting the South African economy’s weakest point: inequality (South Africa Info, 2015).

Black economic empowerment is an important policy instrument aimed at broadening the economic base of the country — and through this, at stimulating further economic growth and creating employment. B-BBEE needs to be implemented in an effective and sustainable manner in order to unleash and harness the full potential of black people and to foster the objectives of a pro-employment developmental growth path.

Broad-Based Black Economic Empowerment (B-BBEE) is the South African Government's set of policies intended to bring about the involvement or participation of previously disadvantaged communities (PDCs) into the mainstream economy. The definition of PDCs is people of colour, women of all races, and the disabled (UKTI, 2015).

The South African Government is seeking to achieve B-BBEE by:

- increasing the number of PDCs who manage, own and control businesses,
- facilitating the ownership and management of such businesses by communities, workers and other collective enterprises,
- boosting human resource and skills development,
- achieving equitable representation in all categories and levels of the workforce,
- promoting preferential procurement which would involve the purchase of goods and services with a strong B-BBEE score,
- encouraging investment in enterprises that are PDC-owned or managed.

### **Case Study 8: Getting more sensitised on race inclusion today**

“It's important to recognise that highlighting the challenges and inequities faced by one group does not discount or diminish the struggles of other groups,” said Moore. “With the recent social unrest and the intense focus on racial issues, we have to be mindful of what sparked it – the troubling current and historical experiences of Black and African American people in America. In a lot of cases, for the first time *ever*, our white colleagues and friends are saying, ‘Now, I see.’ That is monumental.”

As a result, Moore believes that now, more than ever, companies are evaluating their diversity, equity and inclusion efforts. “They are asking the tough questions like, ‘Are we doing enough for everyone, in a way that addresses their particular needs?’ Because it is not, nor can it ever be, a one-size-fits-all approach.”

“BLM helps other groups by mitigating the broad-brush approach to diversity, equity and inclusion,” said Winters. “It raises awareness that the issues are different for different groups and each needs to be studied separately.”

Winters pointed out other ways the movement has effected change that supports other groups. “The use of social media as a mass mobilisation effort that other groups such as #MeToo and #NeverAgain adopted is an example. Additionally, BLM indirectly helped immigration efforts as congressional democrats called for the abolition of ICE, where the use of strong language like abolition comes directly from BLM rhetoric. The BLM movement has, in effect, given other causes the permission to advocate for change in new ways by changing how we talk about and organise for *justice for all*.”

Moore cites Dr. Martin Luther King, Jr. who said, “We are caught in an inescapable network of mutuality, tied in a single garment of destiny. Whatever affects one directly, affects all indirectly.”

“If we look at the underrepresented groups who have benefitted from the Civil Rights Movement, it’s not hard to see how the Black American fight for justice has positively impacted other diverse groups,” Moore explained. “Just this year, an important ruling from the U.S. Supreme Court on LGBTQ+ rights cited the Civil Rights Act of 1964 as the basis for its consenting opinion. That is the power of the Black experience in America—it informs how other groups are included and considered.”

Brian Reaves, chief diversity and inclusion officer at Dell Technologies, believes the current focus serves the greater good. “The injustices in the Black community have pushed companies to re-evaluate their policies, processes and commitments to create a more inclusive workforce that better reflects the world in which we live.”

Source: *Callaham, S. (2020) Does ‘Black Lives Matter’ hinder or help universal equity? Three diversity executives speak out, Forbes.*

## Questions

Explain how employers have become more sensitive in their recruitment policy regarding race. Refer to paragraph with the citation of Martin Luther king. How does this really apply to race diversity? Why is it imperative to have better inclusion for the Black community in the USA? Discuss.

## Insight: Moving beyond hiring and people management

Until now, most diversity and inclusion strategies have focused on people. They rarely targeted a company’s products and services. That’s why diversity and inclusion managers often sit in human resources, far-removed from the profit-making segments of the business.

“Black Lives Matter puts all the diversity efforts for the past fifty years into a new light,” says Torpet.

British-German publisher Springer Nature established a global Black employees network in response to BLM recently. The company also set up a landing page with free-of-charge reading about systemic racism while also setting up partnerships with historically Black universities in the US. However, Springer Nature is yet to enter into a partnership with an African university.

“The core elements of the strategy have not changed, so it still addresses equitable recruitment and promotion,” Sarah Cordivano, global director of diversity and inclusion at Springer Nature told me.

Cordivano is more focused on the human resource aspect of the industry, so we didn’t get to discuss how products at Springer Nature may or could be affected as a result of the Black Lives Matter protests. And that’s something many diversity and inclusion experts would like to change—they want their work to move beyond hiring and people management.

“My work is to align the organisation’s business goals and company values to diversity and inclusion. And that’s a shift to how CEOs look at the topic, as being an issue that can be tackled by human resources departments” she says.

Source: *Chimbelu, C. (2020) Black Lives Matter is a reality check for corporate diversity and inclusion strategies, Microsoft News.*

### **Affirmative action**

The Canadian Union of Public Employees (CUPE) forwards a charter to combat racism at work. CUPE (2015) maintains that it must continue to build and maintain solidarity with workers in developing countries to fight the corporations and international financial institutions that exploit workers. In particular, it must fight the federal government’s current plan to give the World Trade Organisation (WTO) the power to dictate Canada’s social and economic policies, undermine our public services, and increase the exploitation of workers around the world. In providing education and tools to its members about the dangers in this latest round of trade talks, we must expose the racist policies of the WTO, the World Bank and the International Monetary Fund, and their role in perpetuating racist employment practices on a global scale.

### **A Charter to develop anti-racism education for members, leaders and staff**

We must continue to develop courses to help all members understand the systemic and class-based nature of racism. In particular, the union should focus on countering the myths that sustain racism and divert attention away from the real cause of the problems we are facing (for example, that immigration is a threat to our member's job security and the cause of the economic problems we now face). We must show our members that at the root of racism is an unfettered, globalised, free market system that profits by exploiting all workers and super-exploiting some.

We must continue to integrate an anti-racism component into all of our campaigns and our education programmes into our training programmes for shop stewards, and all our leadership development courses, for example. We must take every opportunity to build solidarity and sensitise members about the nature, prevalence and destructive effects of racism in the workplace.

The union must also develop anti-racism training and materials for leadership and staff. This anti-racism training should include how to respond quickly and effectively to complaints about workplace racism. It should emphasise handling problems using an activist approach, rather than a strictly legal approach. We want employers to feel immediate pressure to remedy situations of racism, instead of doing nothing until complaints run their course through a grievance or complaint procedure.

Source: CUPE (2015)

### **Conclusion**

Racial issues are still common at the workplace. Race is one of the visible aspects of workplace diversity where the individual can be discriminated in terms of colour. In direct discrimination, it is usually the concept of colour skin, ethnic belonging and physical make-up that can be the first elements used to discriminate people. Globally, Black people suffer a lot in terms of racial discrimination. This chapter focused on two important geographical locations, namely the USA and Europe, to speak of racial diversity although racial discrimination is common in almost every country in the world. Next comes the issue of indirect discrimination where jobs might be reserved for a family or kin, activities may be more appropriate to one type of people to another one, governmental or power positions are implicitly reserved for one category of people.

South Africa's Broad-based Black Economic Empowerment is a salutary measure to provide equal opportunities at work to the Black majority of the country long time characterised by the apartheid regime. The opening of South Africa to all people is a message sent to the world explaining that racial discrimination does not have its say at work or in a modern or civilised society. To combat racial discrimination, employees must themselves be advocates of affirmative action for racial inclusion. Practical examples including a charter for such action is briefly described in this chapter.

### Practice Questions

1. Why is racism a hot topic in workplace diversity?
2. How far can it be said that racism is implicit at work?
3. How has the racism issue evolved during the Obama administration as from 2008?
4. Who are the most racially discriminated people in Europe?
5. What is the meaning of Broad-based black economic empowerment?
6. How far black empowerment has been successful in South Africa?
7. Why is there is a need to have affirmative action on racial issues at work?
8. What is the importance of a charter referring to racial diversity at work?
9. How does the movement 'Black Lives Matter' address more specifically racial issues in diversity?
10. How can you as an employee become an advocate of racial diversity?

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## 9 THE DISABLED WORKER IN WORKPLACE DIVERSITY

### Introduction

Being a disabled worker could immediately mean that the person in question is different from others who are viewed as “normal”. This perception has existed at all times in history where disabled people have been subject to direct discrimination and held away from the daily routine of society. Despite advancements made by the governments of most countries, discrimination is still common. However, it is to be noted that under the umbrella of the United Nations, many nations have ratified conditions where they expect to provide better treatment to the disabled employee and provide him with an opportunity for inclusion. Modern societies are developing a positive frame of mind with respect to this particular area and lots of workers will agree that discriminating the disabled is something contrary to work practice today.

In reality, companies should mainly check the degree of disability of an individual. The fact that a person can use his intellect correctly despite a physical disability will surely allow him/her to work without any difficulty in office. It remains to be seen how the percentage of disability is to be interpreted. This might tend to be somewhat subjective.

This chapter starts with defining the term “disability” from various sources namely the dictionaries available and they allow anybody to find out similarities and close differences among the different terms used. Broadly, the term “disabled worker” is better suited to others and this is what is better used in this chapter.

There are interesting perspectives of disability in society. Two recent views have been considered, in particular, beliefs about deeds in a past life and references made to the disabled in the past with a useful citation of illustrious thinker, Paul Longmore. From there onwards, the lesson also explores the views of the disabled namely social, medical and the rights view. These are contrasting and today’s context might better relate to the rights view of disability.

It might be difficult to gauge how the disabled worker could be performing at work. Findings from a survey among 1000 employers in the United States in 2007 point out tangible benefits like better perception of the workforce, higher levels of productivity, lowered absenteeism, lower risks of accidents, etc. just to highlight that negative perceptions of the disabled worker should be eliminated at first sight.

Despite arguments that suggest that employers and employees are willing to accommodate the disabled worker in his work environment, there are threats of stigmatisation like harassing the employee, talking bad about him or even making wrongful jokes of him. Legislations passed in different environments — UK in this chapter-state that authorities are bringing about reinforcements to ensure that the disabled worker is enough protected from direct or indirect discrimination.

It is also important to note that to better accommodate the disabled worker in the work environment, employers need to provide them with the right opportunities to work correctly like specially-designed equipment, adapted tools and technology, lighter workload and the need to benefit from rest and treatment wherever applicable. These are the initial questions that managers might ask before having “onboard” the disabled employee.

### **Terms used to describe the disabled worker**

There are various terms that can be used to describe workers with disability in the organisation. Terminologies have changed in the course of time from “handicapped” up to “other abled employees” or at times “people with other abilities”. It is interesting to see how the disabled workgroups reacted and accepted to be known as “disabled” rather than an emotionally-toned “other able” where they stated that otherwise able could prove an “ability” component that would be discriminatory from those who are potentially able. The following terms are defined below.

### **The Handicapped**

The Free Dictionary states that although handicapped is widely used in both law and everyday speech to refer to people having physical or mental disabilities, those described by the word tend to prefer the expressions disabled or people with disabilities. Handicapped may imply a helplessness that is not suggested by the more forthright disabled. It is also felt that some stigma may attach to the word handicapped because of its origin in the phrase hand in cap, actually derived from a game of chance but sometimes mistakenly believed to involve the image of a beggar.

## The Disabled Worker

Oxford Dictionaries defines the word “disabled” came to be used as the standard term in referring to people with physical or mental disabilities in the second half of the 20th century, and it remains the most generally accepted term in both British and US English today. It superseded outmoded, now often offensive, terms such as crippled, defective, and handicapped and has not been overtaken itself by newer coinages such as differently abled or physically challenged. Although the usage is very widespread, some people regard the use of the adjective as a plural noun (as in the needs of the disabled) as dehumanising because it tends to treat people with disabilities as an undifferentiated group, defined merely by their capabilities. To avoid offence, a more acceptable term would be people with disabilities.

## People with disabilities

British Columbia (2015) defined a person with disabilities designation identifies a person with a physical or mental impairment who is significantly restricted in his or her ability to perform daily living activities either “continuously or periodically for extended periods” and, as a result of these restrictions, requires assistance with daily living activities. Assistance could come from another person, an assistance animal or an assistive device.

## Differently-abled people

WisegEEK (2015) defines differently abled as a euphemistic term for someone who might formerly have been classed as disabled, handicapped, challenged, or having special needs. It can apply to people with predominantly physical or mental challenges. The description is thought to be more politically correct in some circles because it recognises that even if people have mental and/or physical impairments, they still have abilities, contrary to the picture painted with the terms disabled or handicapped.

The model adopted by the World Health Organisation (2002) in its International classification of Functioning, Disability, and Health (ICF) defines disability at three levels:

## Impairment

Problems in a body structure, such as structures related to movement, and functioning of the body or body part, such as neuromuscular or skin functions.

### **Activity limitations**

These limitations are defined as “difficulties an individual may have in executing activities.”

### **Participation restrictions**

Such restrictions include “problems an individual may experience in involvement in life situations.”

### **Standpoints on disability in society**

From a historical point of view, persons with disabilities were completely rejected by some cultures, in others they were outcasts, while in some they were treated as economic liabilities and grudgingly kept alive by their families. In other settings, persons with disabilities were tolerated and treated in incidental ways, while in other cultures they were given respected status and allowed to participate to the fullest extent of their capability (Munyi, 2012).

Munyi (2012) states that from a cultural point of view, there are many specific circumstances that have influenced the living conditions of persons with disabilities, not to mention people’s attitudes towards them. History shows that ignorance, neglect, superstition and fear are social factors that have exacerbated isolation of persons with disabilities.

Paul K. Longmore, Professor of History and founding Director of the San Francisco State University Institute on Disability, was one of the first historians to study the social history and experience of people with disabilities. A respected scholar and author of numerous publications on the disability rights movement and disability history, Longmore delivered keynote addresses and presentations at conferences across the country and mentored academics, activists, and artists from diverse backgrounds and disciplines (Online Archive of California, 2013). An important depiction of Longmore regarding disability is compellingly inspiring.

*“The depiction of the disabled person as ‘monster’ and the criminal characterisation both express the varying degrees the notion that disability involves the loss of an essential part of one’s humanity. Depending on the extent of disability, the individual is perceived as more or less subhuman.”*

– Paul Longmore

In *Hunchback of Notre Dame*, Disney's 1996 film retells the classic Victor Hugo story of a deformed hunchback man living in Paris' Notre Dame Cathedral. The French word, Quasimodo means half formed– named because he has a physical disability– a hunched back and facial features. Both are quite noticeable when first seeing Quasimodo.

### **Insight: Benefit of employing disabled people**

Making sure a business welcomes disability within the workplace is not only the correct thing to do, but it also welcomes a vast selection of benefits too. Encouraging applications from disabled candidates will not only portray a good image for a business but will also:

#### **Increase amount of suitable candidates**

Searching for a suitable employee is never easy, therefore closing off the opportunity to disabled people is not only against the law, but also reduces the opportunity of finding the most suitable candidate for a job role. According to *Work Without Limits*, "Individuals with disabilities represent an untapped candidate pool for businesses. Recruiting and retaining people with disabilities is one approach to counter the effects of the aging and shrinking workforce."

Many studies have shown that disabled employees are even more reliable than those with no impairments. It has been studied that they are far less likely to take a sick day and more inclined to remain in one particular workplace longer than fully-abled employees.

#### **Reflects wide customer base**

Alike the customers and clients a business deals with on a day-to-day basis, disabled employees can empathise with any particular needs that certain customers may have when it comes to a particular service. For example, a deaf employee may be able to assist customers who struggle communicating through sign language and can therefore bring their own additional skills to the business.

### **Can boost productivity and creativity levels**

All employees work together to achieve one set goal; so, a much more diverse company can boost productivity levels through using a wider variety of talents. Employees learn from one another; through the use of different strengths and experiences, meaning fresh ideas are brought to the table and hence, can achieve development.

Creativity is also a major factor of a diverse work environment, in which those with different viewpoints and perspectives can understand issues in a different light – meaning problems can be solved at a quicker pace when it comes to decision making. If for example, your product or service can be tailored to a particular individual, disabled employees may be able to give insightful knowledge as to how your company could adapt the product or service to attract a wider audience; and especially those with disabilities who perhaps may have missed out beforehand.

Source: Pratt, L. (2018) *The benefits of disability diversity in the workplace*, HRD Connect.

### **Models of Disability**

The Michigan Disability Rights Coalition (2015) depicts disability according to models of interpretation. They are not a chronological development of disability knowledge but rather a perspective of it through three main aspects; social, medical and rights model. Models of Disability are tools for defining impairment and, ultimately, for providing a basis upon which government and society can devise strategies for meeting the needs of disabled people. They are often treated with scepticism as it is thought they do not reflect a real world, are often incomplete and encourage narrow thinking, and seldom offer detailed guidance for action. However, they are a useful framework in which to gain an understanding of disability issues, and also of the perspective held by those creating and applying the models.

### **The Social Model of disability**

The Social Model views disability as a consequence of environmental, social and attitudinal barriers that prevent people with impairments from maximum participation in society. It is best summarised in the definition of disability from the Disabled Peoples' International: 'the loss or limitation of opportunities to take part in the normal life of the community on an equal level with others, due to physical or social barriers (The Michigan Disability Rights Coalition, 2015).

The social model has been developed by disabled people in response to the medical model and the impact it has had on their lives. Under the social model, disability is caused by the society in which we live and is not the ‘fault’ of an individual disabled person, or an inevitable consequence of their limitations. Disability is the product of the physical, organisational and attitudinal barriers present within society, which lead to discrimination. The removal of discrimination requires a change of approach and thinking in the way in which society is organised (The Michigan Disability Rights Coalition, 2015).

### **The Medical Model of disability**

According to The Michigan Disability Rights Coalition (2015), the Medical Model holds that disability results from an individual person’s physical or mental limitations, and is largely unconnected to the social or geographical environments. It is sometimes referred to as the Biological-Inferiority or Functional-Limitation Model. The Medical Model places the source of the problem within a single impaired person, and concludes that solutions are found by focusing on the individual. A more sophisticated form of the model allows for economic factors, and recognises that a poor economic climate will adversely affect a disabled person’s work opportunities. Even so, it still seeks a solution within the individual by helping him or her overcome personal impairment to cope with a faltering labour market.

### **The Rights Model of disability**

The Michigan Disability Rights Coalition (2015) explains that in more recent times, however, the notion of ‘disability’ has come to be conceptualised as a socio-political construct within a rights-based discourse. The emphasis has shifted from dependence to independence, as people with disability have sought a political voice, and become politically active against social forces of ableism. Disability activists, in engaging in identity politics, have adopted the strategies used by other social movements commanding human and civil rights, against such phenomena as sexism and racism.

### **Accommodating the disabled employee at work**

The Office of Disability Rights, Washington DC, provides below a checklist to accommodate disabled employees. This is not an exhaustive one but essential points are covered.

### **Flexible leave policy**

Changing a regular work schedule or establishing a flexible leave policy may be a reasonable accommodation unless it would cause an undue hardship. Modified work schedules may include flexibility in work hours or the work week, or part-time work.

Flexible leave policies should be considered as a reasonable accommodation when people with disabilities require time off from work because of their disabilities. The agency is generally not required to provide additional paid leave as an accommodation, but should consider allowing use of accrued leave or leave without pay, where this will not cause an undue hardship.

### **Safer devices to work**

Purchase of equipment or changes to existing equipment may be effective accommodations for people with many types of disabilities. There are many devices that make it possible for people to overcome existing barriers to performing functions of a job. These devices range from very simple solutions, such as an elastic band that can enable a person with cerebral palsy to hold a pencil and write, to high-tech electronic equipment that can be operated by head or mouth movements by people who cannot use their hands.

### **Training benefits**

Reasonable accommodation should be provided, when needed, to give employees with disabilities equal opportunity to benefit from training to perform their jobs effectively and to advance in employment.

### **Integrated setting**

Employment activities must take place in an integrated setting. Employees with disabilities may not be segregated into particular facilities or parts of facilities. This means that architectural barriers may have to be removed or altered to provide structural accessibility to the workplace.

The Advisory Conciliation and Arbitration Service (ACAS, 2015) further points out that if an employee has a disability that is making it difficult to work, employers should consider what reasonable adjustments they can make in the workplace to help or schedule an interview

with the employee to discuss what can be done to support them. This could be as simple as supplying an adequate, ergonomic chair or power-assisted piece of equipment. Reasonable adjustments also include re-deployment to a different type of work if necessary.

### **Communication facilities**

Individuals with communication disabilities (e.g., vision, hearing, and speech disabilities) should be able to communicate effectively with others as needed for their job duties and should have access to information needed for the job. Identifying the needs of the employee in relation to specific job tasks will determine whether or when an interpreter, reader, or other communication access provider may be needed.

### **Reassigning the disabled employee with a light duty**

Reassigning an employee with a disability to a light duty job might be required as a reasonable accommodation, depending on how an employer's light duty program is designed. If an employer reserves certain jobs for light duty, rather than creating light duty jobs as needed, the employer must reassign the employee to a vacant, reserved light duty position as a reasonable accommodation if:

- the employee cannot perform his/her current position because of his/her disability, with or without a reasonable accommodation;
- the employee can perform the light duty job, with or without a reasonable accommodation; and
- the reassignment would not impose an undue hardship.

This is because reassignment to a vacant position and appropriate changes to an employer's policy are forms of reasonable accommodation required by the Anti-Discrimination Act (ADA), absent undue hardship. There is, however, no requirement to create a light duty position or any other position under the ADA.

### **Perspective: Disability Discrimination in the UK**

The Advisory Conciliation and Arbitration Service (ACAS, 2015) states how the Equality Act 2010 in the United Kingdom provides better cover to the disabled worker under discrimination.

### Key points

- The Equality Act 2010 provides disabled people with protection from discrimination in the work place.
- Employers must make reasonable adjustments to accommodate a worker with a disability.
- Disabled employees are protected from harassment at work.
- Employers should have policies in place to prevent discrimination.

It is unlawful to discriminate against workers because of a physical or mental disability or fail to make reasonable adjustments to accommodate a worker with a disability. Under the Equality Act 2010 a person is classified as disabled if they have a physical or mental impairment which has a substantial and long-term effect on their ability to carry out normal day-to-day activities.

The Equality Act 2010 provides disabled people with protection from discrimination in a range of areas, including in employment.

This means that employers:

- must not directly discriminate against a person because of their actual or perceived disability, or because they associate with a disabled person.
- must not treat a disabled person less favourably for a reason related to his or her impairment, unless that treatment can be justified for example an employer may reject someone who has a severe back problem where the job entails heavy lifting.
- must not have procedures, policy or practices which, although applicable to all workers, disproportionately disadvantage those who share a particular disability, unless these can be justified.
- must make reasonable adjustments in the recruitment and employment of disabled people. This can include, for example, adjustments to recruitment and selection procedures, to terms and conditions of employment, to working arrangements and physical changes to the premises or equipment.
- must not treat an employee unfairly who has made or supported a complaint about discrimination because of disability.

Disabled employees are also protected from harassment. Harassment is unwanted conduct related to disability which has the purpose or effect of violating an individual's dignity or creating an intimidating, hostile, degrading, humiliating or offensive environment for that individual.

### Case Study 9: Working with disabled people

The unemployment rate is currently at its lowest since 1975. But not all workers are benefiting from high levels of employment – while 80.6% of people without disabilities are employed, this falls sharply to 49.2% of those with disabilities. Though the employment rate for people with disabilities has improved very slightly year-on-year, with an additional 104,000 disabled people in work, there is still plenty of work to be done. The Government has recognised this and towards the end of last year set out a target of one million more disabled people in work by 2027. So what role can and must employers play in the Government's ten-year programme of change?

The Government's paper "Improving lives the future of work, health and disability" sets out a clear mandate for employers, manager and supervisors to improve recruitment and retention of disabled workers, better manage employee ill-health, create healthy and inclusive workplaces where all can progress and provide opportunities for workers who need a more flexible approach.

One of the most common forms of discrimination is failing to make necessary adjustments for disabled employees. It is often perceived that it is expensive to make the changes needed to support a member of staff with a disability, but in most cases the opposite is true. Offering flexible working, making slight changes to the dress code or allowing a colleague to sit/stand are all effective forms of support but cost nothing to implement. Other changes include providing a lift or ramp or equipment which is suited to the individual, such as a special keyboard or louder phone.

Advances in technology mean there is little excuse for employers not to offer a disability-friendly workplace. The *Improving Lives* paper points to "accessible hardware and software... through to developments in apps and wearable technology" with "small innovative start-ups and large technology companies" already implementing these solutions for their employees. As technology continues to improve, assistive technology should become more widespread in UK companies.

At a basic level, the availability of online meeting and conference call centres has enabled home-working for many types of employees. More sophisticated software – such as computer screen readers which read the content of computer screens to visually impaired users, and speech recognition programmes to aid those with motor skills problems – can make a real difference to disabled people's job opportunities and the likelihood of them remaining in the workplace.

Source: *Avis, P. (2018) Diversity and disability: the equality challenge, Personnel Today.*

## Questions

Why do employers fail to make necessary adjustments for disabled employees? As technology continues to improve, assistive technology should become more widespread in UK companies. How might this affect the disabled employee? How could disabled employees be more engaged in meetings with management?

## Insight: Evaluating the contribution of the disabled worker

Do work groups that include people with disabilities underperform, outperform, or perform equal to groups that do not contain people with disabilities? According to Linkow et al (2013) no substantive research that examines the relationship between having a disability and group or team performance was identified in the course of this investigation. The relationship between diversity and group performance has historically been a mixed bag, with some studies reporting higher group performance and others reporting lower. Because people with disabilities have typically had to make more adaptations and accommodations to be successful in their work lives, they may well bring a wider range of perspectives and problem-solving repertoires. According to Loy and Baptiste (2007), a certain range of benefits were perceived by employing disabled employees in the USA. The survey was conducted on 1000 employers in the USA.

Direct benefits	%	Indirect benefits	%
Company retained qualified employees	86	Increased overall company morale	61
Increased the employee's productivity	72	Increased overall company productivity	59
Eliminated new training costs	55	Increased workplace safety	47
Saved compensation and insurance costs	47	Improved customer interaction	37
Increased employee's attendance	39	Increased overall company attendance	27
		Increased profitability	24

Source: Loy and Baptiste (2007)

## Conclusion

There are various terms that can be used to describe workers with disability in the organisation but the term 'disabled worker' is preferred today. Disability can be defined at three levels: impairment, activity limitations and participation restrictions. A perspective of it through

three main aspects; social, medical and rights model. The Social Model views disability as a consequence of environmental, social and attitudinal barriers that prevent people with impairments from maximum participation in society. The Medical Model holds that disability results from an individual person's physical or mental limitations, and is largely unconnected to the social or geographical environments. The Rights Model of disability explains that people with disability have sought a political voice, and become politically active against social forces of ableism. In accommodating the disabled employee at work, the essential points are: flexible leave policy, safer devices to work, training benefits, integrated setting, communication facilities and reassigning the disabled employee with a light duty.

### Practice Questions

1. What are the different terms used to define the disability of workers?
2. Why are the terms linked with subtlety?
3. How should an employer not discriminate disabled workers?
4. From the perspective on disability, what progress has been achieved today?
5. What are the three main views of disability?
6. What accommodations must an employer make regarding the disabled worker?
7. What are the benefits of employing a disabled worker?
8. How does legislation protect the disabled worker from discrimination?
9. How can technology assist the disabled employee at work?
10. Why is it necessary to protect the disabled worker from harassment?

### Conclusion

This chapter addressed the issue of disability which is another visible aspect within the diversity model. From what can be read and evidenced from the lesson, it is clear that, after facing centuries of discrimination and stigmatisation, modern societies are getting more open and positive on the disability discrimination issue. Practically, most countries have adopted the inclusion of disability diversity in their national strategies and attempted to consider disabled people as part and parcel of the workforce. Depending upon their ability to work, disabled employees can be effective for their respective organisations provided that they are well accommodated at work and benefit from conditions within which they can give their best.

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# 10 THE PART-TIMER IN WORKPLACE DIVERSITY

## Introduction

Part-time jobs have existed since a long time and could be traced back up to the early days of the industrial revolution dating back to 1870. As a result of the rise in the number of tasks undertaken in industry, companies had recourse to additional labour to fill in gaps in demand for products ordered by customers. This had immediately the effect of bringing additional labour to companies which could not be found at the workplace. Incidentally, women, children and even people working for themselves were called to provide that needed additional labour to work. Once such labour needs were fulfilled, organisations reverted to their existing workforce to complete the daily duties.

From this standpoint, one should note that part-time occupation was not initially formalised. It was like providing assistance to a businessman whenever there was a need for that or simply give a helping hand to the person on and off, usually for a token or sometimes unpaid work. This has developed quite rapidly through the progress made by industrial work where maintenance tasks had to take place after normal working hours. It was there that additional labour was required and that fulfilled the needs of the organisation. From then, certain sectors went to operate twenty-four hours a day and they needed people 'on the run'. This called for part-time labour wherever gaps were identified.

Part-time labour is essential. It should not be mixed up with idle labour although part-timers can undertake tasks when full-timers are away from work. This has become common phenomenon today given that, firstly, jobs are scarce worldwide and people may need to do extra work to meet their ends and, secondly, the nature of business has evolved at a much greater pace due to the automation of work where specialised labour may be direly needed. This calls once again for the importance of part-time labour at work.

The question that may arise from there onwards is the need to consider part-timers as an element of diversity. In this case, part-timers do not form part of the visible aspect of diversity except in rare cases where their dress code might differ from that of full-timers. They are important at work because they can complement the tasks that are normally difficult to perform than full-timers. Secondly, part-timers look to be available labour that is ready to work at short notice. They have a good contribution in this sense.

In workplace diversity, part-timers need to be considered as part and parcel of the workforce. They contribute to one or several organisations by supplying labour to undertake tasks that are often difficult to do. They can assist in solving the problem of absenteeism and acute labour shortage despite the fact that they are working under contract and their services may be terminated at any time. Despite this, part-timers can be people having specific and non-specific human capital while they contribute to the benefit of any organisation where they contribute their part in terms of specialised services.

This chapter explores the nature of the part-time, the benefit that part-time occupation can bring to organisations, the need for part-time labour in today's unpredictable nature of the economy and job availability. It further stresses the need to value the contribution of the part-timer in diversity and consider that suitable treatment, support and motivation of such staff, could be something to amply assess in business. There are various categories of part-timers and the different ones do understand their importance at work. Considering part-timers as idle labour or supply labour of lesser importance might be contrary to the development of diversity at work. These are important issues for managers and they have to deal with them accordingly.

### **Defining the 'part-time job'**

A part-time job is a position that requires employees to work a lower number of hours than would be considered full time by their employer. Employees may work 35 hours a week or less, or work below a pre-determined amount of hours set by an employer, or less, in a given week. Part time workers include students, parents, retirees, and other workers who do not want or need the time commitment of a full time position.

Doyle (2015) states that there are no legal guidelines that determine whether or not an employee is a part time or full time employee. A determination of whether an employee is [working part time](#) depends on the company's policy and practice of defining employees and the hours required to be considered [full time](#). The standard for full time was typically 40 hours a week in the past, however many employers consider employees as working part time based on a different schedule i.e. under 30 hours or 35 hours a week, etc.

Having part-time/full-time definitions that are insufficiently specific can lead to a problem of interpretation, if the workplace gets busy for more than a week or two at a time, and employees who are hired as part-timers have to work 40 or more hours several weeks in a row. Such employees might begin to think of themselves as full-time employees and expect full-time benefits.

Findlaw (2014) comments that part-time employees are typically paid on an hourly basis, and must comply with company rules, policies, and obligations, such as performance goals, safety rules, and company business practices. Even so, part-time employees generally have limited or no company benefits, such as health benefits, vacation and sick time, paid holidays, and unemployment compensation, among others, unless required by state labour laws and/or company policies.

The Texas Workforce Commission (2011) declares that full-time employees are those who are regularly assigned to work at least 40 hours each week. Part-time employees are those who are regularly assigned to work less than full-time. While part-time employees may occasionally work 40 or more hours in a particular workweek, or in a series of workweeks, that by itself will not change their regular schedule. However, the company reserves the right to change the regular schedules of employees at any time. In such a case, the company will give affected employees as much advance notice as possible of their new regular schedules and will advise employees of the effect of such changes on their eligibility for company benefits.

### **International comparability of part-time jobs**

van Bastelaer et al (1997) describe that owing to the influence of employment policy measures and collective agreements and the lack of international standards for part-time work, the object of this report is to review the international comparability of the data on such work, taking into account its specific characteristics in member countries. According to a definition proposed by the International Labour Organisation, part-time work is defined as regular employment in which working time is substantially less than normal.

The same idea is expressed in the statement that a job is part-time when the number of weekly working hours is considerably less than the number of hours in a full-time job. Accordingly, part-time is defined in relation to full-time employment.

The normal number of working hours in a full-time job depends on the statutory provisions in force and the normal working hours stipulated in collective agreements by industry and occupation. In the case of firms not subject to collective agreements, the normal hours used as a reference to define a full-time job could be those generally applicable to the job concerned.

### **A comparative assessment of part-time jobs in selected European countries**

Where collective agreements exist, part-time employment is usually defined as being at least a half-day of work per week less than the number of days worked full-time. According to van Bastelaer (1997) in a standard five-day week, part-time work therefore must be less than nine-tenths of the hours worked full-time. Following are some examples of statutory or collective agreement definitions of part-time work:

In France, an employee's monthly working hours must be less than four-fifths of statutory or normal hours; the same rule applies to employees on or training programmes but on the basis of annual hours.

In Spain, a job is part-time if working hours do not exceed two-thirds of those worked in an equivalent full-time job, taking into account the collective agreements or working practices in the firm concerned.

The United Kingdom and Ireland apply a cut-off rate of 30 hours a week.

### **Temporary, Seasonal Employees and Freelancers**

Temporary employees, often referred to as 'temps', are typically hired to cover for absent employees (such as those who are on maternity or disability leave) and temporary vacancies, or to fill gaps in a company's workforce. Temporary employees may be hired directly or through a temporary staffing agency in which case the temp is *on lease* with the staffing company, but not an employee of the client company that uses its services.

Findlaw (2014) explains that temporary employees may be hired to perform work in a range of industries, such as clerical, labour, education, information technology and healthcare. Some temporary jobs may lead to permanent employment where appropriate in which case the temp agency may charge a fee if the worker is hired permanently. More often, however, companies hire temporary employees for a specific business purpose while avoiding the cost of hiring regular employees.

Temporary employees may work full or part-time, and may work for more than one agency at a time. Although not typically eligible for company benefits, some temporary agencies offer health care and other benefits to their temp employees. In an economic downturn, temporary employees are often the first to go, making it less of an ideal job for job security.

## Seasonal Employees

Another definition close to the part-time employee could be the seasonal worker. Findlaw (2014) explains that, seasonal employees are hired to work on a part-time basis by companies that need extra help during a particular season, typically the Christmas season. For example, large retailers, such as Wal-Mart, Toys R' Us, and Best Buy, hire thousands of seasonal employees each year to account for the increased shopping demands of the season. Seasonal employees may be hired within several industries, such as retail, hospitality, customer service, shipping/handling, and sales, and are entitled to minimum wage and overtime.

Seasonal jobs can offer out-of-work employees the opportunity to earn income to pay down bills, for example, or earn money for holiday gift giving. In addition, since many seasonal jobs can be performed on evenings and weekend, regular employees can earn a second income for a certain period of time as a seasonal employee (Findlaw, 2014).

## Freelancer

Dictionary.com (2015) describes freelancers as people working on a [contract](#) basis for a variety of [companies](#), as opposed to working as an [employee](#) for a single company. Freelancers are often considered to be [self-employed](#), and have the [freedom](#) to pick and choose their [projects](#) and companies they would like to be [associated](#) with. A [common profession](#) for freelancing is [writing](#); a writer then has the [ability](#) to [submit](#) their [work](#) to many different [places](#), without being tied to any one company in particular.

Goudreau (2013) comments that freelancers and independent workers are a growing cadre of the U.S. workforce. They already account for an estimated 16 million workers. Marketing is one of the highest-paying freelance gigs. Jobs like marketing coordinator, marketing manager and project manager feature estimated earnings of \$46 to \$52 an hour, and workers are responsible for creating brand strategies, overseeing multi-media campaigns and managing client relationships.

Creative fields continue to lead the pack in freelancing, with writing, graphic design and social media offering a wealth of good-paying freelance jobs. In addition, a few surprising freelance careers emerged, including business project management, insurance inspection, accounting and web development in locations around the country.

**Perspective: The growth of part-time jobs in society**

A working paper of the University of South Wales (1997) reveals that over the past 20 years the workplace and labour markets of industrialised societies have undergone profound change. Some of these changes are the culmination of trends underway throughout the post-war period while others are more recent. Overall, these changes amount to a significant growth in fractured, volatile and contingent forms of employment and an associated shift in forms of work organisation. The changes which are about to be described have been experienced by almost all industrialised countries although there are sometimes wide variations in the degree to which countries have experienced a specific shift, say for example a growth in part-time employment.

Part-time employment has increased in recent decades in most industrialised countries, stabilising or declining only in some countries where comparatively high rates have been reached (O'Reilly and Fagan, 1998). The main forces driving these changes are enterprises' requirements for more flexible modes of work organisation to enhance their efficiency in the context of economic restructuring and globalisation. However, there is another, subsidiary pressure in play from the labour supply. O'Reilly and Fagan (1998) mention that some workers are seeking out part-time or even "unsocial" schedules such as night or weekend work in order to combine employment with other time-consuming activities - such as women raising children, or young people participating in education. In contrast, some other groups of workers take jobs where very long hours or "overworking" are the norm, perhaps in exchange for higher earnings.

**Benefits from part-time employment**

Part-time employees offer businesses many advantages over full-time employees, but also pose some disadvantages. Kokemuller (2015) explains how part-time employment benefits the firm.

**Costs**

One of the most recognised benefits of using part-time employees is lower costs. Companies typically pay part-time employees an hourly wage and can schedule them for whatever number of hours the company desires. Additionally, part-time employees often receive no benefits. Even those that work a lot may qualify only for retirement benefits. This lack of benefits saves companies significantly when compared to the total compensation packages paid to full-time or regular employees.

### **Flexibility**

A second key benefit of using part-time workers is flexibility. The company has no obligation to schedule part-timers for 40 hours a week if the workload does not require it. Thus, managers only need to schedule when work is needed. Workers and the company often like the flexibility of part-time scheduling from the standpoint that it allows for work on varying days and times. Many businesses use part-time workers to fill evening and weekend hours not covered by full-time workers.

### **Commitment**

A common drawback of part-time workers is their lack of commitment relative to full-time workers. Full-time workers that rely on the consistent income and benefits typically buy in to the organisation more strongly and feel a deeper attachment. Part-time workers usually have less commitment because they spend less time at the company and find it easier to leave because of the lack of full-time income and benefits. Thus, losing part-timers to other jobs is more common.

### **Knowledge**

Part-time workers, especially those that work more temporarily or seasonally, usually have less knowledge and familiarity with the company because they work less. This can affect employee performance on both tasks and service. Customer-driven organisations may notice less successful sales and service with part-time employees that do not become as familiar with approaches to selling and servicing the needs of the company's customers. Training can help offset these issues, but part-timers take longer to gain experience than full-time workers.

### **Case Study 10: Flexible working as a perspective for recruitment**

Flexible working presented UK mobile network operator O2 with a problem one Christmas. Too many staff at its call centre in Bury, near Manchester, were using the facility to vary their hours to book days off at one of O2's busiest times.

This kind of approach to flexible working, which includes remote working, is critical to attracting and keeping the best people, says O2 human resources director Ann Pickering: "To achieve a motivated and responsive workforce, you need to embed flexible working into the culture of an organisation."

The buzz around flexible working shows no signs of abating. A steady flow of surveys suggests it not only helps recruitment and retention, but also boosts motivation and diversity while reducing absenteeism and overheads. Part-time contracts and job-sharing sit at the heart of the UK government's latest strategy to prevent teachers from quitting. Science foundation the Wellcome Trust is considering moving all head office staff to a four-day week — New Zealand insurer Perpetual Guardian has already made that switch.

Recent research among 500 workers and managers, conducted by London School of Economics academic Esther Canonico, found that initial productivity gains achieved by working from home then dissipated. "Workers initially saw flexible and remote working as a favour granted by employers and so expended greater efforts while working outside of the office environment," she says. "But now employees tend to consider such allowances as a basic right of their employment...and don't work any differently." O2's Ms Pickering agrees that flexible working requires a subtle change to the "psychological contract" between employer and employee, where flexibility is two-way. But staff with the freedom to work flexibly are discovering other challenges. One is that they find they work longer hours than those with more defined shifts, according to new research from the University of Kent and Vrije Universiteit Amsterdam.

Remote workers can often feel isolated and lonely and employees who job-share or work part-time complain they are overlooked by employers when it comes to promotion. "Part-time working remains the most popular type of flexible working but there still aren't enough senior positions that accommodate part-time roles," says Claire McCartney, diversity and inclusion adviser at CIPD.

Source: *Wylie, I. (2019) Why flexible workers keep turning up at the office, Financial Times.*

## Questions

How might part-time jobs motivate employees? What are the challenges for employers with regards to part-time jobs? Why might flexible working require a subtle change to the "psychological contract" between employer and employee?

**Insight: University students who work part-time need support — or they will drop out**

The prevailing view in universities is that if students keep their term-time work under 10 hours per week, it will not affect their studies. But there is little firm data to back this up and universities often set their maximum recommended working hours above 10 hours per week, and sometimes as high as 20.

These students are now in desperate need of hardship funds. Many students have lost their jobs due to the coronavirus pandemic and are struggling to make ends meet, yet the government's £46m support package only covers two months, and promises much but delivers little. Universities can only divert funds to their struggling students from their existing access and participation plans. In contrast, the Scottish government recognised that more would be needed and offered another £5m in extra hardship payments for students. A further top-up planned for the summer months will not be enough.

Without a proper coordinated strategy, the coronavirus pandemic risks resulting in a massive hit to widening access for an increasing number of disadvantaged students. Our universities are just beginning to realise the extent of the problem, and are worrying about how they can pay for it. This is a problem that will not go away in the summer.

Putting students first with a government-led taskforce on student support is the best way forward. It should recognise that funds could be more effectively channelled to all universities by offering clear incentives to students to carry on with their degrees. A failure to do this could see many deferring or dropping out on financial grounds. Universities cannot be expected to carry this burden in a piecemeal manner for much longer. Without more decisive action led by the government, the small gains in widening access for disadvantaged students made over the past few years will dissolve – and then only students with family capital behind them will be able to take advantage of the opportunities on offer. Source: *Larkin, M. (2020) University students who work part-time need support, Financial Times.*

**Equal treatment for part-time jobs**

ACAS (2015) stresses that part-time workers have the right to be treated no less favourably than comparable full-timers. This means they should:

- receive the same rates of pay.
- not be excluded from training simply because they work part-time
- receive holidays pro-rata to comparable full-timers

- have any career break schemes, contractual and parental leave made available to them in the same way as for full-time workers
- not be treated less favourably when workers are selected for redundancy.

An employer will need to objectively justify the reason why they treat part-time staff differently, and show the reason can meet a genuine business need. An example of objective justification would include a part-time worker who is denied health insurance, even though a comparable full-time worker has one, because of the disproportionate cost to the organisation of providing the benefit. If a part-time worker thinks they are being treated less favourably they should first discuss the issue with their line manager, they can ask for a written statement from their employer.

### **Integrating the part-time job within workplace diversity**

The European Social Charter (2014) advocates that part-time work can be a working formula offered to employees by the company. It is not considered by the company to be a sign of disinterest in professional activity. When considering a time formula chosen by the employee which has been accepted by the line managers, under the guise of seeking a balance between a private life and professional activity, it is likely to favour the professional efficiency of employees who have adopted this organisational mode for their working hours.

The part-time employees must benefit from the same training as full-time employees as well as the same opportunities for development and for geographical and operational mobility. Generally, the line manager must ensure that the organisation and the workload of a part-time employee is compatible with their working hours. Within the commercial activities, business and targets must be adapted to efficient working hours.

Alongside, the European Social Charter (2014) claims that particular attention should be directed to the pay of part-time employees, the majority of whom are women, in order to ensure that these employees enjoy comparable development to that of full-time employees carrying out comparable responsibilities, by offering them career development pathways in positions whose working hours can be shown to be compatible with the organisational needs and constraints of the company.

## Conclusion

Part-time occupation has gained importance since societies got industrialised. There were more activities than ever before for people to undertake. People could be involved in part-time occupations either to provide their specialised talent to the company or to get additional income to better run the household. Part-time occupation has also become a work pattern since there are categories of people in emerging sectors who prefer part-time to full-time jobs. The element of work flexibility suits part-timers as they can benefit from more free time and independence compared to full-time workers.

Over the years, new forms of industrial structures have called for new types of part-time occupation filling every aspect of society. From baby sitters to back-office maintenance, part-timers have their part to play in business. It can be generally said that part-time occupation might better suit women than men partly in relation to their need to raise their family, care for the new-borns and engage themselves in maternal care. Unfortunately, women may have to accept lower pay and less attractive work conditions compared to their male counterparts.

An important aspect of part-time occupation is to see how it can be integrated with the full-time occupations. The immediate questions that arise are: Do part-timers get equal opportunities as full-timers if there is a promotional pathway? Are part-timers viewed as important elements of the firm? Do part-timers espouse the same culture? These are aspects that ask for the inclusion of the part-timer and appreciate that he contributes significantly to the betterment of his firm while he deserves to be highly valued within diversity at work.

## Practice Questions

1. What are the main characteristics of part-time jobs?
2. How have part-time jobs become a feature of workplace diversity?
3. How does the working condition of a part-timer differ from that of a full-timer?
4. Explain the following terms: freelancer, seasonal and temporary worker.
5. What are the advantages of recruiting a part-timer?
6. What could be the challenges of recruiting a part-time student today?
7. Do firms genuinely protect the part-timer?
8. What type of discrimination might a part-timer face at work?
9. Why are women more involved than men in part-time jobs?
10. Why is it necessary to integrate part-timers within diversity?

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# 11 MANAGEMENT AND LEADERSHIP IN WORKPLACE DIVERSITY

## Introduction

A reasonable question regarding diversity at work is who is the person managing or overseeing diversity? This is essential because it is the company manager who will have to work with people of diverse backgrounds in a more sophisticated and complex environment than ever before. Based from earlier views of diversity, today's workplace has to accept that diversity is something visible, common almost everywhere and that requires capable managers of addressing diversity issues. Some might immediately call for a diversity manager who can be a workplace sociologist or psychologist. Whether it is something dealing with organisational behaviour issues, the role and importance of a manager is always felt.

Respectable managers are people who are advocates of diversity. They should not be individuals who just see one side of the coin, develop prejudice and stereotypes of the different people around them and make complacent remarks. Rather than being ethno-centred, managers need to have balanced opinions of people, keep as far as possible their neutrality at work, and make enforcements upon those who curb diversity. It is a known fact that diversity managers are apt in solving challenging workplace issues while they come out enriched with experience while working with a culturally diverse environment.

The issue of change can be of paramount importance to managing diversity. Managers will be exposed to environments where people from different cultural backgrounds work. Far from the homogeneous work pattern, the new organisation can claim for organisational development. Managers have to very able in managing cultural shifts by applying the concept of change management in the most effective and responsible manner.

Management is the practice of dealing with people and seeing that work is done through people. In workplace diversity, managers are expected to carry out their basic functions of planning, organising, leading and controlling while ensuring that these key functions are aligned with diversity. There will be issues like change where diversity can manifest itself, say, an organisation that opens up to an international workforce, a multinational operating in different geographical locations, etc. These are conditions where the manager has to demonstrate how effectively he can use concepts of diversity and ensure that employees fit in effectively within the organisational culture.

Next comes leadership. Though leading is a function of management, leadership in diversity is another essential component. Leading means to provide guidance and support employees and through a diverse workplace environment, all workers must comply by the leadership of their managers. Alongside, there is the motivational factor which is important to keep the spirits of the employees alive. These evidently depend upon the abilities of leaders to motivate their subordinates and see how well they get inspired with the vision of their leaders.

There are certainly several cases of leaders who bring about high levels of motivation and performance from their teams but the difficulty might arise when teams comprise people coming from different backgrounds with their particular differences. This could be in itself a challenge to diversity but clearly, excellent managers are also excellent leaders and they show their prowess in managing diversity. Leaders have to display the right attitude, the desire to lead, the need to be intellectually capable and equally the ability to inspire their fellow colleagues to embrace diversity while moving on the right path.

This chapter addresses the management and leadership issue with case illustrations and explanations of them in different contexts. Care is taken not to deeply go through management or motivational theory but rather a selection of theories and practices in both areas to address the diversity issue. The student will have a general idea of how to integrate management issues with that of diversity.

### **Planning for diversity**

Planning for diversity is a first managerial function that needs to be addressed in the organisation. The U.S. Nuclear Regulatory Commission (2004) in its Comprehensive diversity management plan explains that an affirmative employment plan includes four Guiding Principles that embody the principles of diversity management. They include:

Creating a working environment that is free of discrimination, including harassment, and is accessible to individuals with disabilities;

Ensuring that agency policies, processes, and procedures provide all employees the opportunity to participate in mission accomplishments, and to compete fairly and equitably for career enhancement and advancement;

Employing a competent and highly skilled workforce, consistent with the national labour market, and enabling employees to accomplish the agency's mission by providing support, tools, and a positive environment; and

Recognising, appreciating and valuing diversity, thereby establishing trust, respect, and concern for the welfare of all employees within the agency.

### **Organising for diversity: Cross-functional teams**

Kelchner (2015) views the organisational function of managers in diversity through cross-functional teams include members from different areas of the business, which creates a group of members with diverse educational backgrounds, skill sets and talents. The diversity of the group allows the group to share ideas and skills to reach the objective of the team. For example, if the team is developing a system to reduce defects, team members with engineering skills and knowledge can develop new tools and equipment to reduce defects while members from production can provide input on the efficiency of the new tooling or equipment.

Knowledge diversity is an inherent part of a cross-functional team. And recent technological developments are inherently interdisciplinary, with no clear boundary between physics, chemistry, mathematics or applied science as such. The re-orientation in the academic culture is promoting a problem-based approach to theory building and innovation, proving cross-functionality is an effective path forward (The Innovation Enterprise, 2020).

### **Control function in managing diversity**

Control is best described as the process of measuring performance, comparing it with the standards of acceptable performance and taking corrective action in case of deviation. Below is provided a chart to explain the issue of control in diversity based on the author's personal source.

<b>Area of control in diversity management</b>	<b>Standards of performance</b>	<b>Control mechanism</b>
<b>Recruitment</b>	Recruiting from the community, accepting minorities and the disabled as key element of the firm's recruitment charter.	Ensure that the different communities in social diversity are represented at work wherever applicable.
<b>Promotion and reward</b>	Check that reward structures impact on workplace diversity. See that promotion is made on merit and exceptions.	Take corrective action if minorities are not included in company's promotion and reward schemes. Adopt an all-inclusive tactic of workplace diversity.
<b>Communication</b>	Ensure that the right attitudes, tones and style are used in communicating to all employees in the firm.	Check for vocabulary and bring corrections wherever applicable. For example, the male gender is used but addresses all types of employees.
<b>Employee attitudes</b>	Have a charter of ethics and good governance regarding employee behaviour at work. Create a discrimination-free workplace or maintain 'kick racism away' campaign.	See that the codes of conduct are strictly respected and employees do not make hurtful comments on others. Enforce disciplinary action in case of direct discrimination and unpleasant remarks.

Nelson (2015) provides some more information on evaluating the effectiveness in diversity. He supports the need to consistently evaluate the diversity and motivational initiatives performed at your company. This can be done with a variety of methods. For example, a diversity manager can analyse the degrees of diversity within specific departments matched with the overall moods and rates of efficiency within those departments. It also can be helpful to distribute diversity surveys to the employees. This is an excellent way to learn how valued various groups feel within your company. By regularly evaluating the diversity initiatives in the workplace, a manager can ensure that its staff is competitive and valued on a personal level (Nelson, 2015).

### **Change management in diversity managers**

Tatli and Özbilgin (2009) focus on the agency of diversity managers who assume the leading role in the strategy making, design, delivery, implementation, and monitoring of diversity initiatives, which affect organisational change. Their aim is not to “unpack” the interplay between various configurations of organisational approaches and personal interventions in the process of diversity management, but rather to explore the scope and content of the diversity managers’ agency power, resources, and strategies which manifest in their organisational change efforts.

Integrating diversity and organisational change efforts can enhance the success of most types of organisational change. All major organisational change involves a cultural change, and a diversity effort is cultural change at its core. According to Lapid-Bogda (1998) it requires an organisation to search its collective soul and focus on essential aspects of its culture: seminal values; organisational demands for conformity in thought, interpersonal style, and action; power structure and power dynamics; employee participation; and inclusion/exclusion issues, to name a few.

By employing a diverse range of people (different genders, backgrounds, ages, personalities, races, and so on), an organisation gives itself the potential to discover more creative solutions and become more welcoming to an increasingly diverse customer base. To unlock this potential, diversity must be accompanied by inclusion. People must be made to feel that their contributions are valued, and that they are respected as people, colleagues and employees.

Especially through periods of change, diversity provides the impetus to discover innovative solutions, making teams more inventive and agile, and thus aiding the breaking down of resistance to change (Prime East Forward Focus, 2020).

### **Team Effectiveness**

Lapid-Bogda (1998) states that team effectiveness has even clearer diversity connections. For a team to develop and be effective, its members must find productive ways to both elicit and manage individual and subgroup differences. In any group development model, there is always some version of a “storming” stage fairly early in a group’s development. The group must navigate this troublesome phase successfully to evolve toward more productive phases of development. Successful navigation cannot occur if differences are submerged or conformity is forced upon diverse members. To be effective means to acknowledge differences and to utilise them creatively to gain the team’s objectives.

### **Organisational cultural shift**

In the case of a complex organisation change (for example, going from a production-driven to a marketing-driven focus or moving toward Total Quality), a fundamental shift in organisational culture must occur. A cultural change of this magnitude and complexity poses a major challenge for most organisations because of the ambiguity involved and the enormity of the task (Lapid-Bogda, 1998). An understanding of diversity enables organisations to find ways not to insist on conformity in a major change process, but to encourage employees to contribute, to take a fresh look, and to continuously evolve.

### **Leadership and diversity management**

Theories of leadership have neglected diversity issues. Chin (2010) comments that as the population within the United States and in countries throughout the world becomes increasingly diverse, the contexts in which leadership occurs within institutions and communities will also become increasingly diverse. Attention to diversity is not simply about representation of leaders from diverse groups in the ranks of leadership. Attention to diversity means paradigm shifts in our theories of leadership so as to make them inclusive; it means incorporating explanations of how dimensions of diversity shape our understanding of leadership.

In order to provide vision and inspire their organisations, effective leaders need to understand the multiplicity of values, perspectives, and worldviews that individuals and groups may hold dear and use their cultural intelligence in different settings to create an inclusive and effective work environment. An effective leader must be able to cope with contrasting economic, political, and cultural practices in both the national and international contexts (Rockstuhl et al., 2011).

Michaels (2015) stresses that a company's leadership defines the culture of an organisation. Senior leadership is responsible for ensuring that communication and company culture trickle downward to middle management and individual contributors in the company. Whether the concept is employee engagement, diversity management or anything else, senior leadership needs to actively pursue it, and believe in it, for it to succeed in the organisation. Senior-level managers have the most reach and power within an organisation, and their ideals travel downward throughout the organisation.

### Case Study 11: Global leadership and diversity

It is critical to keep the leadership consistent for the effective accomplishment of the company strategy. As the rise of the globalisation, the development of global leadership development will become complex to hold the success of the organisation. Most of the time, leaders face challenges on developing managerial effectiveness, managing relationships, politics, and image. Leaders face challenges while developing the managerial effectiveness, inspiring others, developing employees, leading a team, guiding change and managing internal stakeholders as the people from different culture take emotions differently (Gentry et al., 2014).

Chuang (2013) noted that leaders always need to inspire and motivate others so, it's a challenge for the leaders as well. This is because, in a diverse culture, emotions and expressions vary from person to person. It is challenging to develop others, including topics around mentoring and coaching. In a multi-cultural company, leaders have the challenge of team-building, team development, and team management; how to instil pride in a team or support the team, how to lead a big team, and what to do when taking over a new team (Gentry et al., 2014). As different countries' perception is different for leadership so, the only way to solve this problem to study employees, workplaces and global trends. To cope with the technological changes in the workplaces, leaders have to make them flexible (Okoro, 2012). Leaders have to understand the competitor's strategies and need to look into the bigger picture (Chuang, 2013). Cultural competencies can be increased for the workforce diversity. Leaders need to understand people as individuals rather than groups, for creating productive human relationships in the workplace.

Otherwise, miscommunication can take place that leads to problems in the management. These challenges can be overcome by proper training and fair discipline process. According to Findler, Wind, et al., (2007), cultural diversity has become a part in the MNCs and people from different background work together. Biases occur due to it, and while appraising performance, leaders most often create the problem. Performance appraisal sometimes leads to discrimination in the workplace. Because of discrimination people can quit the job. There is a strict need for diversity audit which will reduce the discrimination in the workplace. Educating managers regarding behaviour and cross-cultural management will help reducing major and common problems in the workplace, i.e. not getting very often and motivate the working team for their best output (Okoro, 2012). Moreover, it is hard to overcome resistance to change and deal with employees' reaction to change but by providing managerial support to other departments, groups, or individuals, leaders or managers can go with the flow of the diversity management.

Source: Rahman, U. (2019) *Diversity Management and the Role of Leader*, De Gruyter, *Open Economics* 2019; 2: 30–39.

## Questions

How can leaders approach the challenge of team-building, team development, and team management in multi-cultural organisations? Why is it important for leaders to study employees, workplaces and global trends? How can leaders ensure that they could appraise employees more objectively in diversity?

## The Transformational Leadership Style

In assessing the leadership styles of managers in diversity, the two latest but common styles of leadership area addressed here. Transformation leadership is often identified as the single most effective style. The style was first described in the late 1970s and later expanded upon by researcher Bernard M. Bass. Some of the key characteristics of his style of leadership are the abilities to motivate and inspire followers and to direct positive changes in groups. Cherry (2015) states that transformational leaders tend to be emotionally intelligent, energetic, and passionate. They are not only committed to helping the group achieve its goals, but also to helping group members fulfil their potential. Research has revealed that this style of leadership is linked to higher performance and improved group satisfaction than other leadership styles. A study also found that transformation leadership was linked to improved well-being among group members.

### Application to workplace diversity

This style applies better to organisations that are flexible and open to change. Companies that operate in competitive environments are likely to have transformational leaders. In diversity, transformational leaders must pay respect to the culture of their employees and try to bring and mould them in their business so that they will better respond to change or evolution. The valuing of differences and the effort of converging the differences will be an added value to diversity management.

## The Transactional Leadership Style

The other style is transactional leadership which views the leader-follower relationship as a transaction. By accepting a position as a member of the group, the individual has agreed to obey the leader. In most situations, this involves the employer-employee relationship and the transaction focuses on the follower completing required tasks in exchanged for monetary compensation.

One of the key benefits of transactional leadership, according to Cherry (2015) is that it creates clearly defined roles. People know what they are required to do and what they will be receiving in exchange for completing these tasks. It also allows leaders to offer a great deal of supervision and direction if it is needed. Group members may also be motivated to perform well in order to receive rewards. One of the biggest downsides is that the transactional style tends to stifle creativity and out-of-the-box thinking.

### **Application to workplace diversity**

This style might be more applicable to diversity in established organisations-local or foreign-where there is a culture of productivity and reward. Transactional leaders are more likely to succeed when their employees coming from a diverse environment might not communicate too well but can follow the directives. Foreign employees might be initially more open to this situation but eventually, as their business flourishes, transactional leadership might no more apply.

### **Motivation in diversity**

In line with leadership, motivation is another key aspect to discuss in this chapter. It starts from an unfulfilled need to searching behaviour, creating desire, taking the appropriate action to fulfil the need and be ultimately capable of overcoming frustration. This might apply to workplace diversity by encouraging all forms of the diverse workforce to feel motivated. This is basically a satisfaction-dissatisfaction issue if compared with Herzberg's classical two-factor motivation-hygiene theory. Employees might initially cater to the workplace basics namely the hygiene factors and ultimately move to the intrinsic ones.

Diversity managers are expected to create motivation among their staff. This is particularly achievable if all employees embrace diversity and feel part of the team. It is also up to the diversity manager to create conditions whereby the employee feels at home while working (Mc Gregor's Theory Y). The concept of rewards needs to apply correctly and ethically when one deals with motivation in diversity. A chart provided in this chapter explained the need for inclusion when one thinks of rewarding in diversity.

Morgan (2015) claims that many people think diversity in the workplace refers mainly to gender and race, but diversity also refers to differences in age, culture, religion, sexual orientation and physical ability. The contemporary perspective on workplace diversity also recognises individual differences in temperament and other personal qualities. All this creates quite the challenge for managers who must motivate their staff.

**Insight: Motivating a diverse workforce**

Work teams are often made up of diverse groups of people. Some team members may have strong interpersonal skills, while others may be insecure and constantly seeking direction. A strong manager understands the importance of learning what motivates her employees to take action, and uses that information to increase productivity levels.

**Understand what drives employees**

To understand their employees, managers must first learn what drives them. Because no two employees are alike, and each is motivated to take—or not to take—action for a variety of reasons, they must ask their employees to complete an employee communication survey.

**Respond to employees' needs**

The key to getting employees on the manager's side is to respond to their needs. If a high percentage of employees believe their complaints go unanswered by management, managers must arrange one-on-one meetings with team members to discuss how the lines of communication can improve. To be effective, they must adapt their style of communication to each employee, keeping in mind that some employees prefer written communication whereas others prefer oral communication.

**Paint the bigger picture**

Managers must help an insecure or unmotivated employee gain a sense of focus by setting achievable goals and clearly explaining the timeline in which those goals must be met. It is important for them to explain how projects and assignments fit in the big picture and how each employee is vital to the overall company.

**Create a strong environment**

Every employee wants to work in a supportive environment. The best way to eliminate fears of failure is by encouraging employees to address their concerns and frustrations openly—for instance, at the end of a weekly staff meeting or using an agreed-upon form of communication. Secrecy and ambiguity can foster mistrust between the employer and his employees.

Source: *Gaston, C. (2020) How Can a Manager Motivate Diverse Workers? <https://smallbusiness.chron.com>.*

## Conclusion

This chapter explained the managerial approach to diversity based from the key management functions of planning, organising, controlling and leading. Diversity managers must understand how to set objectives and goals for their employees where their plans must correctly anticipate problems that might be affected by the non-inclusion of the diverse workforce. Organising for diversity mainly concerns managing change and organisational development. Change is both an advantage and a challenge for diversity managers but the benefit that they obtain from developing human resources in this context is important. Employees adapt to change successfully within diversity. Another aspect dealt with leadership through a comparison of transactional and transformational leaders. The leadership styles will differ according to contexts though transformational leadership might claim better value in diversity management. By empowering workers to perform better within a structure that praises diversity is something of paramount importance to a firm's success. Finally, the concept of motivation in diversity was briefly addressed. Motivation aims at bringing satisfaction both through intrinsic and extrinsic rewards. It is an imperative for the diversity manager to consider the importance of employee motivation in diversity management.

## Practice Questions

1. Why should managers practise diversity?
2. How can planning relate to managerial diversity?
3. How does organising for change impact workplace diversity?
4. What control mechanisms can be applied to diversity?
5. Do managers need to adopt an autocratic style of leadership to manage diversity?
6. How might teamwork impact on management of diversity?
7. What is the importance of transactional leadership in diversity? Where does it apply?
8. Where could transformational leadership apply to workplace diversity?
9. Why should workers be motivated at work?
10. Why is it important for managers to rightly appraise their employees?

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# 12 HUMAN RESOURCE MANAGEMENT IN WORKPLACE DIVERSITY

## Introduction

After assessing the importance of management and leadership in diversity, this chapter appraises the importance of the human resource management function in diversity. Scholars have regularly made the link between human resource management and diversity stating that it is up to human resource managers to seek responsibility in diversity management. Human resource management could be defined as that specialised management function dealing with recruitment and selection, training and development, performance management and employee welfare with the perspective of bringing the best talent in the organisation to achieve the corporate goals of the firm. Human resource management is now viewed as pivotal to a firm's advancement with the need to place human resource policies and practices atop the organisations agendas.

Recruitment is one of those important aspects that managers and leaders consider as part of their diversity management strategy. It is said that the quality of recruitment will impact the organisation. High calibre managers are likely to influence the firm's future direction and sustain its development in the competitive environment in which we are living today. Big companies are already seeking highly qualified employees which they believe are the resources that should be tapped and developed in the company. Recruitment can also be viewed as the first step in the development of talent in the firm.

Recruitment is a three-step exercise where talent is initially located from a certain environment where labour is available. It is then identified where the company streamlines the type or quality of labour that it needs. Lastly, the company has to attract the employee by offering him or the conditions where the worker can develop his talents.

Recruitment is expensive if the best talents in diversity have to be sourced out. It requires time and patience to scrutinise the potential employees, find out what they can best offer and contribute to the firm and find out the gaps between the existing skills and what could be done to improve them by bridging such gaps.

Training is another key aspect of human resource management and this impacts on diversity at work. Training aims at the improvement of knowledge, skills and attitudes needed for the job. In a diverse workforce, training aims at bringing a potential for high performance level in firms. This will be much dependent on the outcomes of diversity training. In such a case, trainers are expected to show to what extent they can embrace diversity while inculcating the rights tools to their trainees. The effectiveness of training programmes in diversity will be a critical factor in bringing diversity and high level of commonality among the employees.

Performance management is also a key component of human resource management. From an initial perspective, it was said that engaging a diverse workforce bring high levels of performance. To ensure that performance is maintained and consistently improved in the organisation, it is essential to think of reward strategies that benefit diversity. Employees who are rewarded on bases of equality and fairness regarding their contribution are surely the better advocates of diversity.

Employee welfare could also be addressed regarding workplace diversity. The provision of welfare facilities at work coupled with employee benefits adds great value to the human resource management function while at the same time sees that diversity is respected regardless of differences. Welfare might mean the engagement of employees in social activities of the firm but also how the company caters to the welfare of its employees. The provision of pensions, healthcare benefits, recreational facilities, etc. are illustrations where human resource management can positively contribute to diversity.

### **Recruitment and Diversity**

A company's diversity plan should cover a number of areas, all of which point toward using differences in skills, experience and ideas to reach the company's business goals. Recruitment is one aspect of that plan, but it should also include retention practices, diversity training for management and line staff, community outreach and workplace flexibility arrangements, among other things. Managing growth in workforce diversity and increasing the representation of women and minorities is a critical human resource management strategy of recruitment and selection for most organisations (Thomas and Ely 1996).

In recruiting for diversity, Ogunjimi (2015) suggests a series of key steps. Firstly, a company should determine whether internal employees can be groomed for the positions they want to fill first. Businesses must design materials, such as brochures and websites, to attract the type of employees specified in their diversity recruitment plan. Ogunjimi (2015) stresses that managers must boast their company's commitment to diversity, employee perks and flexible work arrangements. They can next determine which processes they will use to find

candidates, what criteria will be used to select candidates and the hiring budget. At this stage, employers must begin sourcing, that is, reviewing contacts to see whether they can recommend candidates based on their insider knowledge of their company's needs.

The Department of Veteran Affairs (2010) states that diversity is the cornerstone of effective human capital management in the century. In order to become a high performing organisation in this millennium, businesses must tap into the rich diversity of talent, skills, and perspectives of their increasingly global community. To assist in this effort, hiring officials are encouraged to proactively engage in recruitment outreach, to utilize varied recruitment sources, and to consider special hiring authorities/appointments and internship programs when filling positions.

### **Key arguments regarding recruitment in diversity**

While recruiting for diversity, human resource managers may find themselves in a compromising position regarding diversity.

### **Cultivating a diverse and inclusive workforce**

According to Good Hire Staff (2020), if an organisation is among the many striving to increase diversity and inclusion, it must consider these ideas:

- Be open to hiring people with criminal records. Consider equivalent experience for educational requirements.
- Go beyond hiring for diversity's sake to ensure that diverse employees feel they belong at your company and have opportunities for managerial, partner, and power-sharing positions.
- Balance a desire for culture fit with cultivating diversity of thought, background and experiences.

Diversity recruitment and retention plans are major tools for effecting lasting changes in the workplace. Meeting the diversity challenges for the recruitment and retention of a diverse workforce can be difficult because of systemic obstacles, lack of cultural knowledge, resistance to change, and acknowledged and unacknowledged intolerance (University of Vermont Workforce Diversity Recruitment, 2013). Retention is an additional key component to the success of diversifying the institution's workforce. An intact retention effort creates and sustains the change that enables an inclusive and respectful workforce to flourish. Accordingly, businesses must create an environment where everyone feels appreciated and accepted. This environment supports diversity and fosters mutual respect, and in turn will improve retention levels of diverse members of an organisation.

## Selection and Diversity

Selection is the process — based on filtering techniques that ensure added value — of choosing a qualified candidate for a position. Selection is the process of choosing a qualified person for specific [role](#) who can successfully deliver valuable contributions to the [organisation](#). The term “*selection*” can be applied to many aspects of the process, such as [recruitment](#), hiring, and acculturation. However, it most commonly refers to the selection of workers (Boundless, 2015).

## Removing unconscious bias

Unconscious bias affects everyone, no matter how progressive he is. Unconscious bias leads one to make judgements about people based on their appearance and key characteristics. Tackling this is about recognising one’s inbuilt prejudices and challenging them.

## Diversity in the panel

A more diverse panel will lead to better decisions and better confrontation of unconscious bias. Where possible you should always seek to have a panel that is diverse in terms of characteristics such as gender, age, ethnicity, nationality and socio-economic background.

## Including measures in selection that address specific problems

For instance, a Disability Confident scheme ensures that if a self-identified disabled candidate shows through their application that they meet all the Essential criteria for a job then they must be shortlisted for an interview. (University of Sheffield, 2020)

The interview process serves two primary purposes namely allowing the search committee to assess candidates’ qualifications for the desired position and secondly, allowing candidates to assess their interest in employment. The University of Iowa selection checklist (2015) highlights key issues that are worth asking at the time of selecting candidates for diversity.

- Avoid compartmentalising questions about fairness, equity, and affirmative action as if they were separate from issues regarding effective management, leadership, and planning.
- Make a conscious effort to share responsibility for questions regarding diversity ensures that diversity issues will be raised regardless of the gender and racial makeup of the search committee. Identify questions which address specific areas of concern for the department/unit such as retention, recruitment, or conflict resolution.

- Identify quantifiable information about the candidates' work in the areas of diversity and inclusion.
- Solicit information from the candidate about specific studies, policies, procedures, or programs they have initiated to further develop the campus or workplace as a diverse environment, and ask for a statement of initiatives they would propose if appointed.

### **Training and Diversity**

The most widely used tool among organisations in managing diversity is training (Cox and Blake, 1991). The purpose of diversity training is to give awareness to workers and facilitate the integration of diversity in organisations. In addition, organisations also value diversity training as a platform to make better decisions on diversity policy. Cox and Blake (1991) remark that it is important to treat training as an on-going education process rather than one-shot seminar. As such, organisations need to develop training programmes that cover all levels of workers in the organisation. The training should be a continual process, which includes new workers and existing workers.

Diversity training in the workplace is extremely beneficial to an organisation. Aside from the benefits to the employees and clients and customers, employers that offer diversity training in the workplace could have an easier time making a case for the organisation in a discrimination suit. If an organisation is making a concentrated attempt at maintaining a diverse team, including offering non-mandated diversity training in the workplace, that organisation will likely look more favourable to a judge than an organisation that does not make this effort.

Diversity training that presents diversity acceptance as a choice that benefits everyone in the workplace results in positive returns that last longer. According to Bleich (2020), diversity training should:

- Create common goals: Common goals create common bonds. Think about soldiers charging a hill — if everyone does not move forward at the same time, the initiative will fail.
- Confront unconscious bias: Everyone has unconscious biases that originates in the brain — the amygdala, to be precise. This part of the brain reacts strongly when it sees pictures of races different from its owner. Recognising the tribal nature of people and working with it (see above: create common goals) can help remove this “other-ness” response.

- **Focus on inclusion:** Inclusion goes beyond just hiring for diversity. Inclusion actively seeks out, embraces, and encourages different ways of approaching and solving problems.
- **Be chosen wisely:** Diversity training topics can be overwhelming. Conducting a training needs assessment before you begin can help you to prioritise for your company.
- **Move away from prohibitive language:** Introduce the idea of choosing to lean in to a diverse workplace instead of demanding or requiring that all employees accept each other. Adults don't like to be told what to do — so don't do that in your training.

High quality diversity awareness training is one Human Resource function that enhances the effective integration of diverse group members. Awareness training builds a common understanding of the value of diversity, assisting in building social cohesion so that it improves individual and organisational outcomes. According to Shen et al, (2009), education and training should be tailored to the specific needs of the organisation, division, level, team or individuals. Critical to the success of education and training is the important step of linking training to the strategic objectives of the organisation.

### **Benefits of diversity training**

Workplace diversity training is an investment benefiting employees, hence an investment in the company. Cultural awareness serves as a bridge between employees whose paths might not otherwise cross. Holt (2015) explains that diversity training benefits a workplace by allowing employees to let their guards down and build healthy business relationships, as well as decreasing at-work bullying and discrimination.

Bleich (2020) comments that diversity training is effective when it:

- Lays out a company culture that is inclusive, not divisive.
- Respects, seek outs, and embraces different approaches that are a result of diverse employees instead of merely “tolerating” them.
- Goes beyond a list of dos and don'ts to try to build true understanding.

## Performance Appraisal and Diversity

Employee Performance Management is defined as a process for establishing a shared workforce understanding about what is to be achieved at an organisation level (PeoleStreme, 2013). It is about aligning the organisational objectives with the employees' agreed measures, skills, competency requirements, development plans and the delivery of results. The emphasis is on improvement, learning and development in order to achieve the overall business strategy and to create a high performance workforce.

### **Perspective: Performance appraisal techniques to overcome bias in diversity appraisal**

Culture Plus Consulting (2018) puts forward a range of performance appraisal techniques to overcome bias in diversity appraisal. Three of them are outlined below:

#### **Monitor ratings for bias**

- Managers must regularly examine performance ratings and feedback for patterns across diversity dimensions. When patterns in performance ratings or feedback are detected that suggest bias might be influencing assessments, appraisal and feedback systems should be scrutinised to identify how bias is creeping into the system, and corrective action is taken swiftly to address weaknesses.

#### **Develop mindful inclusion capability**

- Managers must assist people leaders in understanding their implicit assumptions and prejudgments and transfer skills for reducing bias in talent management by developing managers' ability to monitor and manage their own and other's bias.

#### **Manage confirmation bias**

- When soliciting input from others about an individual's performance, managers must be beware of the risk that confirmation bias—a tendency to favour their pre-existing ideas and prejudgments—might encourage them to reject or ignore views that are opposite to their own. To temper confirmation bias, diversity managers must actively seek to understand perspectives different to their own, adopt an open mind, and foster a sense of curiosity.

### **Performance Metrics in diversity**

Diversity historically has been considered a soft skill and part of the human resources domain. Traditional or foundational metrics include numbers related to workforce representation, dollars spent with women and minority businesses, and the documentation of diversity activities and training. Brenman (2012) comments that as diversity has been redefined as a strategic business advantage, measurements have become more sophisticated with quantitative and qualitative measurements tied to business goals. Metrics today measure revenue growth, improved productivity, leadership accountability and a financial return on investment. Diversity is now being measured with the same kind of scrutiny that business operations have always used.

Performance metrics include employee satisfaction and diversity that address different dimensions of employee satisfaction: business issues, diversity, empowerment, job and company, quality, reward and recognition, stress, workgroup and teamwork, and workload. Assessment by experts can help determine non-quantifiable results (Brenman, 2012). Proxy measures can also be used when it is difficult or impossible to measure direct or core results.

### **Providing feedback on performance**

In diversity management, it is important to provide feedback to employees. Performance metrics state that evaluation of employees with regards to diversity have provided interesting results. The HR Council, Canada (2015) explains that positive feedback involves telling someone about good performance. Employers must make this feedback timely, specific and frequent. Recognition for effective performance is a powerful motivator. Constructive feedback alerts an individual to an area in which performance could improve. It is descriptive and should always be directed to the action, not the person. The main purpose of constructive feedback is to help people understand where they stand in relation to expected and/or productive job and workplace behaviour.

Often, it is the positive and supportive feedback that is most readily and easily shared, while finding the right way to provide constructive feedback to address a particular performance issue can be more daunting. If an employee is not meeting performance expectations, managers need to provide constructive and honest feedback. It is important to do this when an issue first arises — before it escalates into a significant problem.

Regarding diversity, an absence of feedback or simply a poor feedback mechanism might have some effect on minorities. Philippe (2014) advocates that “one size does not fit all” in performance management if you want to maintain a productive diverse workforce. Many

employees in the minority groups feel that they must do so much more than their non-minority counterparts to receive the same level of recognition. Effective orientation and integration starting at hiring plays a huge part in long term success. Managers of people in minority groups need to be made aware that performance management must take into consideration differences; and if a minority employee is not performing well, the root cause for that outcome can often be misdiagnosed. To ensure a diverse, productive, and engaged workforce, performance management must be seen as a multi-faceted tool that capitalises on differences (Philippe, 2014).

### **Case Study 12: The role of diversity in human resource practice**

The role of diversity in human resource management is to create an enriched workplace environment where differences are respected rather than discriminated against. Diversity is connected to ethics principles as well as compliance management laws and corporate social responsibility (CSR) policies in many parts of the world. A workforce in which employees are hired based on their skills and qualifications without discrimination as to gender, sexual orientation, race, religion, ethnicity, disability or other factor supports a human resource management system that values diversity.

Many companies express diversity values in their operating or “purpose” statements. These types of statements communicate the company’s commitment to creating and maintaining a diverse employee base. These companies then must commit to following through with their stated policies on diversity or risk becoming singled out by advocacy or legal groups. People of colour, different sexual orientations and physical or mental abilities are expected to work together in many workplaces. In some countries without laws that relate to diversity in human resource management, though, unfair hiring practices can occur.

Diversity in human resource management works by respecting individual rights. As long as an individual performs his or her job satisfactorily and is a good fit in terms of following company policies, he or she is treated as a valuable company asset. The intended purpose is to treat workers of different races, genders and other factors the same as far as employment opportunities. In a diverse workplace, employees are promoted on merit rather than held back, or not even hired to begin with, due to something that may make them a minority rather than part of the majority. Where diversity is supported, people from different backgrounds, orientations or walks of life are seen as enriching rather than hampering company culture.

Diversity laws require hiring managers to be ethical in hiring, promoting and firing employees. If businesses are found to be in violation of laws that concern diversity in human resource management, they could face fines or court cases. On the other hand, if businesses operate ethically in terms of not discriminating against minority workers, they

are said to be in compliance with laws governing diversity in the workplace. In order to ensure this compliance, human resources management often provides the company's hiring managers with the necessary information regarding the ethical treatment of employees. This communicated information may be in the form of training sessions or government pamphlets on diversity regulations.

Source: *Cyprus, S. (2020) What Is the Role of Diversity in Human Resource Management? Wisegeek.*

### **Questions**

Explain how people from different backgrounds or walks of life are seen as enriching rather than hampering company culture when diversity is supported. Why should diversity legislation require hiring managers to be ethical in hiring, promoting and firing employees? What are the implications?

### **Insight: the impact of welfare and inclusiveness at the workplace**

An inclusive work setting supports employee well-being through its positive effects on employee self-concept and self-esteem; enhanced career achievements and progression; greater work-life balance; social connectedness and belonging; reduced discrimination, prejudice and harassment; and pro-social behaviour.

### **Inclusive workplaces support a positive self-concept**

Our cultural and social identities (e.g. nationality, race, ethnicity, gender, sexual orientation, health status) form an integral part of our self-concept and self-esteem. When employers celebrate, encourage and value the expression of an individual's unique identity in the workplace, the employee's self-esteem and integrity are supported. Consequently, inclusive workplaces have workers who are psychologically well-adjusted and secure.

### **Inclusive workplaces support professional achievement and job satisfaction**

Inclusive workplaces seek to remove obstacles that can threaten the career progression of diverse talent. Enhanced opportunities for career progression together with greater levels of engagement support job performance.

**Inclusive workplaces support work-life balance**

Inclusive workplaces also foster well-being through efforts to increase flexibility while allowing workers greater control over balancing work commitments with non-work demands. Improved work life balance reduces stress and increases physical and mental well-being.

**Inclusive workplaces promote connection with others**

Employees benefit from improved interpersonal reactions and connections with one another. They feel that they are part of a community—an important part of a collective whole. Our need for social connectedness is hard-wired. Studies show that the neural networks that promote social activity are the same networks that promote the satisfaction of physical needs like food and water.

**Inclusive workplaces promote pro-social behaviour**

Instrumental and emotional support from colleagues might buffer work stress. Employees are less likely to experience prejudice, harassment or discrimination in an inclusive workplace. They are less likely to suffer. The positive impact of inclusion on employee well-being are is not limited to diverse talent, however.

Source: *Menzies, F. (2018) How does employee well-being lead to diversity and inclusion? Culture Plus Consultants.*

**Conclusion**

Human resource management has close links with diversity management in that all the key functions of the discipline deal with diversity. Recruitment and selection must embrace diversity since potential employees come from a global environment with differences in terms of race, culture, religion, beliefs and values. It is common to see organisations recruiting foreign people given that they have the abilities to work correctly. Training and development are other important areas of human resource management. Both managers and employees should be provided with training in diversity where they will learn to better cope with different employees and see that people feel included within the work environment. The problem arising from lack of training might state that employee still consider personal differences at work and hold prejudicial statements of others.

Performance appraisal has its say in the context of human resource management for diversity. Performance management can be undertaken by selecting one of the different methods like 360-degree feedback, the written essay, self-appraisal or modern performance management systems. Yet, performance metrics are modes of assessing how well diversity is integrated into performance. For instance, what about the particular requirements of a group? How to value others in a context of appraisal? The end result could be that employees feel included in diversity if their differences are valued in the management of performance.

Another area of human resource management in diversity could come from employee welfare. Large established companies value employee welfare in that it brings a greater sense of belonging to the organisation. By providing adequate benefits, facilities at work, fringe benefits, healthcare, companies might ensure good work life balance in diversity which is in turn something of added value to the organisation.

### Practice Questions

1. How does human resource management impact workplace diversity?
2. What is the relation between effective recruitment and diversity?
3. How can a human resource manager use suitable questions on selecting for diversity?
4. Why is it important to train managers in diversity?
5. What is the challenge of training managers in diversity?
6. How can training in diversity help develop an inclusive workforce?
7. Why should performance management be unbiased within diversity?
8. How can a manager integrate employee welfare with diversity?
9. How can companies use corporate social responsibility as part of welfare diversity?
10. How does inclusiveness promote social diversity?

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# 13 LGBT ISSUES IN WORKPLACE DIVERSITY

## Introduction

If an individual was considered “gay” in the past, he/she would be subject to criticism, more in the form of mockery. This was broadly viewed as ‘uncatholic’ in societies where people were expected to follow the common norms and mores like growing up, getting married and having children according to society’s established ways of living. Anything viewed outside this context would be highly criticised hence discarded by most of the members. This unconventional behaviour could be associated with people liking and living with those of the same sex-whether they could be both men and women. This later included people who are transgender like a male-looking individual having female genital organs or vice-versa. There are also people who could love both men and women known as bisexuals.

Coming back to the discussion dealing with diversity, it can be generally claimed that organisations ignore the issue thinking that all workers are at least “morally correct”. Any behaviour that would go against conventional ones would be immediately looked down upon. But how is this possible at the workplace when people might be overly hesitant to state that their sexual behaviour is totally different from the rest? It can be broadly known male employees who have a more feminine attitude than others could be considered as “sissy” and be the centre of mockery or fun with the other colleagues.

Being Gay, Lesbian or Transsexual are terms that are usually less spoken at work although progress has been made on this issue regarding the need to overcome discrimination and see things in a positive manner. It is essentially the effort of pressure groups or non-governmental organisations that have been at the forefront of claiming that people can live in the way they like and have their sexual behaviour as intimately as possible without causing any trouble to the workforce. It is a known fact that homosexuals might have their own attitude to living and sexual activities yet, there are illustrations to show how well they have performed at work.

The problem is that most societies-advanced or developing-show hindrance towards the lesbian, gay, homosexuals, etc. with the belief that their sexual behaviour is antisocial hence reprehensible for society. In this way, discrimination is omnipresent and the pressure of being stigmatised by those who claim to be “normal” might be overwhelming. Else, nation have also incensed the debate by stating clearly and openly that it is morally wrong to be engaged in other behaviour apart from heterosexual one. Countries like France and the

United Kingdom might still show hindrance and have laws to criminalise non-heterosexual behaviour while developing nations like Uganda or Sudan have stated that there is lapidating or even stoning if people are caught behaving differently from what is normally permitted by law and religion.

There are efforts undertaken by organisations that show responsibility and accountability in this aspect. Some companies clearly mention that they will fight back discrimination and stigmatisation against those likely to offend and criticise homosexuals and people classified in the related context. It is however right to say that sexual differences are already discriminated but are not likely to impact at work. People of any gender or behaviour might act privately according to their will but have no effect on affecting the other workers. Rather, they feel highly discriminated and even prevented from opportunities to progress at work. This is where the importance of respecting diversity arises and how we should welcome such employees within diversity.

This chapter along with the next one covers contemporary issues in diversity by welcoming new types of diversity that are broadly spoken but not considered with enough importance. In this contemporary context of workplace diversity, new types of diversity do impact globally and need to be effectively addressed else they might have remained issues without a proper outcome.

### **Definition of LGBT**

International Spectrum (2015) defines the acronym refers to Lesbian, Gay, Bisexual, Transgender. Although all of the different identities within “LGBT” are often lumped together (and share sexism as a common root of oppression), there are specific needs and concerns related to each individual identity.

Bua (2014) explains that for anyone under 30, it may be difficult to imagine a time when the gay-rights movement was not operating at a milestone-a-minute pace. Just 45 years ago gays had little choice but quietly rise above the separate-but-inherently-unequal pre-Stonewall era. People who lived during these times were warriors on the front lines of history, but today the pace of change threatens to wash away the past in the eyes of a new generation.

## **A brief history of LGBT**

Morris (2015) provided an account of the history of LGBT. Some of his key findings and arguments are discussed. The author states that most historians agree that there is evidence of homosexual activity and same-sex love, whether such relationships were accepted or persecuted, in every documented culture.

### **Europe and homosexuality**

There was little formal study of homosexuality before the 19th century, however. Early efforts to understand the range of human sexual behaviour came from European doctors and scientists, including Sigmund Freud and Magnus Hirschfeld. Their writings were sympathetic to the concept of a homosexual or bisexual orientation occurring naturally in an identifiable segment of humankind, and Freud himself did not consider homosexuality an illness or a crime (Morris, 2015).

### **United States and homosexuality**

Morris (2015) comments that in the United States, few attempts were made to create advocacy groups supporting gay and lesbian relationships until after World War II, although pre-war gay life flourished in urban centres such as Greenwich Village and Harlem during the Harlem Renaissance of the 1920s. Greater awareness, coupled with Senator Joseph McCarthy's investigation of homosexuals holding government jobs during the early 1950s, led to the first American-based political demands for fair treatment in mental health, public policy, and employment.

### **Advances in the 1950s and 1960s**

The primary organisation acknowledging gay men as an oppressed cultural minority was the Mattachine Society, founded in 1950 by Harry Hay and Chuck Rowland. Other important homophile organisations on the West Coast included One, Inc., founded in 1952, and the first lesbian support network, Daughters of Bilitis, founded in 1955 by Phyllis Lyon and Del Martin. Through meetings and publications, these groups offered information and outreach to thousands. These first organisations soon found support from prominent sociologists and psychologists. In 1951, Donald Webster Cory published *The Homosexual in America* (Cory, 1951), asserting that gay men and lesbians were a legitimate minority group, and in 1953, But it would not be until 1973 that the American Psychiatric Association removed

homosexuality as an ‘illness’ classification in its diagnostic manuals. Bederman (2010) coins that in 1952, the Immigration and Naturalisation Act of 1952 explicitly forbade to those with “psychopathic personality”— which the PHS assured Congress included “homosexuality or sexual perversion” — from entering the country, or becoming citizens. Throughout the 1950s and 60s, gay men and lesbians continued to be at risk for psychiatric lockup and jail and for losing jobs or child custody when courts and clinics defined gay love as sick, criminal, or immoral. Bederman (2010) further points out that between 1946 and 1967, hundreds of LGBT persons were arrested each year for sodomy or attempted sodomy, and thousands for lesser offences like “cruising,” propositioning an undercover policeman or woman, wearing sex-inappropriate clothing and being present in a gay or lesbian bar during a raid. Newspapers routinely printed the names of those arrested, who frequently lost their jobs as a result.

### **The Gay liberation movement**

Morris (2015) comments that the Gay liberation movement of the 1970s saw myriad political organisations spring up, often at odds with one another. Frustrated with the male leadership of gay liberation groups, lesbians formed their own collectives, record labels, music festivals, newspapers, bookstores, and publishing houses and called for lesbian rights in mainstream feminist groups like the National Organisation for Women (NOW). Expanding religious acceptance for gay men and women of faith, the first out gay minister was ordained by the United Church of Christ in 1972. Other gay and lesbian church and synagogue congregations soon followed.

### **From the 1980s to-date**

Through the 1980s, as the gay male community was decimated by the AIDS epidemic, demands for compassion and medical funding led to renewed coalitions between men and women as well as angry street theatre by groups like AIDS Coalition to Unleash Power (ACT UP) and Queer Nation. Morris (2015) comments that enormous marches on Washington drew as many as 1 million gay rights supporters in 1987 and again in 1993. Celebrity performers, both gay and heterosexual, have been among the most vocal activists, calling for tolerance and equal rights.

As a result of hard work by countless organisations and individuals, helped by Internet and direct-mail campaign networking, the 21st century heralded new legal gains for gay and lesbian couples. Same-sex civil unions were recognised under Vermont law in 2000,

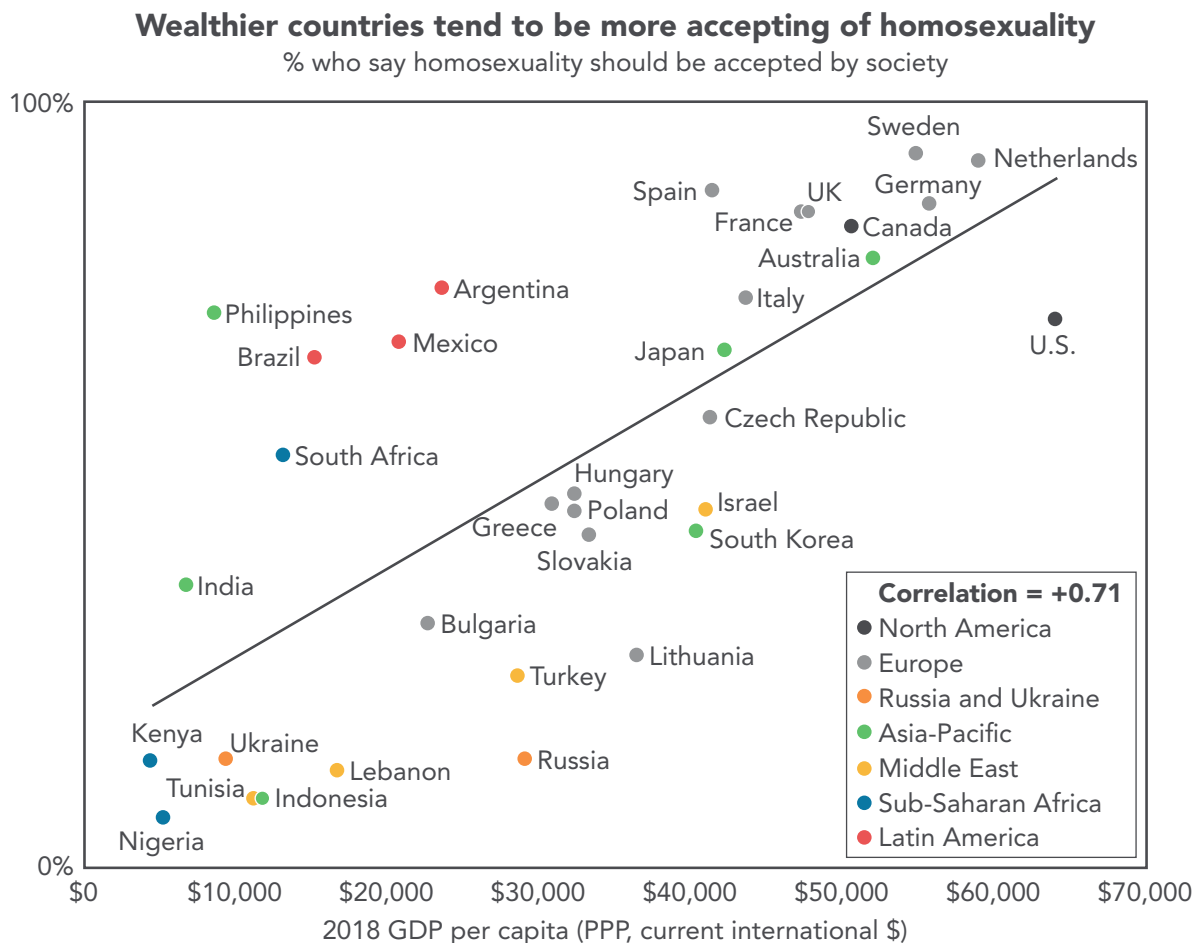
and Massachusetts became the first state to perform same-sex marriages in 2003. With the end of state sodomy laws (*Lawrence v. Texas*, 2003), gay Americans were finally free from criminal classification. Gay marriage is now legal in the Netherlands, Belgium, Spain, and Canada, although the recognition of gay marriage by church and state continues to divide opinion worldwide.

**Insight: How nations view acceptance of homosexuality as inclusive part of diversity**

Many of the countries surveyed in 2002 and 2019 have seen a double-digit increase in acceptance of homosexuality. This includes a 21-point increase since 2002 in South Africa and a 19-point increase in South Korea over the same time period. India also saw a 22-point increase since 2014, the first time the question was asked of a nationally representative sample there. There also have been fairly large shifts in acceptance of homosexuality over the past 17 years in two very different places: Mexico and Japan. In both countries, just over half said they accepted homosexuality in 2002, but now closer to seven-in-ten say this.

In Kenya, only 1 in 100 said homosexuality should be accepted in 2002, compared with 14% who say this now. In many of the countries surveyed, there also are differences on acceptance of homosexuality by age, education, income and, in some instances, gender – and in several cases, these differences are substantial.

Political ideology also plays a role in acceptance of homosexuality. In many countries, those on the political right are less accepting of homosexuality than those on the left. And supporters of several right-wing populist parties in Europe are also less likely to see homosexuality as acceptable. Attitudes on this issue are strongly correlated with a country's wealth. In general, people in wealthier and more developed economies are more accepting of homosexuality than are those in less wealthy and developed economies.



Note: Figures for gross domestic product per capita from the World Development Indicators database, World Bank. Data accessed June 11, 2020. Source: Spring 2019 Global Attitudes Survey. Q31.

**PEW RESEARCH CENTER**

Source: Pew Research Centre (2019)

### Gay rights in developing countries -Views of African leaders

The Economist (2010) states that Some 80 countries criminalise consensual homosexual sex. Over half rely on “sodomy” laws left over from British colonialism. But many are trying to make their laws even more repressive. A draconian bill proposed in Uganda would dole out jail sentences for failing to report gay people to the police and could impose the death penalty for gay sex if one of the participants is HIV-positive. In March 2010, Zimbabwe’s president, Robert Mugabe, who once described gay people as worse than dogs or pigs, ruled out constitutional changes outlawing discrimination based on sexual orientation.

In many former colonies, denouncing homosexuality as an “unAfrican” Western import has become an easy way for politicians to boost both their popularity and their nationalist credentials. But Peter Tatchell, a veteran gay-rights campaigner, says the real import into Africa is not homosexuality but politicised homophobia. George Kunda, Zambia’s vice-president, lambasted gay people, saying they undermined the country’s Christian values and that sadism and Satanism could be the result.

South Africa was the first country anywhere to ban homophobic discrimination in its constitution. It is the only country in Africa to allow gay marriage. In April 2008 Eudy Simelane, a South African football player who was a lesbian, was gang-raped and stabbed to death. Two men were convicted of her murder but, in his sentencing, the judge denied that Ms Simelane’s sexuality played a part in the crime (The Economist, 2010).

The Economist (2010) concludes that hopes rose a little in June 2009 when India overturned its 149-year-old sodomy law but since then the global trend seems to have been in the opposite direction. Campaigners argue the proposed laws have implications beyond gay rights. How countries treat one particularly vulnerable group is a good measure of how they will act towards the rest of their citizens.

### A selection of developing nations and their attitude to homosexuality

Country	Status	Penalty or sanction
Iran	Illegal	Death for men, slashes for women
Malaysia	Illegal	Fine, imprisonment up to 20 years
Morocco	Illegal	Fine, up to 5 years prison
Nigeria	Illegal under sharia	Death for men, 50 lashes for women, elsewhere 14 years of prison
South Africa	Legal since 1994	Beatings, rape or murder outside penal sanctions
Uganda	Illegal	Life imprisonment
Zimbabwe	Male illegal	Up to one year prison
Mozambique	Legal	Decriminalised as from 2015
India	Legal	No penalty as from 2018

Source: International LGBT and Intersex Association (2010) and Guardian (2014)

**Insight: The case for LGBT inclusion**

LGBT employees face both subtle and overt forms of discrimination, even in places that are perceived as LGBT inclusive. LGBT inclusion is relevant to all employers, no matter where they are located. Building organisational support for LGBT inclusion requires a strong rationale that frames LGBT inclusion as a workplace imperative.

There is strong evidence that an LGBT-inclusive workplace can be good for business. There are three commonly cited mechanisms by which LGBT inclusion can enhance profitability:

**LGBT inclusion motivates employees to achieve their best at work**

LGBT inclusion motivates employees to do their personal best and be authentic at work. If they are not able to make a genuine connection with co-workers because of fear of rejection or actual harassment, LGBT employees are simply not given the chance to be effective team players and their ability to excel can be compromised. When fully engaged, they are able to build valuable networking and mentoring opportunities and become better leaders. They can devote time and effort to work-related tasks rather than to monitoring all responses for LGBT signifiers or protecting themselves from hostile comments and actions.

**Companies can eliminate differential turnover among LGBT employees and decrease costs**

By creating an LGBT-inclusive workplace culture, organisations can eliminate differential turnover among LGBT employees and their allies and potentially decrease costs. As select organisations become leaders in creating LGBT-inclusive cultures, they are more apt to attract and retain LGBT employees by providing them with career advancement opportunities not available elsewhere. Competing organizations may then lose valuable talent to industry leaders.

**An LGBT-inclusive workplace can have a direct impact on financial performance**

Developing an LGBT-inclusive workplace can have a direct impact on financial performance by tapping into LGBT markets and attracting new customers, building customer loyalty, and keeping growth strategies robust and up-to date. In addition, companies that promote LGBT inclusion can increase their ability to retain an LGBT consumer base. Research consistently finds that LGBT consumers have a deeper loyalty to products offered by companies that have progressive policies towards LGBT employees.

Source: Catalyst Org. (2007) Making Change, <https://www.catalyst.org>

### Case Study 13: Inclusiveness and Diversity with LGBT

Today's LGBTQ workforce has undergone a fundamental, generational shift, both in how it defines itself and what it expects of workplace inclusion. The LGBTQ workforce is far more racially diverse and more likely to include women, transgender employees, and people with more varied sexual orientations than in the past, particularly among younger generations. Of LGBTQ employees under age 35, 28% are people of colour who identify as women, versus just 2% of those aged 55 or older. Consequently, the diversity, equity, and inclusion programmes in place at many companies, while beneficial, are no longer sufficient.

The evolving makeup of the LGBTQ workforce and its multifaceted composition present challenges to changing organisational culture — but in this complexity lies the solution. Future D&I efforts aimed at LGBTQ employees must acknowledge multiple personal attributes in addition to sexual orientation and gender identity. Demographic factors (like race, generation, and immigrant status) and life factors (such as caretaker status, religiousness, managerial level, and income) mean that each LGBTQ employee has a different life experience. Successful culture change will take a “segment of one” lens to acknowledge each employee's unique life context and needs. This is a new approach for many US companies but one that is critical to create truly inclusive workplaces.

Moreover, it is not just LGBTQ employees who are attuned to an organisation's culture. Straight Gen-Z and millennial employees—who will soon make up the majority of the workforce — also care deeply about inclusion and are more likely to advocate for it than previous generations. In that light, there are clear benefits for companies that get it right: improved financial performance, stronger innovation, less attrition, and a more engaged workforce.

The confluence of current events amplifies the urgency for an updated approach to diversity and inclusion. COVID-19 and the associated economic downturn disproportionately affect the health, wellness, employment, and economic security of people of colour, women, caretakers, part-time workers, employees with physical and mental health conditions, and employees with non-traditional family arrangements. The recent demonstrations for racial equity acutely amplify structural biases impacting people of colour's health, wellness, and ability to “show up” at work. These identities cut across the LGBTQ workforce and reinforce the need to take a segment-of-one lens to diversity and inclusion strategy. Short-sighted organisations will stay silent or double down on old approaches. Organisations should use this moment as an opportunity, however, to invest in new tools in order to create organisation-wide accountability, redesign working models, and change cultures to become more inclusive and accessible.

LGBTQ rights have advanced dramatically over the past 20 years, and much of corporate America has been central in shaping public opinion and boosting LGBTQ diversity in the workplace. The bulk of these efforts have been focused on developing equitable HR policies and benefits and setting up employee resource groups (ERGs). This is meaningful progress compared with a generation ago. Yet despite these efforts, the unavoidable fact is that most LGBTQ employees do not feel truly included in the workplace.

Source: Dupreelle, P et al (2020) *A New LGBTQ Workforce Has Arrived—Inclusive Cultures Must Follow*, <https://www.bcg.com>.

## Questions

What challenges do the evolving makeup of the LGBTQ workforce and its multifaceted composition present to today's changing organisational culture? How might organisations to invest in new tools in order to redesign working models, and change cultures? Do new generations better adopt LGBTQ at work today? What factors might favour this positive attitude?

## Perspective: LGBT inclusion: Safety, Acceptance and Equality

Devon County Council (2020) developed a toolkit to ensure that staff treat LGBT+ people with dignity and respect, as individuals and according to their needs. It aims at making LGBT live through dignity, respect and equality visible in staff development or supervision activities, staff competencies, customer service and employment policies.

This toolkit could include:

- Reflecting a 'No pressure to stay In. No pressure to come Out' philosophy.
- Ensuring staff are aware of appropriate and inappropriate language, including body language.
- Ensuring staff know to ask people what their needs are and how *they* want to be treated and addressed.
- Encouraging all staff to challenge poor attitudes and actions including homophobic/transphobic/biphobic language or otherwise offensive terms or behaviour.
- Using the term "partner" instead of husband/wife (unless it is known that an individual has a husband or wife).

- Challenging assumptions and ‘heterosexism’. In particular, to not make assumptions about what kind of lifestyle LGB or trans people may be familiar with, not defining people by sexual behaviour or making assumptions about sexual practice, and ensuring staff do not assume that LGBT+ people don’t have children or families.

## Conclusion

The LGBT issue is contemporary in approach compared to the traditional school of diversity that comprised age, gender, ethnic differences, etc. There is a little more consideration today where certain companies are duly considering this aspect and empowering employees in this category to better express themselves at work. Discrimination is still quite high in this field despite the fact that employers are attempting to include LGBT employees at work. It is the stereotype that companies and employees develop and which might be the key reason to discriminate LGBT workers. Globally there are more demonstrations of LGBT groups to explain that they also form part of diversity, that their rights must be respected and that any form of stigmatisation should be overcome. Lastly, an inclusion strategy like safety, acceptance and equality greatly encourages companies to better embrace diversity regarding LGBT.

Younes (2020) adds some points to ponder on LGBT issues today. She states that for many LGBT people in the region, merely walking the streets is an exercise in self-censorship. They are forced to practice to navigate their daily lives, which is one reason they resort to online platforms to express themselves more freely. When governments portray LGBT people as a “threat to public morality,” the “traditional family unit,” and “social stability,” they mobilise homophobia and transphobia as state strategies, further fuelling social stigma. Discrimination continues with impunity when affected LGBT people do not have recourse to the law and are not protected by the authorities.

## Practice Questions

1. What does a transgender employee mean?
2. What accounts for the rise of LGBT at work?
3. Why do societies traditionally reject ‘uncatholic’ attitudes?
4. Is it important to have religious opinions on LGBT at work?
5. In what ways can LGBT employees be discriminated at work?
6. How might managers approach the LGBT issue in diversity?

7. Draft a brief charter regarding the inclusion of LGBT employees at work.
8. What types of pressure might LGBT workers face in their jobs?
9. Explain LGBT inclusion today at work with regards to greater acceptance in society?
10. What is the relevance of mentoring and training in the inclusion of LGBT at work?

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# 14 HIV/AIDS WORKERS IN WORKPLACE DIVERSITY

## Introduction

By hearing the word AIDS some thirty years ago, people felt like being affected by society's worst ill-something pest like- and that was likely to be reprimanded at the first instance. The individual affected by the disease was isolated and treated with minimal care including nursing that was rudimentary. To this end, the affected person died on being rejected by society. AIDS was known in French term like *l'Épée de Damoclès* (Damocles Sword) like impending death without any possibility of escaping it. Then came some research about AIDS stating that HIV could be one of those factors likely to affect the individual first while AIDS could develop over time, say up to eight years.

These are all known facts about AIDS which has up to now made 25 million victims worldwide. Research findings state that the virus could have existed back to the 1950s before being better recognised as from the 1980s when it could be accepted that the virus was transmitted from primates to men and firstly affected the homosexuals. It was quickly voice as 'gay cancer' and was subject to high stigmatisation. The fact that Hollywood star, Rock Hudson along with colleague Elizabeth Taylor voice the actor's ailment through AIDS got a global reception illustrated with compassion and better understanding.

The development of antiretroviral medicine since the 1990s has changed society's perception of AIDS and the involved of the United Nations (UNAIDS) at the global level has developed much greater concern about the pandemic. Through safe sexual behaviour using condoms and avoiding used intravenous needles, AIDS might not be transmitted. In the same way, the use of appropriate drugs will lower the long-term spread of AIDS and become a palliative to it. Although no remedy has been yet discovered, thoughts about AIDS have evolved and moved a long way ahead.

All the explanation and known facts given so far help putting the reader within the context of AIDS as a pandemic and brings him/her to the workplace while being better informed. There is however the need to see deeper in the picture. AIDS affected people form part of the workforce and have to struggle to earn a living. In sub-Saharan Africa, some countries have their male populations decimated up to 25% and even beyond that. There is a dearth of labour in such countries while this affects the economy as a whole. Countries like Botswana, South Africa, Uganda and Kenya are seriously at threat with large populations of the workforce affected by AIDS.

Coming to the workplace, AIDS employees are the first ones subject to discrimination. There has been a recent case in Mauritius where a Cameroon student was disallowed to study in the country and a first ruling of the Courts states that such discrimination is unfair. To this end, it is worth stating how most societies look down upon people affected by the disease without supporting such workers. Discrimination is everywhere while companies that claim pursuing diversity objectives claim that they are doing their utmost best to avoid discrimination and to include such workers by providing them with the necessary support.

This assumption looks grin if a concept like stigmatisation affects AIDS workers in the same way as LGBT ones (discussed in the previous chapter). Stigmatisation directly discriminates AIDS workers whereby others want to stay away from them, leave them to their own and even show disrespect to them. There are also governments that clearly state that AIDS is the fault of “sinners” and this exacerbates the debate onto integrating AIDS workers. There is usually this contradiction between writing statements of affirmative action for AIDS workers and enacting positively towards them. This is where the debate remains unsolved despite the fact that developments regarding eradicating AIDS or longer and healthier living through AIDS looks to become true today.

### **Perspective: Genesis of HIV/AIDS: Key facts**

UNAIDS (2000) states that goes without saying that HIV/AIDS is as much about social phenomena as it is about biological and medical concerns. Across the world, the global pandemic of HIV/AIDS has shown itself capable of triggering responses of compassion, solidarity and support, bringing out the best in people, their families and communities. But the disease is also associated with stigma, ostracism, repression and discrimination, as individuals affected (or believed to be affected) by HIV have been rejected by their families, their loved ones and their communities. This rejection holds as true in the rich countries of the north as it does in the poorer and developing countries of the south.

The AIDS Institute (2015) claims that scientists identified a type of chimpanzee in West Africa as the source of HIV infection in humans. They believe that the chimpanzee version of the immunodeficiency virus (called simian immunodeficiency virus or SIV) most likely was transmitted to humans and mutated into HIV when humans hunted these chimpanzees for meat and came into contact with their infected blood. Over decades, the virus slowly spread across Africa and later into other parts of the world.

The earliest known case of infection with HIV-1 in a human was detected in a blood sample collected in 1959 from a man in Kinshasa, Democratic Republic of the Congo. (How he became infected is not known.) Genetic analysis of this blood sample suggested that HIV-1 may have stemmed from a single virus in the late 1940s or early 1950s (AIDS Institute, 2015).

Farrand (2007) explains that in June of 1981 a report was published by the CDC of five men in Los Angeles who had been diagnosed with PCP with no identifiable cause. This is sometimes referred to as the “beginning” of AIDS, but in light of the information we now have it would be more accurately named the beginning of awareness of AIDS in the United States. The disease was known by several different acronyms and names, such as ‘GRID’ (gay-related immune disorder), the more inclusive “CAID” (community-related immune deficiency), and the pragmatic if not particularly sensitive “Gay Cancer.” In 1982 public health officials began to use the term “acquired immunodeficiency syndrome,” or AIDS, to describe the occurrences of opportunistic infections, Kaposi’s sarcoma (a kind of cancer), and *Pneumocystis jirovecii* pneumonia in previously healthy people. Formal tracking (surveillance) of AIDS cases began that year in the United States. In 1983, scientists discovered the virus that causes AIDS. The virus was at first named HTLV-III/LAV (human T-cell lymphotropic virus-type III/lymphadenopathy-associated virus) by an international scientific committee. This name was later changed to HIV (human immunodeficiency virus).

The AIDS Institute (2015) reports that for many years scientists theorised as to the origins of HIV and how it appeared in the human population, most believing that HIV originated in other primates. Then in 1999, an international team of researchers reported that they had discovered the origins of HIV-1, the predominant strain of HIV in the developed world. A subspecies of chimpanzees native to west equatorial Africa had been identified as the original source of the virus. The researchers believe that HIV-1 was introduced into the human population when hunters became exposed to infected blood.

### **State of the Epidemic today**

Gains continue to be made against the epidemic, but those gains are getting smaller year-on-year. There has been steady progress in the reduction of AIDS-related deaths, but efforts to reach the 2020 target for reductions in HIV infections are clearly off-track. Gains in eastern and southern Africa are driving global progress. In much of the rest of the world, there are worrying setbacks in key countries and entire regions. More than half of new HIV infections in 2018 were among key populations and their sexual partners. An epidemic transition metric suggests that a diverse group of 19 countries are on the path to ending AIDS. Many more countries are not.

The AIDS epidemic has put a spotlight on the many fault lines in society. Where there are inequalities, power imbalances, violence, marginalisation, taboos and stigma and discrimination, HIV takes hold. The AIDS epidemic is changing: in 2018, more than half of all new HIV infections were among key populations—sex workers, people who use drugs, gay men and other men who have sex with men, transgender people and prisoners—and their partners.

Globally, new HIV infections among young women aged 15–24 years were reduced by 25% between 2010 and 2018. This is good news, but of course it remains unacceptable that every week 6000 adolescent girls and young women become infected with HIV. The sexual and reproductive health and rights of women and young people are still too often denied.

The world has committed to achieving the 2030 Agenda for Sustainable Development. As part of that, governments must protect and uphold the human rights of everyone. As the eyes and ears of the AIDS response, communities play a critical role in holding decision-makers to account and demanding political leadership.

Source: *UNAIDS Report 2019*

### **Current HIV-AIDS figures**

According to Global Health Organisation (2019), since the beginning of the epidemic, 76 million people have been infected with the HIV virus and about 33 million people have died of HIV. Globally, 38.0 million people were living with HIV at the end of 2019. An estimated 0.7% of adults aged 15–49 years worldwide are living with HIV, although the burden of the epidemic continues to vary considerably between countries and regions. The WHO African region remains most severely affected, with nearly 1 in every 25 adults (3.7%) living with HIV and accounting for more than two-thirds of the people living with HIV worldwide.

### **HIV/AIDS in Sub-Saharan Africa**

Avert.Org (2020) states that East and Southern Africa is the region hardest hit by HIV. It is home to around 6.2% of the world's population but over half (54%) of the total number of people living with HIV in the world (20.6 million people). In 2018, there were 800,000 new HIV infections, just under half of the global total. South Africa accounted for more than a quarter (240,000) of the region's new infections in 2018. Seven other countries accounted for more than 50% of new infections: Mozambique (150,000), Tanzania (72,000), Uganda (53,000), Zambia (48,000), Kenya (46,000), Malawi (38,000), and Zimbabwe (38,000). Overall, new infections in the region have declined by 28% since 2010. Around 310,000 people died of AIDS-related illnesses in the region in 2018, although the number of deaths has fallen by 44% since 2010. Despite the continuing severity of the epidemic, huge strides have been made towards meeting the UNAIDS 90-90-90 targets. In 2018, 85% of people living with HIV were aware of their status, 79% of them were on treatment

(equivalent to 67% of all people living with HIV in the region), and 87% of those on treatment had achieved viral suppression (equivalent to 58% of all people living with HIV in the region).

Three countries (Botswana, Eswatini and Namibia) have now reached coverage of 90% or above for the three key focus areas in the HIV care cascade, and Rwanda is close. In Mauritius, HIV prevention knowledge is low with only a third (32%) of young people aware of how to prevent HIV. When broken down by gender, this equates to just 4% of young women, compared to 30% of young men.

Although East and Southern Africa's HIV epidemic is driven by sexual transmission and is generalised, meaning it affects the population as a whole, certain groups such as sex workers and men who have sex with men have significantly higher HIV prevalence rates. For example, in 2018 Lesotho reported HIV prevalence among the general population at 23.6%, one of the highest in the world. The last recorded survey in 2014 shows prevalence is even higher among sex workers at 72% and men who have sex with men at 33%. In 2018, 25% of new HIV infections in East and Southern Africa were among key affected populations and their sexual partners, despite these groups making up a fraction of the total population. Yet programming for key populations remains insufficient and many people from these groups face stigma, discrimination and legal barriers that prevent them from accessing HIV services (UNAIDS, 2019).

### **HIV/AIDS and workplace stigmatisation**

Stigma and discrimination present major challenges to the successful implementation of workplace HIV/AIDS programmes (Stewart et al, 2003). Stigma is defined as a social process that marginalises and labels those who are different, and discrimination is defined as the negative practices that stem from stigma, or “enacted” stigma. In the workplace, employees may suffer from HIV-related stigma from their co-workers and supervisors, such as social isolation and ridicule, or experience discriminatory practices, such as being fired from their jobs. The fear of negative reactions from colleagues and employers may discourage workers from undergoing voluntary counselling and testing and seeking available prevention and care services.

The Centre for Disease and Control Prevention (2020) states that HIV stigma is rooted in a fear of HIV. Many of our ideas about HIV come from the HIV images that first appeared in the early 1980s. There are still misconceptions about how HIV is transmitted and what it means to live with HIV today. The lack of information and awareness combined with outdated beliefs lead people to fear getting HIV. Additionally, many people think of HIV as a disease that only certain groups get. This leads to negative value judgements about people who are living with HIV.

### **Case Study 14: HIV-related stigma remains far too high**

Stigma and discrimination are social and structural processes of disempowerment. Ignorance, fear and hatred create groups that are considered less valuable and less human than others, and consequently less worthy of human dignity. These divisions are often reinforced through laws, policies, governmental practices and other structural barriers. In the early days of the HIV epidemic, pervasive stigma and discrimination against people at high risk of HIV infection and people living with HIV greatly slowed AIDS responses. Decades of civil society advocacy and awareness-raising have seen many reclaim their rights. Civil society networks and human rights organisations have successfully challenged punitive laws and blocked proposed punitive legislation. There is now global expert consensus that not only do such laws harm the HIV response and run counter to human rights, but they are also ineffective and counterproductive for meeting their stated goals of reducing new infections.

Grass-roots activism has also seen same-sex sexual relationships decriminalized and transgender people empowered in dozens of countries across all continents. However, people at greatest need of HIV services remain criminalized and marginalized in many countries. People continue to be denied health care, employment and housing, and they face discrimination from healthcare workers, police, prosecutors and judges because of their HIV status and because they are suspected of being sex workers, people who inject drugs or lesbian, gay, bisexual, transgender and intersex (LGBTI) people. In addition, members of groups that experience stigma and discrimination often internalize these negative views. Supporting the full and meaningful involvement of people living with and affected by HIV underpins efforts to transform these unjust power hierarchies and protect their human rights.

Discriminatory attitudes towards people living with HIV remain extremely high in far too many countries. Across 26 countries with recent population-based survey data for a composite indicator developed by UNAIDS, more than half of respondents expressed discriminatory attitudes. In 29 of 68 countries with available data on one of the two questions within the composite indicator between 2013 and 2018, over half of people aged 15–49 years said they would not buy fresh vegetables from a shopkeeper living with HIV; in three of these countries, more than three quarters said they would not do so.

The Global Partnership for action to eliminate all forms of HIV related stigma and discrimination (Global Partnership) was launched on Human Rights Day, 10 December 2018 with the aim to catalyse and accelerate implementation of commitments made to end HIV-related stigma and discrimination as essential for ending AIDS. The partnership's implementation strategy will initially focus on health-care settings, workplace settings, educational settings, the justice system, household settings (individuals, families and communities), emergencies and humanitarian settings. All countries and partners committed to the HIV response and human rights principles are encouraged to join the global partnership and use their collective strength to eliminate HIV-related stigma and discrimination.

Source: *Global AIDS (2019) Communities at the centre*, <https://www.unaids.org>.

### Questions

Discuss how civil society advocacy, civil society networks and human rights organisations have helped overcome stigma against AIDS. Comment on discriminatory perceptions of society against people living with HIV AIDS. How can this be partly addressed? What might be the contribution of Global Partnership in addressing social stigma?

### Insight: The future of HIV and AIDS in East and Southern Africa

Tackling the HIV epidemic in East and Southern Africa is a long-term task that requires sustained effort and planning from both domestic governments and the international community. In order to meet UNAIDS' 2020 targets, between 2019 and 2020 the region must diagnose 1.1 million people living with HIV who did not previously know their HIV status, start an additional 3 million people on Anti-Retroviral Treatment, and ensure an additional 3 million people living with HIV achieve viral suppression.

Girls and young women must be placed at the centre of the response if the region is to drastically reduce HIV. This means meaningfully addressing gender inequality and inequity, tackling harmful traditional practices such as child marriage, and increasing educational opportunities.

Insufficient financial resources, combined with the lack of strategic information, has led to many high-impact HIV prevention programmes not being implemented to the necessary standard or scale in the region. These systems must be strengthened to enable the region's HIV response to be evidence-based, and ultimately more effective.

Countries in East and Southern Africa will need to assess how to allocate what are currently limited resources. For example, increased linkages between sexual and reproductive health (SRH) and HIV services have been shown to increase access and uptake for both SRH and HIV services. Using the skills of civil society organisations and the ability of communities most affected by HIV to implement services will be crucial to achieving effective results with limited resources.

Fundamental barriers to treatment, particularly HIV-related stigma and discrimination and HIV-specific criminal legislation, must also be overcome. Removing such barriers would encourage more people to get tested and seek out treatment, reducing the burden of HIV across the region. The increasing impact of migration also needs to be prioritised, as people move between and within countries, creating changing patterns of healthcare needs.

Serious challenges remain in terms of key affected populations, including the criminalisation of same-sex sexual relations, drug use and sex work, insufficient implementation of harm-reduction programmes, and insufficient protection of people from discrimination, harassment, violence and abuse arising from sexual orientation or gender identity. In many countries the prioritisation of key populations within national AIDS plans and strategies has not resulted in sufficient financial allocation and programme implementation to address their needs.

However, in some countries, key affected community networks are emerging and regional networks now exist for female sex workers and men who have sex with men. These networks are essential to strengthen the response for key affected populations.

Source: *Avert. Org (2020) HIV and AIDS in East and Southern Africa Regional Overview*, <https://www.avert.org>

### **Implementing policies regarding HIV/AIDS in diversity**

Stewart et al (2003) evoke possible activities to promote workplace stigma-reduction might include training for managers, peer educators, and counsellors, and devising strategies to address secondary stigma. The commonly reported interaction between workplace and community-based stigma calls for a coordinated response, such as offering workers and their family members a choice of using counselling services in either the community or workplace.

### **Development of a workplace policy on HIV/AIDS**

Once an institution has determined the nature of the probable impact, it is important to establish a framework within which a response can be implemented. A workplace policy provides a framework for action to reduce the spread of HIV and AIDS and manage its impact. It defines an institution's position on HIV and AIDS, and outlines activities for preventing the transmission of the virus and providing care and treatment for staff (and sometimes their dependants). It also ensures that the response is balanced, activities complement each other, and resources are used most effectively (National AIDS Council Zimbabwe, 2010).

### **The ability to be hired with HIV/AIDS**

According to the National Association of Social Workers (NASW, 2015) employers cannot fail to hire qualified people simply because they fear the individual will become sick in the future. The hiring decision must be based on the individual's ability at the current time. In addition, employers cannot decide against hiring qualified people with HIV/AIDS because they are afraid of higher medical insurance costs, worker's compensation costs or absenteeism.

### **Recording HIV status in employee file**

The Anti-Discrimination Association (ADA) requires that medical information be kept confidential. The information must be kept apart from general personnel files as a separate, confidential medical record available only under limited conditions.

### **Employer's request about an applicant's or employee's HIV status**

An employer may not ask or require a job applicant to take a medical examination before making a job offer. Neither can an employer ask about a disability or the nature or severity of a disability before making a job offer. An employer can, however, ask about the ability to perform specific job functions vital to the position (NASW, 2015). HIV-positive status alone, without some complication, can almost never be the basis for a refusal to hire after a post-offer medical examination. An employer may make a job offer conditional on the satisfactory result of a post-offer medical examination or inquiry if this is required of all new employees in the same job category.

### **Employer's provision of health insurance to an employee with HIV/AIDS**

The ADA prohibits employers from discriminating on the basis of disability in the provision of health insurance to their employees and/or from entering into contracts with health insurance companies that discriminate on the basis of disability. Insurance distinctions that are not based on disability and that are applied equally to all insured employees do not violate the ADA.

### **“Reasonable accommodation” for HIV/AIDS workers**

NASW (2015) comments that a “reasonable accommodation” is any modification or adjustment to a job, application process, or work environment that will enable the qualified applicant or employee with a disability to perform the essential functions of a job, or enjoy the benefits and privileges of employment. For example, if an HIV-infected person required two-hours off, bimonthly, for doctor visits, an employer might allow him/her to make up the time by working late on those days. An employer is not required to make an accommodation if it would impose an undue hardship on the operation or business.

### **Role of Employers and their organisations regarding HIV-AIDS practices**

The Uganda National Policy on HIV/AIDS and the World of Work (2007) developed a checklist ensuring the effective role that managers could enforce on their workforce. A selected number of ethical codes are hereby outlined.

- Formulation of a sound HIV/AIDS policy, around the principle of non-discrimination, equality, confidentiality, care and support.
- Development of an equitable set of policies that are communicated to all staff and properly implemented, including protection of the rights at work and protection against any discrimination at work.
- Development of a step-by-step action plan taking on all the legal, ethical, social and economic aspect. Identify the factors that influence HIV/AIDS transmission in terms of organisational, structure/activities, examine existing workplace practices and policies; establish the real and/or potential impact of HIV/AIDS on the company and its workforce.
- Enforcement of induction programmes for new workers that includes training on HIV/AIDS.
- Initiation and development of HIV/AIDS prevention and care programmes, designed not only to protect the infected workforce, but also to take into account the rights and problems of those living with HIV/AIDS.
- Provide and maintain as far as is practicable, a working environment that is safe and without risk to the health of its workers, including occupational transmission of HIV.
- Enforcement of the rights of workers with regard to HIV/AIDS and the remedies that are available in the event of breach of such rights, become integrated into existing grievance procedures.
- Mainstreaming HIV/AIDS activities into the workplace policies and programmes.

### **Recommendations on how workplaces can support HIV/AIDS workers**

Workplace HIV programmes require initial upfront cost. But they can quickly pay for themselves through the economic benefits of keeping HIV-positive workers healthy. However, if workers do not access or stick to services, the costs of HIV management, and the costs to business in general, increase. Scott et al (2011) provides 10 concrete recommendations on how workplaces can support HIV-positive employees so that they access and adhere to treatment and stay healthy.

- Develop and publicise a Workplace HIV/AIDS policy.
- Run a workplace HIV testing and Counselling programme tailored for high uptake.
- Develop an HIV management Strategy for employees.
- Make confidentiality a priority.
- Bring management onsite.
- Help HIV-positive employees visit the clinic.
- Adjust duties for HIV-positive employees when necessary.
- Help workers take their medications.
- Provide a platform for peer educators.
- Help keep HIV-positive workers strong through supporting good nutrition and addressing infections.

Scott et al (2011) maintain that if workplaces make an upfront investment in HIV testing and management, they can play an important role in alleviating the suffering caused by HIV in the years to come. For example, large-scale workplaces which provide treatment services for workers (e.g., Anglo American) are making efforts to extend treatment to spouses and dependents of workers, including prevention of mother to child transmission of HIV. These efforts have been widely commended in the international media and serve as the gold standard for ethical employee healthcare (Scott et al, 2011). Evidence suggests that this upfront investment in HIV management will be paid back many times over through supporting HIV positive staff to remain healthy and productive for many years. Investing in the health of one's employees is not just an ethical duty. It is also good business.

### **Conclusion**

AIDS is now considered as a pandemic while the term was related to epidemic in its initial stages. Some 33 million people live with AIDS at the global level and this is more prevalent nowadays in sub-Saharan Africa than in other parts of the world. Coming to workplace diversity, there are many workers having HIV-AIDS status but who live in constant fear of being rejected or denied from a job opportunity. Through advancements in medication,

safe sex behaviour and support from government and NGOs, there is greater acceptance of HIV-AIDS workers in organisations. There is still a high level of stigmatisation which encourages direct discrimination of other employees against HIV-AIDS workers. Companies must develop affirmative action to better engage such workers in their diversity. This could comprise firstly, accepting the HIV-AIDS worker as an integral part of the work community, providing moral support to such discriminated workers, make provisions for treatment and rest and equally inform all the employees on myths and realities about AIDS. Businesses might generally explain that they are likely to empower people to accept and be tolerant towards HIV-AIDS workers but it remains always difficult to apply it in reality. An encouraging factor comes from developing nations that have been instructed by NGOs, the United Nations and supranational organisations like the European Union to be more tolerant towards AIDS workers. Some countries have devised charters and affirmative action and the result remains to be seen.

### Practice Questions

1. How do perceptions about AIDS vary between advanced and developing nations?
2. What progress has been made with regards to AIDS at the societal level?
3. What does “stigmatisation” mean regarding HIV-AIDS workers?
4. Why is an affirmative action needed vis-à-vis HIV-AIDS workers?
5. Why is firing an employee stating his HIV status discriminatory?
6. Why is it important for governments to support diversity by accommodating HIV-AIDS workers?
7. Why are punitive measures against the HIV-AIDS workers discriminatory?
8. What medical or protection cover can a business provide to HIV-AIDS workers?
9. Contrast the choice of declaring or not an HIV-status to the employer.
10. What is the relevance of an enforcement of induction programmes for new workers that includes training on HIV/AIDS?

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# 15 CURRENT PARADIGMS IN WORKPLACE DIVERSITY

## Introduction

This chapter on workplace diversity focuses on new workforce paradigms in contemporary society. These types of diversity might already exist in society but they are actually coming to prominence in several parts of the world. These might not necessarily look like the visible aspects of diversity. They are rather invisible, incipient and yet they do have an effect on work. Such new aspects include; dual-career couples, single parents, telecommuters and mobile workers.

Dual-career couples are a reality today where couples might work for the same organisation. It is something that could apply to couples working in universities but might also stretch to other white collar jobs like information technology related jobs. This encourages the couple to work together, doing either a similar task or a different one in the same company and having similar aspirations at work. Dual-career couples must get enough support from management so that the couple can co-exist without fear at work and contribute to workplace diversity. Expatriates might want to have the same organisation to work and this could be a suitable arrangement for both people involved. The other element in such diversity comes from the fact that the dual-career couple has to raise children and see that there is proper work-life balance. What could be worse in this scenario could be competition between the couple for advancement and promotion at work. Dual-career couples are more present today than before in societies where the level of education improves and both gender benefit from reasonably good education.

Single parents appear to be another contemporary aspect of workplace diversity. Single parents are usually widows, divorced people or individuals who choose free union and decide to live separately. This phenomenon is common in developed countries but could also be a feature in developing nations where due to tragic circumstances, only one parent will have to look after his/her children. Women might be much disadvantaged as they have to rear a family and earn a living altogether. Organisations have the responsibility to shoulder single parents while at the same time avoid discriminating such people. The provision of special support such as counselling could be of great help.

Telecommuters represent another new element of diversity especially when companies argue that people can work from home. This could further support the concept of flexitime where people are not stuck to rigid office hours. In this context, telecommuters work away

from the office and yet they contribute positively to their firm. Though the desire to work independently falls in favour of the telecommuter, there is still the challenge of working away from the company, feeling less secure when support and counselling is not available from management. Worse, workers in this category might not 'feel' like really working. Telecommuters add a new dimension to diversity on being empowered people but their cause concerning recognition and inclusion must be heard.

This chapter also focuses on mobile workers who could be in the same line as telecommuters but are different in the sense that they are away from work and yet they always keep moving. Three types of mobile workers are explained in this lesson while it is a known fact that mobile workers face a higher level of disturbance on being both on and off site. It is up to managers to see how to come to their support and allow them fully participate in their company's goals.

These new paradigms will keep influencing the workforce further in the future as a result of the digitalisation of work and also societal changes regarding the way in which people live. Obviously, such things must not be lightly considered by managers. They must learn how to deal and cope effectively with this relatively new category of workers in our diversity.

### **Dual Career Couples in Workplace Diversity**

Dual-career family, a term introduced by Rapoport & Rapoport (1976), denotes a family structure in which the husband and wife simultaneously pursue active careers and family lives. More recent definitions describe the dual-career couple as two people who each have a career and a shared relationship (Arnold, 1997). Dual-career couple has been defined as "a situation in which both people in a marriage or relationship have a job (Cambridge Dictionaries, 2015)."

One of the most significant changes in our society in the last several decades has been the entry and continued presence of women in the working population (Schlumberger, 2015). Families in marriages in which both spouses work are now the largest single group of families in the workplace. According to the US Bureau of Labour Statistics, 60% of all marriages are dual-career marriages; these couples make up 45% of the workforce. Carter (1997) explains that over the last ten years, the number of dual-career couples employed in the United States has grown to three million, representing approximately 20 percent of all employed couples. As a result of these changing demographics, work/ family programmes have become more commonplace in the last five years.

To function effectively in the workplace, partners in a career couple must be able to negotiate a balance between the demands of work and family. So family-friendly policies make good business sense. Proactive corporate programs - including child and elder care, flexible benefits, job sharing, part-time work, telecommuting, parental leave, personal time and employee assistance programmes — all have reflected the changing perspective of corporate interest and involvement (Carter, 1997).

**Perspective: A workplace that supports dual-career couples and promotes continued diversity in the workplace**

Mc Kinsey (2019) states that employment policies and a company culture that support dual-career couples (DCCs) help not only employees, but also employers. Flexible schedules, support for work-life balance, access to mentorship, and other pro-DCC measures end up benefitting both the bottom line and the company culture. Flexible schedules are particularly advantageous, as they encourage teamwork, allow employers to draw from a wider talent pool, and help to ensure business continuity. Employees tend to be more loyal when they have a flexible schedule, too, resulting in lower turnover and hiring costs.

Maintaining a workplace that supports dual-career couples helps to ensure and promote continued diversity in the workplace. It is also a business imperative; to recruit and retain the best talent, businesses need to make their workplace a welcoming one for DCCs. And as our research for *Women in the Workplace* has shown, having diversity among employees and leaders generates above-average financial returns for companies of all sizes and sectors. Ultimately, employees are more satisfied when their employers demonstrate a clear commitment to supporting dual-career couples and their families. And as every employer knows, a satisfied workforce is an invaluable asset to any business.

**Insight: Dual-career couples thrive when workplace policies are on their side**

There has been a dramatic shift in gender roles in the last century. Women no longer stay home and look after the children while men earn. Increasingly, both men and women go to work and no one career takes precedence over the other. Women build careers, while more working men take on housework and help with childcare.

But even as single-income households move to dual income, aspirations for jobs are no longer tied only to the incomes they generate. Recent studies show that both men and women seek career fulfilment—and struggle to find it.

Last month, McKinsey published a report called “Making It Work” that looked at challenges faced by 35,000 workers across sectors. Notably, 89 per cent of women and 70 per cent of men counted themselves as dual-career couples.

The report showed that couples struggled to find fulfilment at work as it wasn't easy to balance their lives as well as understand demands of their partners' careers. It was an issue that caused conflict among those surveyed.

While progress has been made and a lot has changed for women, some things remain the same. Women marry later, establish careers and are less likely to give up a job. This is substantiated by a 2018 US report from the Pew Research Centre that indicated 55 per cent of mothers with children under the age of 18 are employed full-time, a figure that has risen from 34 per cent in 1968. But despite more women building careers, they still do the heavy lifting in the family.

It is a mistake for organisations to view employees only as lone individuals rather than as people whose career choices are tied intimately to those of their significant others. Dual-career couples have several stressful logistical issues to think about and organisations should factor this in. Not doing so ultimately leads to employees feeling conflicted about the choices they've made regarding work-life balance.

As for those who say the phenomenon of both partners working is a nail in the coffin of the natural order of things, it's worth pointing out that a truly flourishing household is one where both parties thrive. For far too long, women's identities and ambitions have taken a back seat. Recognising that women have aspirations and goals, which include both the household and the workplace, is a celebration of the potential of a true partnership.

Source: *Janmohamed, S. (2019) Dual-career couples thrive when workplace policies are on their side, The National, UAE.*

### **Benefits and drawbacks of dual career couples in diversity**

From a purely economic viewpoint increasing numbers of dual career couples, as well as, parent employees are considered to be a positive tendency, because this will positively contribute to the level of tax revenues and value creation and ultimately, increasing standard of life within a national economy (Dudovskiy, 2012). Moreover, dual-career couples and working parents may achieve significant results in their workplaces and this contribute to the level of their self-fulfilment.

On the other hand, Dudovski (2012) states that dual-career couples and working parents might be subjected to pressure in their attempts to balance their work and family responsibilities. And this pressure is even greater when dual-career couples have a child or children and the pressure is associated with the child care when both parents are at work and a sense of guilt felt by some working parents for not being able to spend enough time with their children.

Dudovski (2012) concludes that dual-career couples and parent employees have additional family responsibilities on top of their professional responsibilities. Balancing both of these responsibilities proves to be a highly challenging task to accomplish and may cause pressure and stress for employees that will consequently lead to lower performances at work, as well as, issues in maintaining good family relationships. Companies need to be proactive rather than reactive in terms of assisting their employees to deal with these issues.

### **Single parents in workplace diversity**

The Free Dictionary defines the single parent as a person who has a dependent child or dependent children and who is widowed, divorced, or unmarried. Single parent family may be defined as 'a family comprising of a single mother or father having their own dependent children.' The single parent family is created in a number of ways, death of one parent, divorce, separation and desertion (Kotwal and Prabhakar, 2009).

Franco (2015) explains that working single parents are now the norm. According to the U.S. Bureau of Labour Statistics, more than 50 percent of all single parents with children under the age of six work outside the home. In addition, a recent study showed that more than half of all new mothers remained in the job market after the birth of their babies. In short, there are now more children with working single mothers than ever before.

### **Problems facing single parents**

Kotwal and Prabhakar (2009) from their research based in India found that single mothers tended to suffer from a feeling of rootlessness and lack of identity after divorce or widowhood. This was especially true of women whose identity was formerly associated with that of their husbands. Financial crises were another standing situation with most of the single parent families. It became difficult in meeting the basic needs of children such as food, clothing, school fees, maintaining the previous standard of living and meet personal expense. Problems of single mother were linked with the up-bringing of children, their future and settling down in life. Until the time children got married and or get jobs they were dependent on the single parent, after that the problems are considerably reduced (Kotwal and Prabhakar, 2009).

### **Expectations of single employees at work**

Coleman (2005) suggests that single employees should expect and demand the same benefits as working parents. Single people have a life outside of work which, to them, is just as valuable as the personal lives of married workers or those raising children.

Employers who truly respect diversity in the workplace should re-examine personnel policies to ensure that all workers are treated equitably. With a little creativity and determination, they should be able to find the right balance between “family friendly” and “singles friendly” human resources practices.

### **Arranging for single-parents at work**

Srivastava (2017) purports that employers and HR can help facilitate parenting logistics. By helping make single parents' lives calmer and easier, they can become more productive workers. The author claims that few things that would benefit single parent employees as they manage the chaos of work and home better:

- Offering a place to bring a child who is too sick with a cold to go to school and yet too young to stay home alone would relieve one of the biggest challenges for working single parents. Having backup care services as an employee benefit gives employees peace of mind and lets them get on with work. Companies and HR need to start with training their managers on handling workplace issues, if managers have some understanding of the issues single parent employees face, they will be able to have an open conversation with employees when something comes up.
- Offering more work-life programmes is beneficial. Having those programs or classes during a lunch hour and not after work (when child care can be a problem) is even better.
- Helping single parents find support in creative ways to get that extra help and not overlook that single and married parents share the same challenges. A parenting co-op through colleagues, where parents trade hours for hours, offers a reliable solution for all parents. The idea can even extend to rides for employees who live in the same area.
- Workplace flexibility that offers the chance to work from home or to have an alternative schedule (maybe four 10-hour days, for example) helps single parents juggle all their commitments. If employees find the workplace unfriendly to their needs, they'll likely look somewhere else for a job.

### **Integrating the single parent in diversity**

Lerner (2001) provides an explanation of better accommodating the single parent at work where services would better meet the needs of individuals and their families if such needs were not defined by one individual's diagnosis but were addressed from a family-centred perspective. That is, an individual's needs should be understood within the context of the family and community and their strengths and resources. Community-based, parent-directed, family support programmes have developed, in part, in response to dissatisfaction with the existing individual, problem-focused, segregated service delivery systems. Similarly, there has been increasing interest in programmes that promote health and strengths of families, where families are seen as having diverse assets and resources to be strengthened and developed rather than as having "problems to be managed (Lerner, 2001)."

### **Telecommuting — Another current aspect of diversity**

The Small Business Encyclopaedia (2015) describes telecommuting as the practice of working from home for a business and communicating through the use of a personal computer-equipped with modem and communications software.

The Business Dictionary alternately explains that telecommuting is the [Substitution](#) of [telecommunications](#) for [transportation](#) in a decentralised and [flexible](#) work arrangement which allows part or full time employees to [work](#) at home via a [computer attached](#) to the [employer's data](#) network. Telecommuting is suitable for well-defined and well-structured [routine jobs](#) with clear and fixed goals, and not for [complex](#) jobs with fuzzy or fluid [objectives](#) requiring personal contact.

### **The popularity of telecommuting in workplace diversity**

Belissent (2013) in Forrester's Workforce Employee Surveys investigated trends among information workers such as device usage, collaboration practices, workplace preferences, and attitudes about their employers. The signs indicated that the demand for workplace diversity and choice was on the rise:

- Retiring baby boomers would leave the workplace at a steady pace (around 10,000/day in the US).
- Making room for younger employees - who work differently (like video chatting rather than stopping by to see a colleague at their desk).

- Being well-connected and mobile is a given particularly for younger employees who often choose and purchase devices and work tools themselves.
- Employees increasingly chose their place of work — with fewer opting for the corporate office and more finding themselves working in a public place.
- Regular telework has gained mainstream acceptance; even the government is doing it.
- Co-working — regularly working in shared business environments as opposed to a cafe, the public library or a train station—is growing quickly.

### **Case Study 15: New problems facing remote workers**

As more companies shift to remote work following the coronavirus pandemic, management may have to work harder to ensure that all employees are included and have equal opportunity. It is a problem most companies grapple with even in a normal in-person office environment, but the issue can quickly intensify with distance.

Evelyn Carter joined Paradigm CEO Joelle Emerson and Laszlo Bock, a former Google human resources executive. The three discussed how the new working environment may affect diversity, equity, and inclusion efforts and offered suggestions for companies to even the playing field, along with advice for marginalised employees, who may have to take extra steps to stay visible while working from home.

Tech giants including Facebook, Twitter and Square already have rolled out plans to allow some of their employees to work from home permanently. But having an isolated workforce also creates a set of new challenges including developing and maintaining a company culture, building relationships, and making sure all employees are equally heard. Carter said distance reinforces people's tendency to favour people who are similar to them. It also eliminates the opportunity for spontaneous conversations between different people who may be nearby or passing through. A remote workforce ideally creates a new opportunity for companies to intentionally spread opportunities across the board. But Paradigm's leaders, discussing in a panel, said they are not seeing many businesses take advantage of that. "We could be leveraging this moment in time to close those gaps," Emerson said. "But instead, most people are taking shortcuts and exacerbating it."

The panel offered some suggestions: Managers should be cognizant of who is getting assignments and aim to even the distribution. They also should think about being more flexible with schedules, as many people are parents or caregivers who now have additional responsibilities during the workday, Carter added.

Employers also need to be aware that not all employees have the same resources at home, Carter said. Some may struggle with stable Wi-Fi connections or have less access to high-quality screens or software, tools that may be essential to doing their jobs from home.

But above all, employers need to have empathy and understanding during a time that may be especially difficult for marginalised groups, the panelists agreed. Anti-Asian racism is running rampant following the COVID-19 outbreak, and the virus is taking an especially big toll on Black and Latino communities.

“Think about ways to be intentional, and evaluate the impact of it,” Carter said.

Source: *Abril, D. (2020) Remote work may exacerbate diversity and inclusion problems for companies, <https://fortune.com>.*

## Questions

How does an isolated workforce create a set of new challenges to employees and managers? How can managers ensure that remote employees are well looked after? How can stigmatisation against remote workers from minorities be correctly addressed?

## Mobile Workers and Diversity

Mobile workers are those who work at least 10 hours per week away from home and from their main place of work, e.g. on business trips, in the field, travelling or on customers' premises, and use online computer connections when doing so. Clevenger (2008) conceptualised three different categories of mobile workers: the constantly-mobile worker, the occasionally-mobile worker, and the hybrid-mobile worker.

### The constantly-mobile worker

Many workers actually do their job while they are moving. This category includes utility meter readers going from house to house and retail workers filling orders inside a warehouse. This presents some very unique usability challenges. The constantly-mobile worker is usually task-oriented, and the ability to automate tasks by capturing, analysing, and displaying data on a handheld device can provide very dramatic return-on-investment potential.

### **The occasionally-mobile worker**

Clevenger (2008) considers that there are other mobile workers who travel between locations, but only do their work while they are at their destination and more or less stationary. This category includes a growing number of office workers, who have seen their desktop PC replaced with a laptop, so they can take it with them to secondary offices and conference rooms, on business trips, and to home at night and on the weekends. The occasionally-mobile worker is often information-oriented, and although they are mobile, they only work when they're not moving.

### **The hybrid-mobile worker**

This category is comprised of occasionally-mobile workers that need to be able to access information while they are on the go, instead of waiting until they get to their destination. This is probably the most rapidly growing category of mobile workers. It is much easier for them to pull a smartphone out of their pocket with one hand, and within seconds check their e-mail, appointment calendar, or contacts list. In addition, the number of mobile line-of-business applications for this worker group is growing rapidly, and a variety of solutions already exist for customer relationship management, business intelligence, and workflow automation.

### **An upcoming trend in workforce diversity**

IDC (2020) defines mobile workers as workers who are enabled with mobile devices (smartphones, tablets, etc.) by their company to complete their assigned tasks and workflows. The mobile worker population is segmented into two core categories: information mobile workers and frontline mobile workers.

### **Information Mobile Worker**

A knowledge or office worker who typically works from a single location, has dedicated computing resources, and tends to create, transform, and distribute data and/or content using productivity and enterprise applications. Examples include programmers, business analysts, marketing specialist, researchers, billing clerks, lawyers, accountants. This category of mobile worker includes those who may also be physically mobile during their workday, including mobile professionals, occasionally mobile workers, and mobile non-travellers.

### **Frontline Mobile Worker**

A worker who performs client-facing or operational activities onsite or in the field that require distributed, mobile access to data, content, applications, and workflows. Examples include store associate, nurse, lab technician, construction worker, field service worker, and hospitality worker. The two primary types of mobile frontline workers are mobile field workers and mobile on-location workers.

### **Insight: Current and future trends in mobile workforces**

A mobile workforce is a group of employees that is **not** bound by a central physical location. Instead, the employees are connected by various types of mobile technology: computers, smartphones and other mobile devices. Because these technologies are increasingly portable, easier to use and affordable, a mobile workforce is becoming more prevalent. The global mobile workforce is expected to reach 1.87 billion workers by 2021.

The idea of a mobile workforce goes well beyond simply working from home. With the advent of sophisticated mobile devices, onsite workers can perform field work that otherwise would have been done back at an office.

The objective of a mobile workforce is to make employees as productive outside of the office as when they are in it. With a mobile workforce, employees should be able to remotely access the same software applications and data as they would at a company headquarters.

Newer technologies have contributed to making a remote workforce practical. Tools like Asana, Slack, Webex, Zoom and Google Calendar make virtual work and collaboration among the mobile workforce enjoyable and efficient. However, these new tools and apps can pose a challenge for effective IT management administration. Other innovations in mobile technology such as biometric readers, wearables, voice control, near-field communications (NFC), virtual reality (VR) and augmented reality (AR) are also enhancing communications and business workflows.

Until recently, one of the key barriers to implementing mobile technologies was the lack of a reliable, fast wireless signal. With the introduction of 5G wireless, mobile workers can share even massive files with associates and collaborate over video without lag or disruptions.

With innovations like 5G, even small businesses can tap into AR and VR technologies for enhanced communication and collaboration. Workers will learn complex tasks with information that is delivered on-demand using AR. Building and engineering workers will perform 3D interaction and planning with AR devices. Supply chain management and inventory picking will be delivered through an AR device.

Most recently, the COVID-19 pandemic has forced organizations adopting practices to allow even more of their employees to work remotely. Future business trends will likely involve:

- Adopting new software tools to better manage large-scale transitions of office employees to remote and home locations.
- Implementing flexible contract terms through subscription services to minimise cash flow impacts to businesses.
- Minimising disruption to infrastructure and services access by forming strategic relationships with major software and equipment vendors – and network service providers.

Source: IBM (2020) *What is a mobile workforce?* <https://www.ibm.com>.

IDC predict that the increase of mobile workers will be significantly greater than the increase in employees working from home, despite the widespread adoption of flexible working practices. Kandola (2007) states that organisations need to consider what they can do to make mobile working opportunities more accessible for women with childcare responsibilities. Possibilities include expanding mobile work options to part-time roles, and providing allowances and technology for workers to keep in touch with their families whilst working away from home. The remote and work-from-home sub-category is crucial because working from home will be much more prevalent in the future. A recent IDC survey found that 87% of U.S. enterprises expect their employees to continue working from home three or more days per week once mandatory closures are lifted, and 90% of enterprises think it is likely more of their workers will work from home in the future (IDC, 2020).

### **Integrating the mobile worker**

This research conducted by Cisco systems with Kandola has demonstrated that not only is the uptake of mobile working rapidly increasing, but it is also bringing productivity benefits to organisations as well as flexibility and motivational benefits to individuals. The blueprint of the successful modern mobile worker has been described as an individual who is self-motivated, conscientious, resilient, extroverted, independent and has excellent communication, relationship building, planning and adaptability skills. An excellent mobile worker is also a worker with a skilled manager who is aware of the power of trust and communication, adapting their style to meet employee needs and building strong team relationships.

Mobile working does, however, come with a warning (Kandola, 2007). Many workers find that work-life boundaries become blurred with the possibility of 24-7 communication. Others experience isolation when they do not receive the managerial, colleague and technological support that they need. This can lead to mental health problems.

Kandola(2007) concludes that employers need to provide suitable technological solutions with the capability to allow mobile workers to both remain in contact with colleagues, family and friends when they are “on the road” as well as giving them the resources to access the information they need regardless of their location. Employers also need to educate their managers on how best to manage mobile workers.

## **Conclusion**

This final chapter on diversity looked at new paradigms and trends in this challenging area. Firstly, the issue of dual-career couples was addressed where this tends to become more and more popular in modern society. The importance of work-life balance matters as couples tend to be separate and distant from one another. When they work together, there is a higher level of productivity coupled with well-being. Employers must be aware of this phenomenon.

Single parents are also common feature at work. Due to family problems and commitments, there might be single parents working. They face the burden of working and raising their children with a single source of income. Worse, in tough times, they might lose jobs and have no financial support. Here again, priorities like keeping them in jobs and offering possibilities for deployment must be duly considered.

Telecommuting has gained popularity during the COVID-19 international confinement with people working from home. This practice ensured continuity of work and tends to perpetuate a new work phenomenon though it is common to advanced societies. The need to keep in touch with telecommuters matters as well as the necessary support that they deserve. The same applies to mobile workers who, in large countries, travel from one place to another one to get better job prospects. On being mobile, concerns like flexibility, arrangements, accommodation, support and leadership matter a lot in creating inclusion of this type of workforce.

## **Practice Questions**

1. What is the reason for a company to employ a dual-career couple?
2. What are the challenges of employing a dual-career couple?
3. Define the concept of the single parent. Provide examples of it.
4. Why should the single parent be supported by management?
5. Why has telecommuting become popular at work?
6. What are the challenges linked with telecommuting?

7. How does the concept of the mobile worker apply in today's business?
8. What challenges might the mobile worker face at work?
9. Why should managers better address the needs of mobile workers?
10. Do the new paradigms affect diversity in developing countries? Discuss.

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# 16 STATISTICAL INTERPRETATION IN WORKPLACE DIVERSITY

## Introduction

This final chapter on diversity specifically addresses the need for statistical interpretation from the student or the diversity practitioner. Just reading topics on diversity is not complete unless the information searched is supported by data. Bearing in mind that management students are sometimes unjustly considered as “maths illiterate”, it has been felt that they must have access to numerical data and be able to interpret the information provided. Data is used by every individual and it becomes vital for the purpose of research which is done through projects or dissertations to be undertaken by the student.

Coming to the essence of using statistical information, researchers might state that such data represents an important component in the study of diversity management. For instance, one might speak of AIDS but cannot provide concrete information about the number of people living with AIDS, the perception of employers, the effort undertaken by governments, etc. unless these are supported by facts and figures. By using numerical information, one is in a position of better gauging the information provided and making suitable use of it.

Next comes the effort of using and interpreting information. This chapter encourages the search of numerical data in the following forms. The first level is inquiry, that is, what does a numerical figure represent and why is this an occurrence at work? The second level is interpretation of the information. It explains how to make use of the data given. For example, making an average of the different discrete data provided and see how it compares with another similar set of data. The third level is the application and interpolation of data. For instance, what is likely to happen if a trend persists? What is the consistency of the correlation between two variables?

Numerical analysis of information also validates a theory in specific areas. Things cannot be generalised in diversity management since they differ from one place to another one. For example, gender differences may be higher in developing than rich nations but these must be proven in the contexts defined. There might be similarities and differences depending upon the environments and the data make the difference.

For the purpose of this course, statistics have been gathered from different contexts like the United States, the United Kingdom, Japan and developing countries. These prove to be an interesting effort in that it is far easy to gain information from US companies than

businesses in the developing world. The objective of providing varied data from different contexts sheds light onto areas where information could have been difficult to gain. For instance, different views on culture between China and the USA.

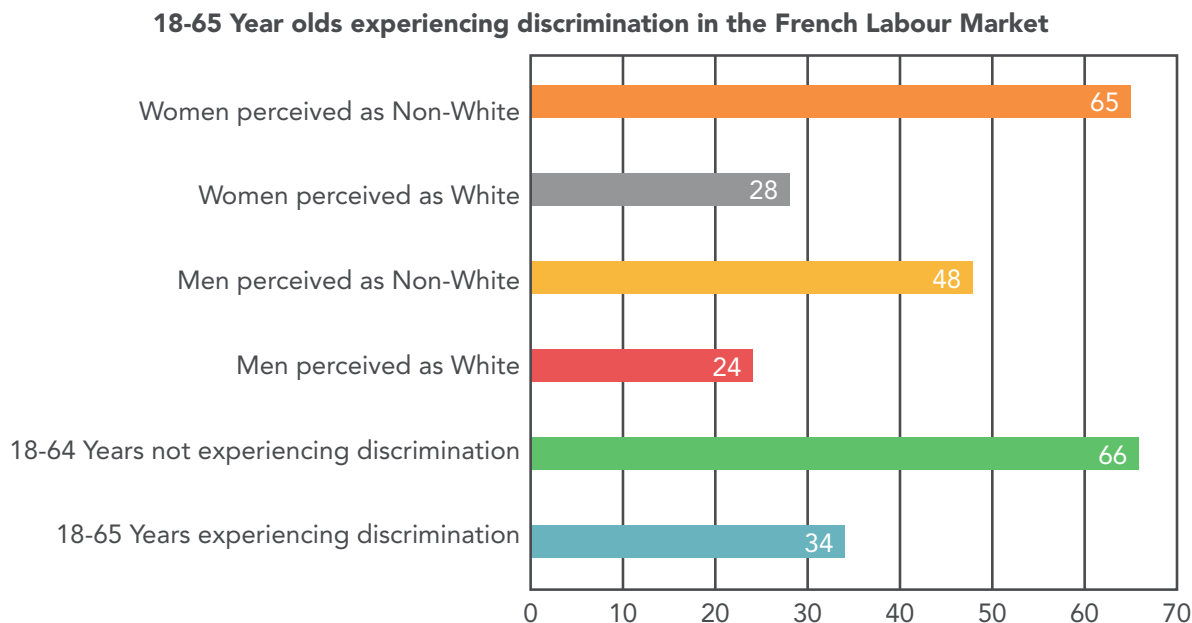
Lastly, the objective of using statistical data adds spice to the individual's learning. Based from what has been learned from the text, it becomes equally challenging to use information and apply it to the situations described. The statistical data cover areas like gender, age, mobile workers, telecommuters, etc. and these are clearly identified as the core concepts of diversity. It is hoped that using facts and figures makes the work of the researcher interesting, helps him/her probe into research in the diversity context but also think more critically and logically of diversity which is, on its own, a useful contribution to the social sciences.

### **Racial diversity in France**

A 2017 survey by the “Défenseur des Droits” (the French equality body) and the International Labour Organisation showed that people were most likely to experience discrimination in employment. 34% of the active population declared having experienced discrimination related to sex, age, pregnancy or maternity, origin, religion, disability and health during the past five years (29% in the workplace and 18.5% in access to employment). According to the study, middle-age married white men are the least discriminated group (13%) while women of colour are the most vulnerable group (65%). 48% of men perceived as non-European (Arab, Asian, Black) declared having faced discrimination compared to 24% of men perceived as European (White).

According to this survey, the French labour market is considered extremely discriminatory, as one in two people consider discrimination is common while seeking for a job and one in three during a career. In 2016, 64% of job seekers reported that racial discrimination in the labour occurred often or very often.

Chart 1: Survey results on discrimination in France



**Source:** Défenseur des Droits (2017) Enquête sur l'accès aux droits. Volume 3, 10e Baromètre de la perception des discriminations dans l'emploi.

## Questions

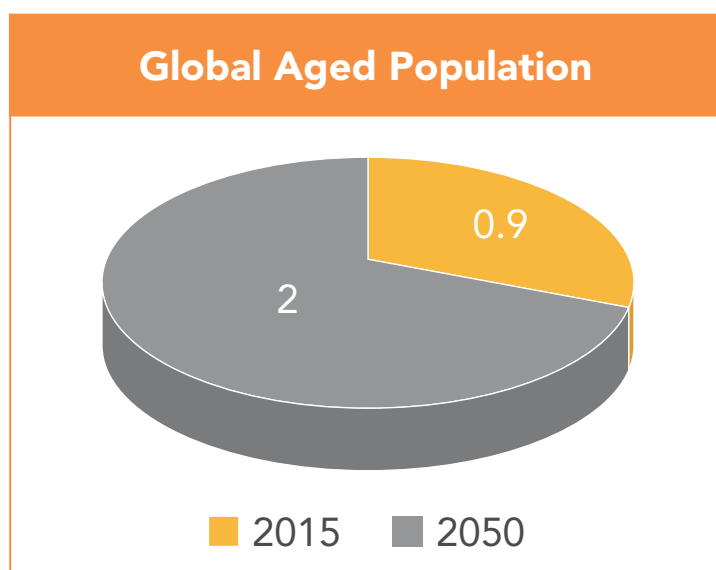
1. What are the implications of regarding women as Whites?
2. Why is the perception for women to be considered as non-Whites important?
3. What might this infer?
4. Why is the score weaker for men perceived as non-Whites?
5. Why might there be lesser discrimination perception between men and women?
6. 66% of 18-65 years old do not experience discrimination compared to 34% among them. How has the perception of racial difference and diversity changed in the course of time?

## Age and Diversity

People worldwide are living longer. Today, for the first time in history, most people can expect to live into their sixties and beyond. By 2050, the world's population aged 60 years and older is expected to total 2 billion, up from 900 million in 2015. Today, 125 million people are aged 80 years or older. By 2050, there will be almost this many (120 million) living in China alone, and 434 million people in this age group worldwide. By 2050, 80% of all older people will live in low- and middle-income countries.

While this shift in distribution of a country's population towards older ages—known as population ageing—started in high-income countries (for example in Japan 30% of the population are already over 60 years old), it is now low- and middle-income countries that are experiencing the greatest change. By the middle of the century many countries for e.g. Chile, China, the Islamic Republic of Iran and the Russian Federation will have a similar proportion of older people to Japan.

Chart 2: Comparative Global aged population (2015-2050)



Source: World Health Organization (2018)

### Questions

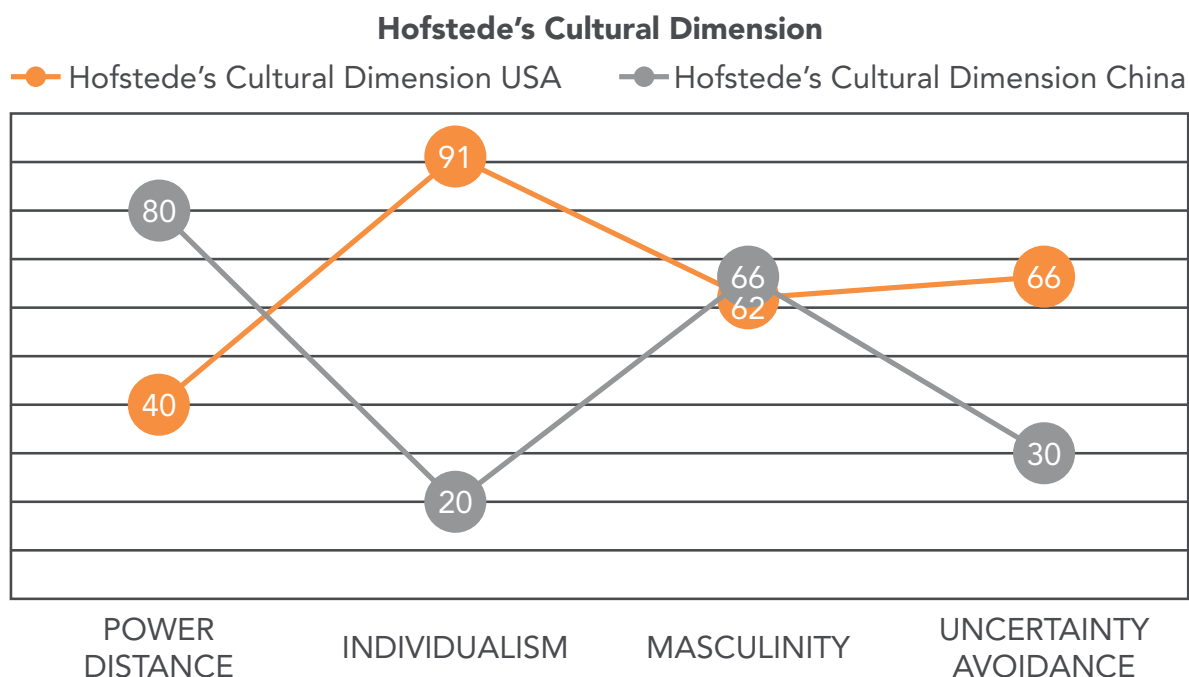
1. By 2050, the world's population aged 60 years and older is expected to total 2 billion, up from 900 million in 2015. If 2015 is indexed at 100, what will be the index change by 2050?
2. What factors account for the rise in the aged population?
3. Actually there are 125 million people aged above 80 worldwide, and by 2050, there will be 434 million people in this age group worldwide. Calculate the percentage rise in the aged population in this age group?
4. What will be the scenario in developing countries?
5. What key issues regarding recruitment in age diversity imply?
6. What inclusive practices might be needed in the future?

### Comparative cultural dimensions between China and the United States

The chart below shows a comparative index for China (orange) and the United States (blue) regarding the five dimensions stated by Geert Hofstede. They are abbreviated in the chart as follows:

- Power Distance Dimension—Small vs. Large power distance
- Individualism Dimension—Individualism vs. Collectivism
- Masculinity Dimension—Masculinity vs. Femininity
- Uncertainty Dimension—Weak vs. Strong uncertainty avoidance

Chart 3: Comparative cultural dimensions between China and the United States



Source: Hofstede's Insights (2020)

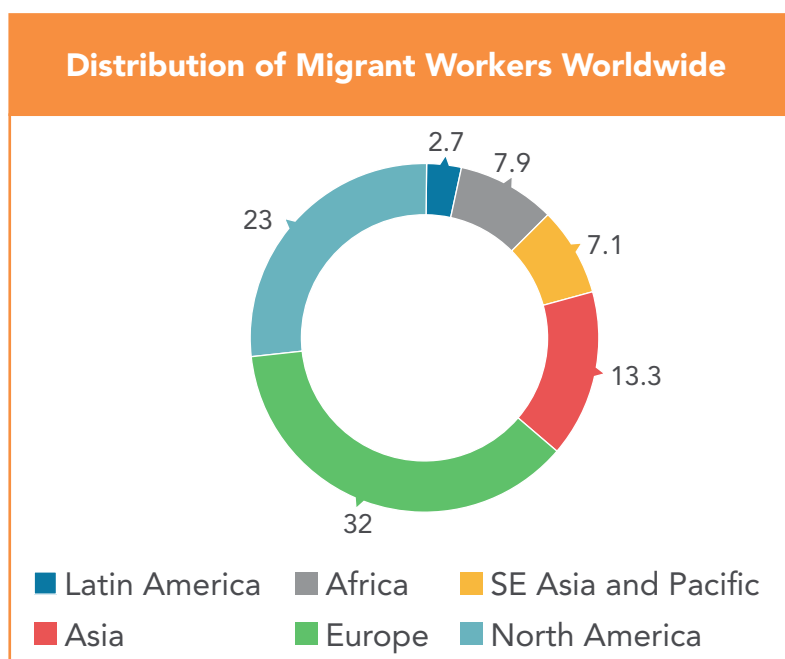
1. Why is power distance much stronger in China than in the USA?
2. What might account for that?
3. What factors state that the USA favour more individualism than China?
4. How does this compare with that of China?
5. How are masculinity/feminity in close line between China and the USA?
6. Why might uncertainty avoidance score weak in the index both for China and the USA?
7. Calculate the average indices of both China and the USA and relate them to the strength of cultural dimensions to both countries. Critically identify differences in index regarding individualism and power distance.
8. How do these indices reflect diversity at work in both countries?

## Migrant Labour Worldwide

Overall in 2017, male migrants of working age and male migrant workers each constituted 4.5 per cent of the world's male population of working age and male population of workers. The corresponding figures for female migrants were 3.8 per cent and 5.0 per cent, respectively. The equal share of male migrants in both populations relates to their labour force participation rate being equal to that of male non-migrants, while the higher share of female migrants of working age in the female population of workers relates to their higher labour force participation rate compared to female non-migrants.

The higher proportion of men among migrant workers may also be explained by the higher likelihood of women to migrate for reasons other than employment (for instance, for family reunification or humanitarian reasons), as well as by possible discrimination against women that reduces their employment opportunities.

Chart 4: Migrant labour movement in the world



Source: Migration Data Portal (2020)

1. How might migrant workers constitute a growing workforce in 2017?
2. What accounts for high migrant movement in Europe?
3. How does this figure compare to North America?
4. What are the factors favouring labour migration?
5. What factors might hamper labour migration to North America/
6. How do the figures in Europe and North America compare with those of Asia and Africa?

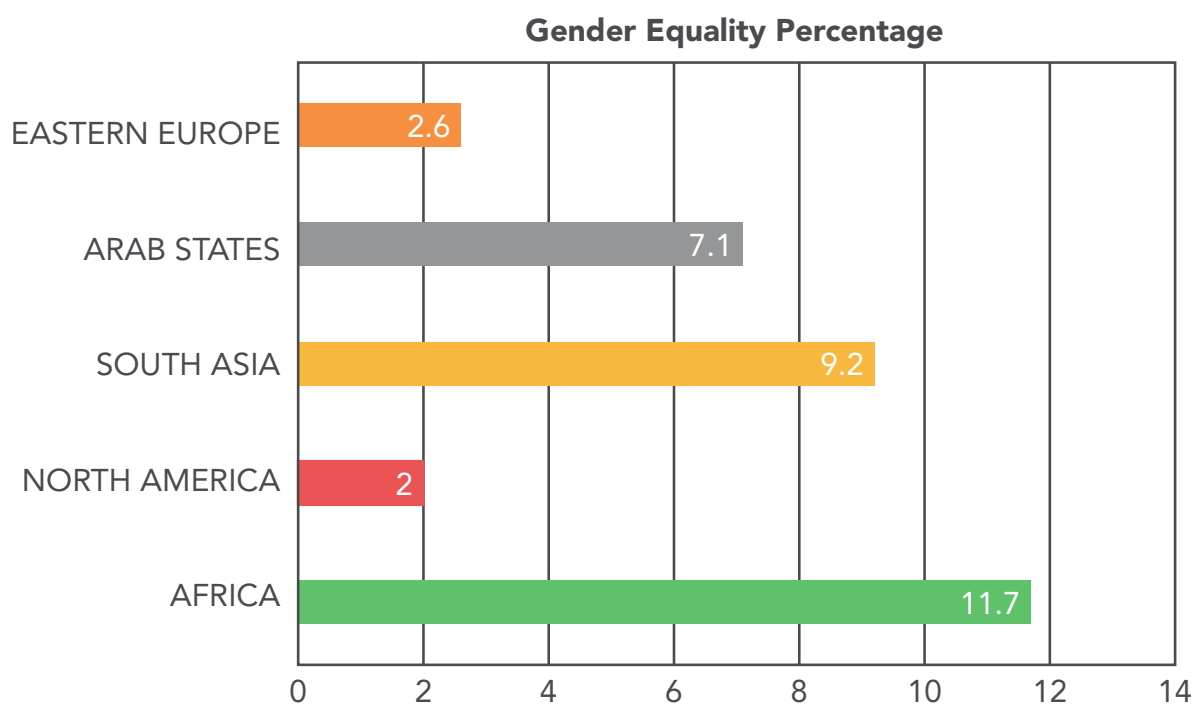
7. Migration has become more diverse in terms of immigrants. Why is this so?
8. How might rich countries be a target for migrant labour?
9. Compare average differences in migration between rich and developing nations.

### Female Empowerment in Workplace Diversity

Seven years after the promulgation of the 2010 constitution which forbids gender discrimination, Kenyan women are still not receiving equal pay for equal work done. They are also being short-changed when it comes to getting equal pay for work of equal value. That means they have less spending power, have less to save and even less to put aside for their retirement meaning that many are in later life forced to be dependent on their families.

The Human Development for Everyone report released in March 2017 and compiled on the basis of estimates for 2015 indicated that women make up 62.1 percent of the total labour force compared to 72.1 percent of the men surveyed during the same period. The same report indicated that while Kenyan men earned an estimated gross national income (GNI) per capita for males of \$3,405 (Sh350,715) in 2015, this was far higher when compared to the \$2,357 (Sh242,771) for females. The GNI per capita reflects the average income of a country’s citizens in dollar terms. And because they earn less than men and are less likely to control land, women pay less in taxes and are less likely to be leading in entrepreneurial activities.

Chart 5: Gender Equality Comparisons



Source: The Elephant Info (2018)

**Questions**

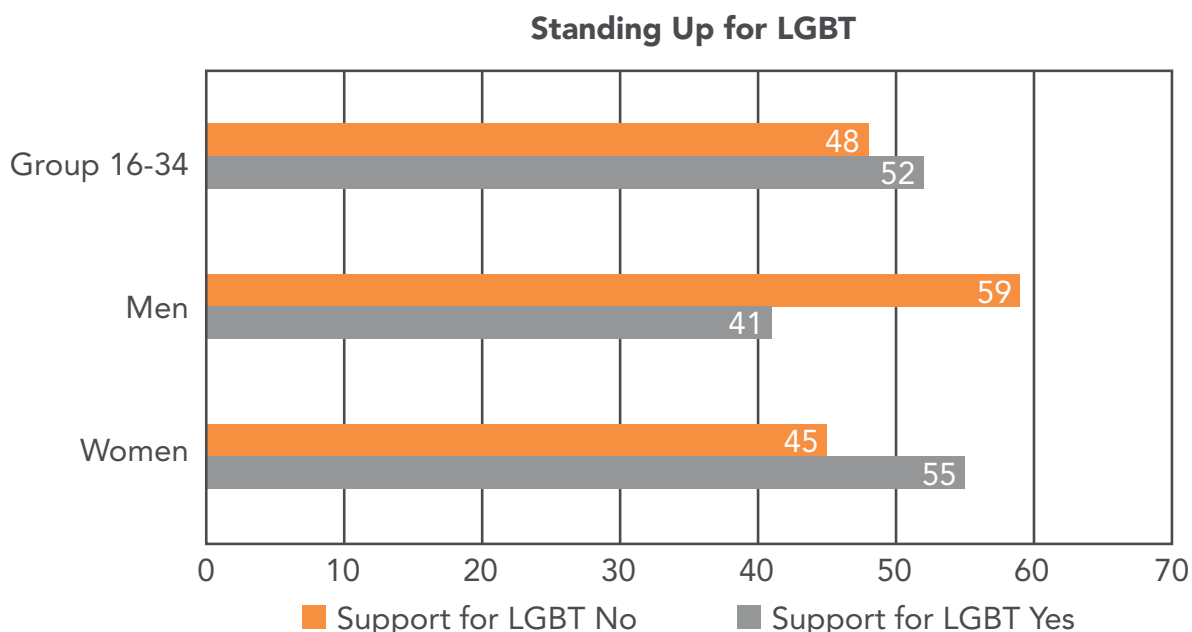
1. From the above abstract, why do Kenyan women earn less than their male counterparts?
2. Calculate the percentage difference in pay between men and women? Why is this a concern?
3. From the above chart, how can Africa gain from women empowerment?
4. Why does the situation look similar in Arabian States and in south Asia?
5. How do the figures contrast with those of developed countries?
6. Does gender equality bring prosperity in Africa? Discuss.

**Standing Up for LGBT**

New study sheds a positive light on attitudes towards the UK LGBT community. A new Ipsos MORI survey commissioned by grooming brand Harry’s has provided a new insight into UK heterosexuals’ attitudes towards the LGBT community in the UK in 2018.

A new Ipsos MORI study which surveyed 2,251 adults in the UK, reveals that a majority of heterosexuals responding to the survey are ready to leap to an LGBT individual’s defence in the face of homophobia. Although the vast majority of heterosexuals, responding to the Ipsos MORI survey, now feel comfortable around lesbian, gay or bisexual people, nearly a quarter (23%) say they’re uncomfortable around transgender individuals and men still lag behind women when it comes to supporting the LGBT community.

Chart 6: Responses to stand up for LGBT



Source: Ipsos MORI (2018)

Strong support for ‘Straight Ally’ schemes to tackle homophobia in the workplace, particularly amongst younger workers. Nearly three-quarters (73%) of LGBT respondents think more companies should have ‘straight ally’ schemes to tackle homophobia in the workplace and over half of 16-34’s agreed. A majority of all women (55%) believed this workplace initiative should be instigated, with a lower percentage of men (41%) agreeing.

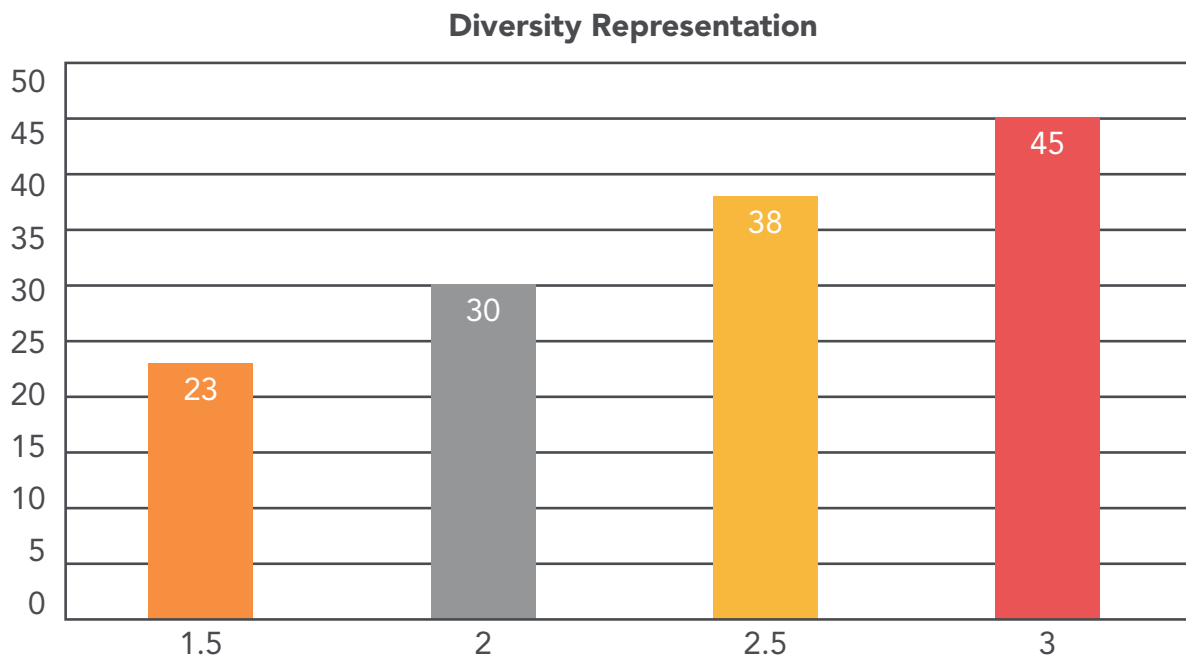
### Questions

1. Why are women more in favour of supporting LGBT initiatives compared to other respondents?
2. Why might men be less in favour of supporting LGBT initiatives? What does this result speak of men’s attitudes in the context of the United Kingdom?
3. What could be inferred from the mixed feelings from the group 16-34?
4. How might women empower men to be more positive towards LGBT?

### Innovation and Diversity

To see how diversity on the leadership team can translate into better financial performance, we looked at a hypothetical company with about 50,000 employees and 1,500 people in management roles. Boston Consulting Group (BCG) started with a diversity mix in line with overall averages and innovation revenue that was about one-third of the company’s total (35%, the average for our sample of companies); we then changed each dimension in isolation to gauge the effect. Relatively small changes in the makeup of management can have a significant impact. For example, if our hypothetical company were to hire 30 managers from a different industry (2% of the total management team), it would improve its innovation revenue by a full percentage point. Hiring 38 female managers (2.5% of the team) would have the same result, as would hiring 23 managers (1.5% of the team) from a country other than the one in which the company is based.

Chart 7: Diversity and Innovation



Source: BCG Group (2017)

Blue [1]: Manager from different country, Red [2]: Manager from a different industry, Green [3] Female managers, Yellow [4] External Managers with a different career path

### Questions

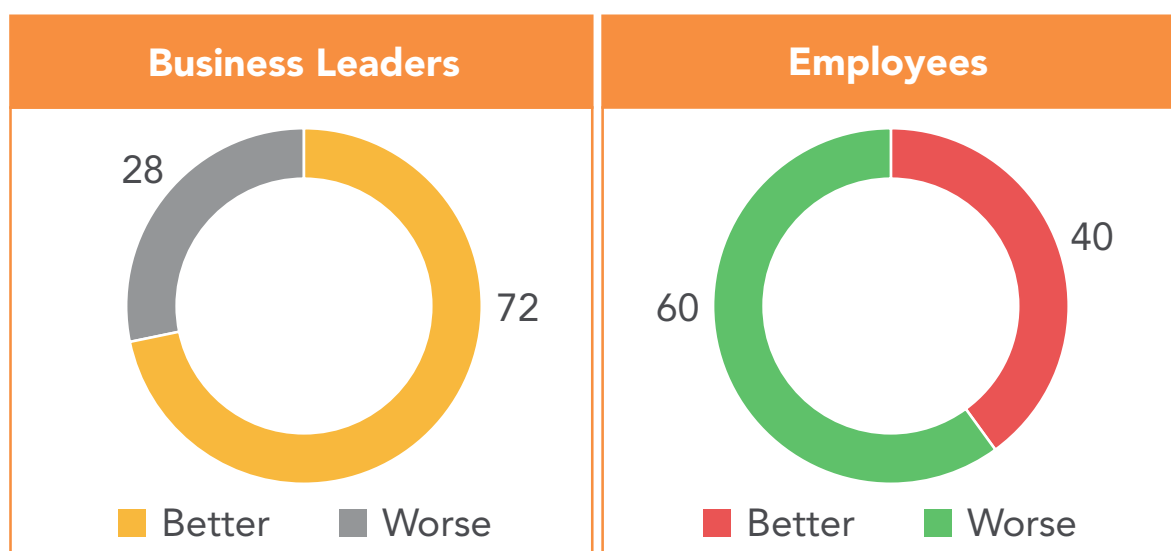
1. Hiring 23 managers would make a percentage gain by 1.5%. What might this figure imply in leadership diversity?
2. Hiring 30 female managers might result in 2% gain in productivity. What is the implication in this case?
3. External Managers with a different career path can account for 3% gain in productivity. What attributes can relate to such a gain?

### Impact of new working situation on their opportunity for a promotion at work

A research was undertaken by Catalyst org, a think-tank on workplace diversity. It addressed the issue of how Covid-19 has impacted business leaders and employees’ working situation, how did it affect their future in each of the following ways?

The options were as follows: Not much-Somewhat better or Not much-Somewhat worse. Base: total business leaders n=250, total employees n=850, women business leaders n=123, women employees n=475, men business leaders n=125, men employees n=374. The results are interpreted in two separate charts below.

Chart 8: How the new work situation affects employee prospects



Source: Catalyst. Org.

This research was collected in a 10-minute online survey of 1,100 US adults aged 18 and older in full-time employment conducted by Edelman Intelligence on behalf of Catalyst between June 1-5, 2020. The margin of error is +/- 2.95%.

Respondents included 250 business leaders in large companies and 850 employees in large, multinational companies (with 500-plus employees), representative of the working population in terms of age, gender, region, race, and ethnicity.

### Questions

1. Why are business leaders more optimistic of their future after COVID-19?
2. Why are employees less optimistic after COVID-19?
3. What is the cause for the difference?
4. What action can be initiated on behalf of employees to reduce the degree of fear?
5. What action could organisations take on behalf of managers?
6. In both cases, women leaders and employees showed less optimism regarding their future? Why is this so?
7. What is the relevance of such a study?

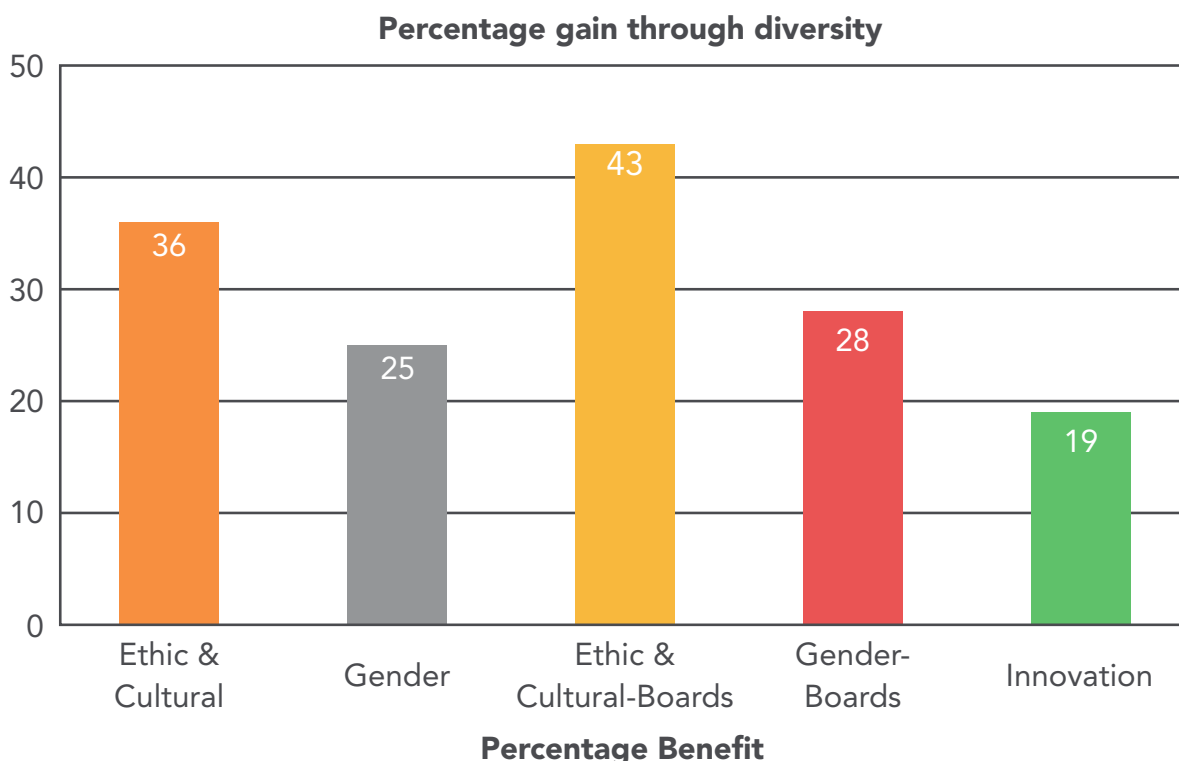
### Gaining through Diversity

Companies in the top quartile of ethnic and cultural diversity on their executive teams are 36 percent more likely to experience above-average profitability than peer companies in the fourth quartile. Further, companies in the top quartile for gender diversity on their executive teams were 25 percent more likely to experience above-average profitability than those in the fourth quartile.

This could be due, in part, to better innovation. Companies with diverse management teams report innovation revenue 19 percentage points higher than their less diverse counterparts. That is, they see a higher percentage of overall revenue (45 percent) from products and services that have launched in the last three years.

Similarly, companies with diverse boards see more profitability. The most ethnically and culturally diverse boards are 43 percent more likely to experience higher profits. Companies whose boards are in the top quartile of gender diversity are 28 percent more likely than their peers to outperform financially.

Chart 9: Companies gaining through diversity



Source: Ethnically diverse leadership teams are 36 percent more likely to be profitable Sapling.HR.com (2020)

## Questions

1. How might ethnicity and cultural inclusion improve percentage gain in profitability at the company and the board level? What benefits might be gained from such inclusion? How do these impact decisions and performance?
2. How does gender inclusion add to the improvement of performance in organisations?
3. What accounts for a relatively lower impact of innovation linked with an inclusive workplace? How can the figure be improved?

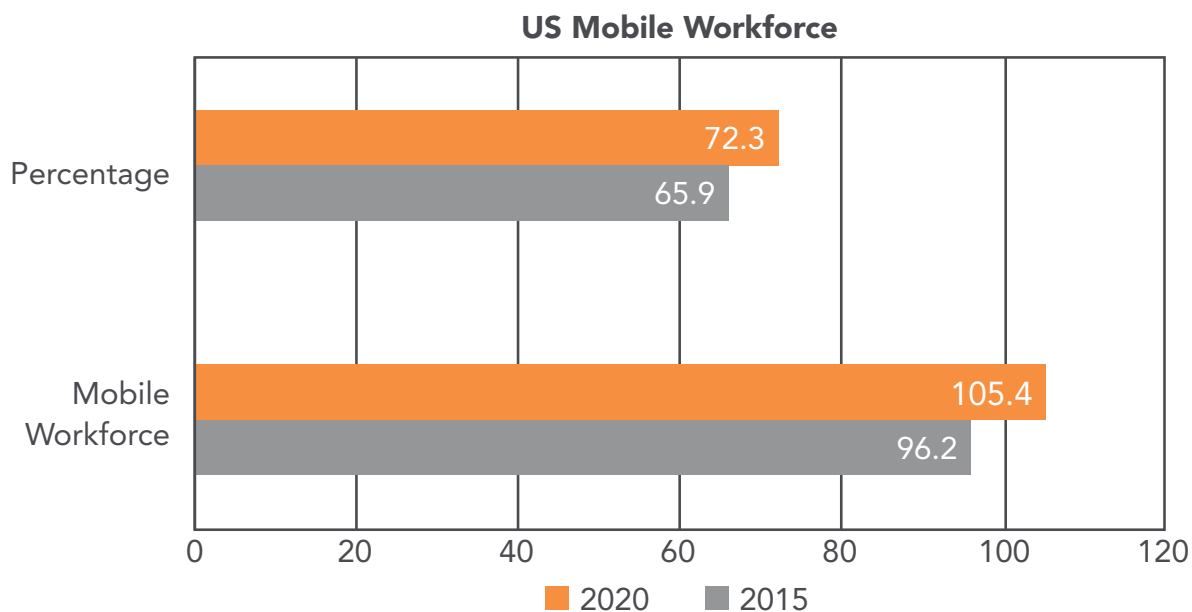
## Mobile workers in workplace diversity

By 2020, the number of U.S. mobile workers will grow to 105.4 million, a jump from 96.2 million in 2015. Also by that year, mobile workers will make up 72.3 percent of the total U.S. workforce.

Mobile Workforce growth also influences enterprise mobility trends. According to a recent Mobile Analytics Report released by Citrix, the total number of enterprise mobile devices worldwide had increased by 72% last year. Cisco reported that only 11 % of end users access business applications from the corporate office 100 % of the time.

“Mobility has become synonymous with productivity both inside and outside the workplace, and the mass adoption of mobile technology in the United States has cultivated an environment where workers expect to leverage mobile technology at work,” said IDC research analyst Bryan Bassett in a statement. “This expectation will be supplemented by new solutions specifically intended to manage the challenges associated with the growing needs of the mobile workforce.

Chart 10: Comparison between percentage and number (millions) regarding mobile workforce



Source: mworker.com

### Questions

1. What is the likely percentage in 2025? How would you say that the prediction will be consistent? Which factors would you consider in your analysis?
2. Given that only 11 % of end users access business applications from the corporate office 100 % of the time, what does this figure imply for mobile workers and for managers/
3. Workers expect to leverage mobile technology at work. How might this happen?
4. The total number of enterprise mobile devices worldwide had increased by 72% last year. What might this imply regarding mobile employees in workplace diversity?

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### Objective Questions

1. One benefit of workplace diversity to a firm is
  - A. retaining average talent at work.
  - B. increased adaptability.
  - C. lower service range.
  - D. Average execution.
2. A non-visible difference of diversity will include a factors such as
  - A. race.
  - B. disability.
  - C. work style.
  - D. sex.
3. Gender equality is achieved when people are able to access and enjoy the ..... regardless of whether they are a woman or a man.
  - A. same rewards, resources and opportunities
  - B. different rewards, resources and opportunities.
  - C. same opportunities.
  - D. same resources.

4. The ..... is a concept from the 1980s describing an invisible barrier that blocks the access of women to the top.
  - A. roof ceiling.
  - B. second sex.
  - C. gender gap.
  - D. glass ceiling.
  
5. .... has the most widespread negative impact on older workers in employment.
  - A. Indirect discrimination.
  - B. Direct discrimination
  - C. Segregation.
  - D. Affirmative action.
  
6. In the United Kingdom, ..... suffer most from age discrimination at work rather than older workers.
  - A. young workers.
  - B. middle-aged workers.
  - C. mature workers.
  - D. old workers.
  
7. .... is the largest generational cohort in the workplace today.
  - A. Baby boomers.
  - B. Generation Xers
  - C. Generation Y.
  - D. Generation Z.
  
8. Generational differences sometimes may cause clashes in the workplace, especially among .....
  - A. individuals.
  - B. managers.
  - C. trade unions.
  - D. workers in teams.
  
9. .... is a young class group which is socially and culturally active, with middle levels of economic capital.
  - A. Traditional middle class.
  - B. Elite.
  - C. New affluent worker.
  - D. Established middle class.

10. Africa's ..... is now grabbing attention as a driver of growth and democracy.
  - A. low class.
  - B. upper class.
  - C. emerging middle class.
  - D. tribal community.
  
11. According to Trompenaars, the ..... dimension is the standard by which relationships are measured.
  - A. universalism v/s particularism.
  - B. individualism v/s communitarianism.
  - C. specific v/s diffuse.
  - D. achievement v/s ascription.
  
12. Hofstede's ..... dimension measures employees' comfort with unstructured environments.
  - A. masculinity.
  - B. uncertainty avoidance.
  - C. individualism.
  - D. power distance.
  
13. An important aspect of foreign workers in United Kingdom's history of immigration is the mass movement of people from
  - A. Poland to England in the 1980s.
  - B. Arab nations to England in the 1950s.
  - C. Commonwealth nations to England in the 1960s.
  - D. Eritrea to England in 2015.
  
14. Rich countries are increasingly competing to recruit ..... to meet their labour shortages in key industries.
  - A. low-skilled immigrants.
  - B. college educated immigrants.
  - C. casual workers.
  - D. highly skilled immigrants.
  
15. .... is a social policy of racial segregation involving political and economic and legal discrimination against people who are not Whites.
  - A. Apartheid.
  - B. Direct discrimination.
  - C. Colour bar.
  - D. Exclusion.

16. .... is an important policy instrument aimed at broadening the economic base of post-apartheid South Africa.
- A. Youth empowerment.
  - B. Black economic empowerment.
  - C. Racial equality.
  - D. African unity.
17. The ..... views disability as a consequence of environmental, social and attitudinal barriers that prevent people with impairments from maximum participation in society.
- A. rights model.
  - B. justice model.
  - C. social model.
  - D. equality model.
18. An indirect benefit of employing disabled people in the USA is
- A. retaining qualified employees.
  - B. saving on compensation.
  - C. increased employee attendance.
  - D. increased company morale.
19. In ....., a job is part-time if working hours do not exceed two-thirds of those worked in an equivalent full-time job.
- A. The United Arab Emirates.
  - B. England.
  - C. Spain.
  - D. Malawi.
20. .... employees are hired to work on a part-time basis by companies that need extra help during a particular season.
- A. Temporary.
  - B. Freelancers.
  - C. Seasonal.
  - D. Relief.
21. The ..... function of managers in diversity through cross-functional teams include members from different areas of the business.
- A. planning.
  - B. controlling.
  - C. organisational.
  - D. leading.

22. .... in management, particularly those comprised of people from diverse backgrounds, offer more perspectives and ideas than any one person.
- A. Groups.
  - B. Teams.
  - C. Sub-cultures.
  - D. Quality circles.
23. The purpose of ..... is to give awareness to workers and facilitate the integration of diversity in organisations.
- A. diversity training.
  - B. diversity appraisal.
  - C. diversity selection.
  - D. diversity recruitment.
24. .... include employee satisfaction and diversity that address different dimensions of employee satisfaction
- A. Econometrics.
  - B. Employee wellbeing.
  - C. Performance appraisal.
  - D. Performance metrics.
25. South Africa was the first country on the African Continent to ban ..... discrimination in its constitution.
- A. homophobic.
  - B. heterosexual.
  - C. transsexual.
  - D. homosexual.
26. LGBT inclusion can be explored by asking what needs to be in place to promote
- A. acceptance.
  - B. tolerance and treatment.
  - C. equality and generosity.
  - D. safety, acceptance and equality.
27. .... present major challenges to the successful implementation of workplace HIV/AIDS programmes.
- A. Stigma and fear.
  - B. Prejudice and denial.
  - C. Stigma and discrimination
  - D. Discrimination and racism.

28. An employer is required to make ..... to allow an HIV/AIDS worker to have time-off for treatment.
- A. a favourable treatment.
  - B. an affirmative pledge.
  - C. reasonable accommodation.
  - D. sound value judgment.
29. .... who work together might be subjected to pressure in their attempts to balance their work and family responsibilities.
- A. Single couples.
  - B. Dual-career couples
  - C. Same sex couples.
  - D. Sole survivors.
30. Researchers predict that the increase of ..... workers will be significantly greater than the increase in employees working from home.
- A. telecommuter.
  - B. seasonal.
  - C. part-time.
  - D. mobile.
31. One benefit of diversity management at the workplace is that
- A. employees can be more tempted to voice their racial identity.
  - B. employees bring their religious values with them in the firm.
  - C. employees bring better competitiveness to the firm.
  - D. employees can be more resistant to change.
32. Management of diversity is important to a company's workers because
- A. employees mainly learn about the differences among themselves.
  - B. employees learn about the drawbacks of diversity.
  - C. employees learn about the wealth that it brings to their company.
  - D. employees mainly learn about the class differences among themselves.
33. Issues like hippie culture, May 68, pop music better relate to
- A. Generation X.
  - B. Baby boomer generation.
  - C. Generation Y.
  - D. Millennials.

34. Young managers contribute to diversity by
- A. seeking top positions which their elders are aiming.
  - B. bringing new ideas and learning to the firm.
  - C. having expert IT knowledge that they all learn.
  - D. increasing competition with existing older workers.
35. One way of accepting a physically disabled employee is to
- A. declare a company as an Equal Opportunities employer.
  - B. offer any position to the disabled employed.
  - C. have at least one disabled employee in any position.
  - D. recruit him in order not to face criticism from outsiders.
36. The main difficulty for foreign employees in diversity environments is their
- A. language barrier.
  - B. attitude to competition.
  - C. cultural tradition.
  - D. attitude to work.
37. Which one of the following is not an element of Hofstede's cultural dimension theory?
- A. Masculinity.
  - B. Power distance.
  - C. Individualism.
  - D. Social class.
38. The legislation covering gay employees at work better relates to the
- A. transsexual workplace issue.
  - B. bisexual couple workplace issue.
  - C. transgender workplace issue.
  - D. homosexual workplace issue.
39. If a firm does not accommodate a disabled employee in the European Union, the firm should
- A. employ a normal worker in his place.
  - B. pay indemnity to the Courts.
  - C. contribute to the solidarity fund.
  - D. recruit from other countries.

40. A part-timer in the Information technology area can be better suited at
- A. completing the job of a full-time worker as and when needed.
  - B. working at any time.
  - C. undertaking back up office work.
  - D. doing the full-time job in the afternoon.
41. The concept of “sameness” earlier applied to diversity meant that
- A. all people belong to the same community.
  - B. all employees look exactly the same.
  - C. all people are born in the same world.
  - D. all Americans are the same.
42. “Cultural exception” in France affects diversity at work when
- A. the French say that they are different from migrant workers.
  - B. the French have a particular cuisine of their own.
  - C. the French have a feeling of superiority over others.
  - D. the French adopt a certain work style like siesta or paid vacations.
43. The fact that Chinese employees show greater respect to central government compared to Americans refers to the cultural dimension of
- A. masculinity.
  - B. individualism.
  - C. avoidance.
  - D. power distance.
44. In 1975, the United Nations, in an attempt to promote gender diversity worldwide promoted the
- A. Year of the Woman.
  - B. Year of Emancipation.
  - C. Year of Gender Equality.
  - D. Year of the Dragon.
45. The Marxist ideal of removing social barriers contributed to a utopian view of diversity based on
- A. the proletariat.
  - B. the people’s society.
  - C. the classless society.
  - D. the end of generations.

46. The present generation which is associated with social media use is  
A. Generation Alpha.  
B. Generation Z.  
C. Generation X.  
D. Generation Y.
47. The emerging paradigm in diversity is  
A. access and legitimacy.  
B. discrimination and fairness  
C. worker inclusion in diversity  
D. innovation and diversity.
48. When dual-career couples are better cared by an organisation, there is  
A. abnormal productivity.  
B. no effect on productivity.  
C. lower productivity.  
D. higher productivity.
49. Which emerging nation legalised gay rights as part of diversity in 2018?  
A. India.  
B. Saudi Arabia.  
C. Bulgaria.  
D. Singapore.
50. One way of better accepting HIV-AIDS workers is  
A. accepting stigmatisation.  
B. avoiding stigmatisation.  
C. adopting stigmatisation.  
D. accommodating stigmatisation.

**Answers**

1.B	2.C	3.A	4.D	5.A	6.A	7.B	8.D	9.C	10.C
11.A	12.B	13.C	14.D	15.A	16.B	17.C	18.D	19.C	20.C
21.C	22.B	23.A	24.D	25.A	26.D	27.C	28.C	29.B	30.D
31.C	32.C	33.B	34.B	35.A	36.A	37.D	38.D	39.B	40.C
41.A	42.D.	43.D.	44.A.	45.C	46.B	47.C	48.D	49.A	50.B

# ESSAY-TYPE QUESTIONS

1. Why was diversity management an issue that focused on ethnocentric values in the past? How has feminism and Afro-American movement influenced diversity in the 1960s? How is diversity a more open concept under globalisation?
2. How has the workplace diversity evolved from “sameness” to a multicultural environment? What are the advantages of diversity at work? How might a nation benefit from its multicultural population in the effective management of diversity?
3. What were the main factors that caused role stereotypes in society in the past? How has women emancipation changed the perspective? How are women better engaging themselves at work and what does this mean to their inclusion?
4. What are the key characteristics influencing Generation Y at work? How do the values and attitudes differ from the baby boomer generation (1946-1964)? How would you predict the values and expectations of Generation Z at work?
5. What does an inclusion strategy imply at work in the French society? How may yardsticks like inclusive integration ensure adequate representation of the different components of society? What are the benefits and drawbacks of secularism at work?
6. How are global demographic changes addressing the diversity issue today? What advantages exist when the Chinese and Indian managers undertake business development in some African nations? What diversity issues should be seriously considered in this strategy?
7. How may “dual career couples” contribute to workplace diversity? Outline the cultural shift that diversity this represents to workplace diversity? What are the advantages and drawbacks of this form of family pattern at work?
8. Using Hofstede’s cultural dimension theory, relate individualism and collectivism to diversity management in a capitalist and a command economy? How may power distance contrast in diversity between a rich and a developing nation? Illustrate areas where companies might adopt avoidance in managing workplace diversity.
9. How can a broadcasting station integrate part-time or free-lance workers with full timers? What are the benefits earned from such integration? What are potential threats of this form of recruitment to such an organisation?
10. Briefly comment on the following internal dimensions of diversity namely race, ethnicity and gender and how these are considered as visible. Why are personality, lifestyle and work habits considered as invisible aspects of diversity? Why is it important for managers to reconcile both aspects?
11. What are the main considerations of the liberal approach to diversity according to Jewson? What could be criticisms of this approach? How do Kandola and Fullerton better approach diversity on stating that overcoming differences can lead to better productive workforce?

12. What is the importance of women emancipation in society? How does this concept positively apply at work? Why are patriarchal organisations more likely to favour men than women? How is this approach changing today?
13. Briefly comment on the contribution of Simone de Beauvoir in better defining the second sex or the other. How could the “Year of the Woman” in 1975 promote greater gender equality for women at work? How does female militancy contribute to gender diversity at work and what are its limitations?
14. Why is it that young employees earn higher salaries than older ones in selected sectors of activity? What is the reason behind employing a young manager at work? Why is the non-selection of young managers at the corporate level due to an absence of seniority discrimination in workplace diversity?
15. Why are middle-aged workers more likely to face discrimination on not being recruited on coming back to work after retrenchment? What are the qualities of middle-aged workers in the manual sector and how might these benefit younger ones? Why is it correct to make a balance between young and old workers in a company?
16. Why should managers be capable of addressing an issue like generational diversity? Why should communication style differ on dealing with generational diversity? Why is it important for management to consider developing leaders with a multi-generational and inclusion perspective?
17. Why might research reveal that baby boomers are hardworking and cost effective? Why is Generation X better at being a team player and problem solver at work? Why is Generation Y entrepreneurial but difficult to work with? What could be the key cultural considerations here?
18. How does the social class issue address workplace diversity today? What differences can be seen between the middle and the upper class? What are the aspirations of an emerging middle class in workplace diversity? How might the elimination of social class barriers better integrate workplace diversity?
19. Is social class visible dimension of diversity? Compare social class differences between the present and the past generation. Which factors have helped bridging class differences today? How might the overcoming of social barriers better address diversity today?
20. Use Trompenaar’s model of cultural diversity and explain the dimensions of universalism and particularism. What is the difference between the neutral and emotional dimensions? How do they affect diversity? How does the ‘outer direction’ known as the organic dimension better influence workplace diversity today?
21. Why is power distance a useful dimension in cultural diversity at work? Why are rich countries more in favour of individualism to collectivism in relation to Hofstede’s model of diversity? What are the key considerations regarding masculinity/femininity in workplace diversity?

22. Explain how the movement of semi-skilled workforce from the Commonwealth nations to the United Kingdom in the 1960s address workplace and diversity at that time? What are the key skills that might rich countries look for in migrant labour in diversity? What factors might create hindrance regarding accepting migrant workers in diversity?
23. How might emerging markets like China and India be prospective areas to welcome western managers? How do western managers contribute to the enrichment of diversity at work in such countries? What is the importance for western managers to adapt themselves to such diversity and how might this be helpful to both the home and the host workplace?
24. Why might a country like Qatar need a high level of migrant workers? How might this trend vary in Singapore which is more economically and technically advanced than Qatar? How might a move to seek qualified and skilled migrants better address the economic and workplace diversity of some Arab nations?
25. Why is France keener to accept selective immigration than the traditional need to recruit migrants? How might a high influx of foreigners affect workplace diversity in rich countries? To what extent might the movement of foreign workers to rich countries be of benefit to them?
26. Why is a concept like apartheid wrongful at the workplace? How has the Black Economic Empowerment programme effectively addressed the diversity issue in modern South Africa? How could this initiative change the traditional white manager stereotype in South Africa? What are its limitations?
27. Why are “Millennials” more open to racial issues at work? What might account for this attitude? How can modern companies address racial discrimination issues at work? How might a concept like inclusion of races better impact workplace diversity?
28. Why must firms duly consider the issue of disability at work? What is the rationale behind governments empowering businesses to recruit disabled workers? Why could this assumption not be seriously abided by organisations and how could this affect diversity at work?
29. What precautions and actions should a firm take while employing a disabled worker? What could be a direct and indirect benefit of employing a disabled worker? How could an affirmative action towards recruiting disabled workers add to the enrichment of workplace diversity?
30. Differentiate between the social and the rights model of disability. Why is it important for society to cast a positive eye on the disabled worker and how could this be aligned with the rights of the disabled worker? What are the common clichés for firms not to recruit a disabled worker?
31. How could a business in the Information Technology sector define a part-timer? Why is there a greater demand for part-timers at the workplace today? Identify two types of industries in this context? Devise a short code of ethics where the part-time worker could be better integrated in workplace diversity?

32. Differentiate between temporary and seasonal employees in workplace diversity? Why might a broadcasting station or a news company recruit freelance employees? What is the practicality of recruiting a part-time employee and what might be a constraint?
33. How can management of change benefit diversity at work? The manager as a change agent can empower diversity through co-operation and co-option. How do these practices affect diversity at work? How might cross-functional teams contribute to workplace diversity?
34. Why should firms promote managers as leaders of diversity at work? What characteristics might be expected from such leaders in a multinational environment? How do issues like acceptance, respect under transformational leadership impact positively diversity?
35. What is the relevance of employee motivation in better addressing diversity? How can motivated employees from a diverse background better impact on the acceptance of diversity at work? Relate teamwork and motivation to a diverse workforce in a multinational enterprise.
36. What are the key questions regarding recruitment in diversity? How could human resource managers better address the selection issue regarding diversity? How is managing growth in workforce diversity and increasing the representation of women and minorities a critical human resource management strategy of recruitment and selection for organisations?
37. What is the importance of training human resource managers in diversity? What are the key areas where such training should be provided? How can diversity training help reduce conflicts among workers and promote healthier work relationships in a firm?
38. Retaining talent is a major aim of the human resource function. How might recruiting through diversity help in developing talent in the organisation? How might employees benefit from training when there is diversity in the work team? Identify some positive contributions of employees within diversity training.
39. How did advances against homophobia and the gay right movement of the 1960s favour better sensitisation of the public on accepting gay workers. What are the reasons that hinder African nations from accepting Lesbian, Gay, Bisexual and Transgender (LGBT) workers? Why should this attitude be overcome in workplace diversity?
40. Consider the retention or hiring of LGBT workers, state how this might be contrasting between an advanced nation and a conservative society. What is stigmatisation of LGBT and how does it negatively impact such employees at work? What action can be taken to bring LGBT inclusion at work?

41. What is the stereotype of HIV/AIDS and its prevalence in sub-Saharan countries? Why is it correct to say that the cliché of HIV/AIDS in sub-Saharan Africa be partly erroneous? How do employers better accept such workers? Why is there a compelling need to have HIV/AIDS workers in workplace diversity in sub-Saharan Africa?
42. What reasonable accommodation can a manager take to better integrate a HIV/AIDS employee at work? How should this measure impact positively both the HIV/AIDS employee and the other workers? What might firms undertake against employees bypassing the acceptance of HIV/AIDS workers in diversity?
43. Why are dual-career couples more prevalent today than before? In which areas of activity are such couples present? What are the benefits of employing a dual career couple? What are the risks to consider on employing a dual career couple in workplace diversity?
44. Explain the rise of the telecommuter worker in today's diverse work environment. What are the advantages of developing such a type of workforce? What precautions could a manager take to ensure the integration of the telecommuter in workplace diversity?
45. Differentiate between the constantly and the occasionally-mobile worker. How do mobile workers contribute to workplace diversity in the contemporary work context? How might rewards and motivation from management favour better inclusion of the mobile worker in diversity?
46. Differentiate between Universalism versus Particularism in relation to Trompenaar's dimension of culture. How do these relate to workplace diversity? Why is it essential to better approach universalism to particularism in the workplace?
47. What new attributes regarding diversity can be linked with Zers or Generation Z? Is there a large conceptual difference between Zers and Millennials? How do younger generations better approach diversity today?
48. What factors might affect women's advancement in their career path today? Is the 'glass ceiling', a myth or reality today? How might an egalitarian approach to pay and promotion empower women in the workplace?
49. The current policy against migrants in Europe is discriminatory. How far do you agree with this statement? How might migrant labour still be useful in managing diversity? What benefits and challenges might migrants provide to the organisation?
50. Diversity at the workplace makes organisations more competitive. Analyse the key factors that create competitiveness through diversity. Why should today's managers be advocates of diversity? How can cross-cultural management aim at bringing out the best in managing diversity?