Case study: Human Resource

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Course

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**What makes an organization more diverse?**

An organization is considered more diverse when it includes individuals from different backgrounds, demographics and perspectives. Achieving diversity as an organization is important for several reasons for example, it improves decision making and problem solving by considering wider range of viewpoints. Studies done on the decision-making perspective suggest that diversity offers a broader knowledge base and range of perspectives that can positively influence problem solving and decision making (Van Knippenberg and Schippers,2007). Research has identified several factors that contribute to creating a more diverse workforce within an organization. These factors include:

*Recruitment and selection practices*: Organizations that actively seek out diverse candidates and use inclusive recruitment and selection processes are more likely to have diverse workforce. For example, in research done by Konrad, Prasad and Pringle, (2006) found that organizations that implemented diversity focused recruitment practices, such as targeted outreach to underrepresented groups had higher level of diversity.

*Inclusive Organizational culture*: Organizations that foster an inclusive culture where all employees feel valued and included are more likely to attract and retain diverse talent. According to Mollel, Mulongo and Maket, (2015) diversity brings the best talent around the world to the workplace for productivity. A study done by Nishii, (2013) found that organizations with inclusive culture were more successful in attracting diverse employees.

*Equal access to career development opportunities*: Organizations that implement formalized diversity management practices, such as mentoring programs and transparent promotion criteria have higher levels of diversity in leadership position (Kalev, Dobbin and Kelly,2006).

*Addressing unconscious biases*: Unconscious biases can affect decision making process, including performance evolutions and promotion opportunities for underrepresented groups. For example, a study by Milkman, Akinola and Chugh, (2015) found that blind evaluation processes reduced gender bias and hiring decisions.

**What are the common issues?**

As organizations around the world are fast becoming globalized, resources are moving in and out of various industries and sectors, this situation naturally force organizations to maintain a diverse workforce with different management style to cope with the emerging issues associated with diversity at work(Foma, 2014).Common issues in organization diversity include; multicultural task environment, development of large talent pool, inter-functional coordination productivity, complexity, racial discrimination, high cost of diversity management among others(Gupta,2013).All the above sociocultural issues are fueled by globalization, migration, aging population, outsourcing and women’s work. Thus, work place diversity is organizations adaptation to changing world and work place.

Diversity in organizations crops up multicultural work environment where people from different cultural background are seen working together. Multicultural workforce utilizes greater participation and synergy to improve employee engagement and company performance (Gupta, 2013). The presence of this diverse culture creates a large talent pool in the organization.

Another common issue in organization diversity is the inter-functional collaboration and coordination which in synergy brings about growth in productivity and business performance (Stoner, et al.,2013). High productivity and performance are usually associated to diversified organizations relative to more homogenous work place. Apart from the outlined attributes, there are also challenges associated with workplace diversity which include; racial discrimination, high cost of diversity management, communication challenges among others.

In most workplaces that are diversified, if the differences among employees are not well managed, discrimination among staff may arise. Racial discrimination is one of the most challenge associated with workforce diversity. Most times top management discriminate against employees who are not of the same ethnic background, this negatively affect employee engagement at work (Ogbonna and Jerry,2018). Discrimination at work will affect the morale of victim staff and negatively affect productivity and performance. Organizations should be able to manage diversity without discrimination. However, a salient issue that emerges in diversity management is the high cost of management of workforce diversity. This should be optimally done with clear communication and interpersonal relationships among employees. Management of the organization should develop a framework for optimal management of workforce diversity.

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