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Workforce diversity

The concept of work diversity is based on individual respect and acceptance. It is an understanding that people are different and unique. Diversity in workforce means all experiences and characteristics that define people. While some organizations are embracing diversity in workforce, there are some companies that today remain unreceptive. According to (Okoro & Washington, 2012), the changes in the present business environment indicate that diverse workforce is beneficial to any company. This is partially because businesses are becoming global and they need to capture a share of the market. It is contended that the decision-making perspectives and the knowledge-based view have been used to suggest that diversity promote creative and improve the decision-making effectiveness. While several researcher argue that diversity has positive effects on an organization, others have argued otherwise. This paper supports the idea that diversity is important any organization in the US.

Premise 1

One class of argument focus on the individual and social outcomes, maintaining that it is important for organizations in the US to reflect the population as a whole and redress or eliminate the discrimination and promote fairness. According to (Hudson, 2014), there are two points of argument about the importance of workplace diversity. For example, the diversity in military, an organization founded on democratic ideals, is likely to uphold values of and protect

the diverse nation from which it comes. The second line of argument is based on business-case for diversity, this assert that inclusion leads to improved innovation, performance, and effectiveness. Researchers of business organization have shown that diversity might improve organizational outcomes such as increase in market share, increased revenue, and greater creativity.

From demographic business-case, it is arguable that “given trends in labor supply, workplace diversity is inevitable, it is a rule rather than exception in workplace” (Hudson, 2014). Inclusion is becoming established factor inside businesses and organization both in shop floor and executive suite among competitors, customers, and suppliers. Given the growing need for diversity, it is important to embrace the diversity to achieve desired outcome. The ineffective managing of diversity of LQBT group, women, and people living with disability in workforce is costly to a company. Such cost is direct through increased turnover and absenteeism among workers or indirect through reduced communication and conflict between workers who feel sidelined or ignored. In theory, companies that are manages to retaining workers from diverse backgrounds will cut these damages and improve their competitive advantages.

Premise 2

Because people with disability, the obese, the racial minorities, and the gender/trans LGBTQ are also customers and stakeholder, they have active role outside business or organization. ¹⁴ In other words, workforce that mirror community in marketplace should represent organization in a manner that progressively values diversity. According to (VanAlstine, Cox, & and Roden, 2015)resource-acquisition argument, organization that “attract and retain women, the

disable, and other minorities and engage them fully will gain competitive advantage because those groups are increasing their share of the workforce". Organization and business can benefit from workforce diversity by gaining cultural competencies and diverse perspectives. It is argued that diverse perspective bring greater array of perspective to bear problems and can suggest answers that group made of homogeneous members may not think of. This means that workforce diversity reduce groupthink by forcing the group to consider wider selection of alternatives.

In research and education, inclusive and diverse team generate new questions that are not readily asked, they develop logical and analytical methods to better recognize certain population, and offer approaches to problem solving from diverse viewpoints. Research by, shows that there is overall positive relationship between cultural diversity and human development in the US. Human development has positive relationship with religious, sexual, and racial diversity and these positive impact of diversity are observed in educational attainment, health outcomes, and income levels. Organization which has diverse racial workforce enjoy the benefits of reduced barrier to communication in global market. Similarly, diversity in sexual orientation and religious affiliation help organization gain value in situation and region of characterized by intolerances.

Kant theory

The global trends of worker migration coupled with diversity legislation and affirmative action underscore the need to examine theories that help understand workforce diversity. Ethics and diversity are components of every society and they are challenge that have cause demoralization of organizations. Societal diversity and ethics are important for organizational

efficiency when properly implemented. In every company, there are diverse age, culture, and beliefs among the workers, and management need to appreciate the diversity and consider the ethically appropriate courses of actions.

According to Kant Theory, an organizational action is ethical if the organization is willing for that same action to be taken by every other organization which is in similar situation. This means that Kant theory supports the Golden Rule, treat other as you would like to be treated. For example, inclusion minority in employment would considered ethical, if minority were willing for employ the majority if they had the opportunity. A person should therefore not treat another human being as a means to an end but as end in itself. Workplace discrimination is wrong because organization deals with the minority as means of advancing self-interests. To be moral, organization should not restrict minority actions so that they are left in state of disadvantage. Good ethical behaviors in business and workplace can be of benefit to the organization in the long run.

Opposing view

In terms of economic performance, some ⁶ researchers have reported negative relationship between workplace diversity and organizational success. It is argued that although diversity is important in developing innovation and creativity by introducing new ⁶ ideas and skill, it can result in inefficiencies due to challenges in communication, conflicts between polarized groups, and differences in preferences. According to (Brickson, 2010), the cost of diversity, the religious differences, the accommodation of disable introduce social barriers to communication and the end result in reduce productivity. It is argued that diversity in language raises the transaction

costs and result to creating of public policies that retard economic growth. It is also argued that barriers to communication among diverse groups and lack of trust among social groups prevent beneficial exchange of information.

History is full of example of social conflict due to organizational diversity. The research by is supported by (Bassett-Jones, 2006), who posit that social diverse society is likely to have high rates of corruption, prone to social conflict and polarization. The conflicts arise when two groups do not agree on a certain situation and in regard to diversity, conflict arise because of ignorance. The most common cause of conflict come from feeling of superiority and if these conflicts are ignored, company performance may suffer. At individual level, the diversity leads to negative consequences such as lower engagement and job satisfaction. As a result, some researchers believe that homogenous societies are more effective in relations, allowing faster economic growth.

Refutation

Admittedly there are obstacles that prevent organization from realizing the benefits of diversity. However, the extent to which Americans recognize diversity and its positive side define the approach to manage the diversity. The cost associated with workforce diversity in any company arise because employees and managers perceive organizational conflicts along social identity lines. The research by (VanAlstine, Cox, & and Roden, 2015) shows that benefits of diversity exceed any costs brought by barriers to communicate. Moreover, the positive relationship between religious diversity and human development shows that the benefits from

diverse religious groups exceed the pain of religious intolerance. Stronger governmental support in America allow the benefits of human diversity to exceed the costs.

According to social identity theory, people validate their social identity by showing favoritism for their social group at the expense of outgroups to which they do not belong. The demographics factors (such as race, gender, and sexual orientation), and functional differences such as professional affiliations provide avenue for people to categorize themselves. People in same social group are assumed by other to share same interest and in-group members are assumed to have easier ways to communicate, more trustworthy, and more predictable than outgroup members. Therefore, success of workplace diversity rest on mitigating the assumption that values, needs, and desires of members of different social groups are mutually exclusive, rather than potentially complementary (Hudson, 2014).

Conclusion

The 1964 Civil Rights Act made it illegal for companies to engage in employment practices that discriminate against workers on the basis of gender, disability, race, and religion. Moreover, the affirmative action and the changes to Equal Employment Laws enforced compliance but some business realized that to remain innovative they need to embrace diversity. No organization would survive without diversity and therefore, management should put in place conditions that improve workplace diversity. To achieve diversity, companies must solve dilemmas of workers participate. Employees must see diversity as a tool for achieving goals, rather than an impediment.

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