BUILDING SUSTAINABILITY: IMPORTANCE OF WORKFORCE DIVERSITY

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ABSTRACT

Workforce diversity alludes to the heterogeneous composition of employees of an organization as far as age, gender, language, ethnic origin, education, marital status, and so forth. Primary dimensions are features that are inborn, while secondary dimensions are characteristics on which we have some control. The workforce diversity is important for various reasons such as – growth in service organizations, emergence of global markets, cross cultural M&A, increased need of working in teams and hiring of employees from different states and cultures. All in all, a diverse workforce is more than necessary in today's world. It helps shape an organization with strong cross-cultural teams ready to take on various challenges. It is an important step towards building sustainable business.

Keywords: *workforce, diversity, cross-cultural teams, globalization, innovation*

Introduction

Workforce diversity implies the heterogeneous composition of employees of an organization as far as age, gender, language, ethnic origin, education, conjugal status, and so forth. Managing such diversity is actually a test to HRM professionals.

Workforce diversity has huge implications for management. The managers will be needed to move their methodology from treating each gathering of workers the same to recognizing contrasts among them and following such approaches in order to encourage creativity, improve productivity, reduce labor turnover and keep away from any sort of discrimination.

At the point when workforce diversity is managed appropriately, there would be better communication, better human relations and congenial work culture in the organization.

The characteristics that depict the workforce of an organization might be categorized under two gatherings, in particular, primary dimensions and secondary dimensions.

Primary dimensions like age, gender, race, ethnicity, sexual orientation, and actual capacities address those components that are either inborn or exert extra influence on early socialization. These dimensions make up the quintessence of who we are as human beings. They define us to others, making them respond towards accordingly. These are enduring part of our personality.

Secondary dimensions represent those components that we learn or over which we have some control for the duration of our lives, like education, marital status, religious beliefs, language, and so forth. Secondary dimensions add an extra layer of intricacy to the manner in which we see ourselves and others, and in certain instances can exert an incredible effect on our core personalities (Gunjan, 2021).

Literature Review

There is ample research available on the topic of workforce diversity. Below are a few abstracts from the recent literature.

Yadav and Lenka (2020), have posited that, workforce diversity is broadly accepted to upgrade the knowledge & perspectives of organizations. The motivation behind this review is to synthesize the current diverse literature on workforce diversity and to illuminate the roads for future research in overseeing workforce diversity. This review plays out a far-reaching survey of empirical and conceptual studies distributed on workforce diversity and its results in the main 13 peer-reviewed leading management journals somewhere in the range of 1990 &2019. The appraisal of diversity literature found mixed and inconsistent results that are the critical challenges of diversity management. Moreover, most studies have not independently distinguished the issues of diversity dimensions. To understand the issues, this review has separated the various dimensions of diversity (for example gender, age, race, education, functional background &tenure) and their results, upheld by different theories. The

discoveries of this review recommended an alternate justification behind existing contentions and proposed a future research agenda.

Chaudhry et al. (2021), have argued that, the current review endeavored to decide whether workforce diversity (inherent or acquired) and its inclusion practices (belongingness ,implementing fairness, uniqueness, &diverse workplace climate) add to the innovativeness of the organizational climate. It additionally thought about whether organizational characteristics (i.e., type, size, &industry) encourage or moderate innovation in work settings. The self-administered survey was taken on to gather reactions from the representatives working in various types and sizes of organizations across the businesses in the United Arab Emirates. The reactions from five hundred and eleven (511) members were broke down utilizing partial least square structural equation modeling (PLS-SEM). The formative and reflective measurement models and structural paths were assessed for quality checks and hypotheses testing, individually, utilizing Smart PLS-3. The discoveries affirmed that diversity and inclusion practices in the workplace essentially add to its creative climate.

Wilbur et al. (2020), have opined that, this paper centers around programmatic and research information that is a collaborative effort between various researchers and educators in schools of medicine and allied healthcare. The paper takes a look at the present status of racial and ethnic diversity in the health professions and portrays the social justice implications of a representative healthcare workforce. Using a "pipeline to practice" model, the authors will introduce information spanning the pipeline from encouraging high school students of color to enter the allied healthcare professions to introducing undergraduate and graduate students in health professions program to responsive policymaking and cross-cultural communication. The authors reviewed the research literature across numerous institutions and professional health programs, and include illustrative case studies. The authors tracked down that generally, the healthcare workforce is becoming more diverse notwithstanding,

with the majority of ethnic minorities in healthcare jobs remaining in entry-level and often lower paying jobs. The need to increase the diversity of the healthcare workforce in all fields of allied health is a continuing need. The most promising practices would in general be exhaustive programs that include a combination of social support, academic support, and financial support.

According to Li et al. (2020), the reason for this review is to (a) investigate the effect of workforce diversity management on job match, job satisfaction, and job performance; (b) test the influencing job of job match on job satisfaction and job performance; and (c) examine the mediating job of an individual's job match on the relationship between workforce diversity management and representatives' results (job satisfaction and job performance). Structured questionnaires were sent to employees working in five-star hotels in China. In total, 324 substantial reactions were dissected through AMOS-SEM to reach the statistical inference. By and large, results uncovered that workforce diversity management is emphatically identified with an individual's job match, job satisfaction, and job performance. Then, an individual's job match is decidedly identified with job satisfaction and job performance, specifically an individual's job match mediates the relationship between workforce diversity management and representatives' results.

According to Lang (2020), employment in the municipal workforce is a critical area where cities shape the inclusion of their population of immigrant origin. While numerous European cities have created approaches aiming to foster the employment of staff of immigrant origin, little is thought about the drivers and barriers of their implementation. In view of a similar contextual analysis of local administrations in a single German territorial state and drawing on organizational theory, this article explores the job of organizational factors. It shows how the interplay of mainly two factors matters: support from the administrative leadership and the pragmatic recruitment rationalities of the human resources practitioners. Moreover, the findings propose that the local identity as a municipality more or less formed by movement additionally informs practices. The article

contends that to understand the implementation of arrangements promoting workforce diversity organizational structures and rationalities should be thought of.

Moreover, Deville (2020), Kowo et al. (2020), Lee and Kim (2020) and Hussain et al. (2020), have dealt with various aspects of workforce diversity.

Reasons for growing interest in Workforce Diversity

(i) Growth of Service Economy:

In many developing economies, there has been a shift from manufacturing economy to service economy. This has brought about making of many jobs in the service industries like lodging and tourism, banking, insurance, financial services, retailing, and so on.

The jobs require understanding the needs of the customers and taking strides for their satisfaction. It has been seen that organizations can deal better with their customers through representatives who are like their customers.

(ii) Globalization of Markets:

With the development of globalized markets, business firms all throughout the world vie for customers by offering choices inaccessible to them locally. With more choices to select, customers have more ability to insist that their needs and inclinations be fulfilled.

To fulfill them, firms need to draw nearer and nearer to their customers. Some MNCs have set up a solid local presence while others have forged strategic alliances. Either way, diversity should be managed to make and sustain competitive advantage.

(iii) Mergers and Strategic Alliances:

For the fruitful management of mergers and strategic alliances, workforce diversity should be managed viably. The main cause of issues in mergers, and acquisitions, and strategic alliances is contrasts in the corporate cultures of the two elements.

Corporate cultures might contrast in numerous ways, like the customs of conducting business, how individuals are relied upon to act, and the kinds of behavior that get compensated. The two workers and managers need to understand and gain by diversity as organizations combine their efforts to offer items and services to customers in far-flung markets.

(iv) Increasing Role of Work Teams:

For endurance and development, present day organizations follow numerous procedures like innovation, quality improvement, cost control, item separation. Such techniques require work groups in the organization instead of the conventional jobs.

It has been discovered that work groups advance more prominent adaptability, reduced operating expenses, quicker reaction to mechanical change, less job arrangements, better reaction to new qualities (e.g., strengthening of lower-level workers, increased autonomy) and the capacity to draw in and retain ability. Groups additionally work with innovation by bringing together specialists with various knowledge bases and perspectives.

(v) Changing Composition of Workforce:

The composition of workforce in the Indian organizations is changing. They are employing more of ladies, handicapped people, and people belonging to scheduled castes and tribes. Moreover, workforce, today, is more versatile. The organizations have likewise individuals coming from various states and cultural backgrounds.

Cultural diversity can be utilized to its advantage by the organization. The representatives should be instructed to understand and esteem various cultures, languages, orientation, and so forth to serve the customers belonging to various cultural and ethnic backgrounds.

Conclusion

Workforce diversity alludes to the heterogeneous composition of employees of an organization as far as age, gender, language, ethnic origin, education, marital status, and so forth. Primary dimensions of diversity are characteristics like age, gender, race, ethnicity, sexual orientation, that are inborn. Secondary dimensions represent those components that we learn or we have some control like education, marital status, religious beliefs etc.

There are several reasons why workforce diversity is important – first, growth in service economy requires a diverse workforce so as to cater to diverse customers; second, in order to sustain competitive advantage in global markets, a diverse workforce is a must; third, increase in mergers and strategic alliances

means coming together of different cultures leading to diverse workforce; fourth, increases necessity of team work which works well with diverse teams; lastly, the changing composition of workforce due to availability from different states and cultures.

Summarily, a diverse workforce is more than necessary in today's world. It helps shape an organization with strong cross-cultural teams ready to take on various challenges. It is an important step towardsbuilding sustainable business.

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