

MANAGING WORKFORCE DIVERSITY - A SYSTEMATIC REVIEW

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ABSTRACT:

Workforce diversity is considered to be one of the major challenges for the Human Resource Management in the today's organizations and managing the workforce diversity poses great complexities. This diversity may be in the form of culture, religion, age, gender, marital status, physical and mental ability, education, personality traits, values, attitudes and language etc. Diversity in the workforce is very important for the organization both internally as well as externally as it lead to building good reputation that has the impact upon the profitability for the business providing immense opportunities for the growth prospects for the employees. Managing diversity means managing the workforce in such a manner by which differences among individuals are valued by creating and maintaining such kind of environment which further helps in achieving personal as well as organizational goals.

The main aim of this paper is to present systematic review of the literature on diversity and its management in organizations. The objective is to find out the research gap by identifying the limitations in previous research studies and to find out the areas to be focused for further research which may be helpful for the organizations in the coming years.

Keywords: Diversity, Management, Employees, Organization, Workforce

INTRODUCTION

Human resource management has become more complex because of the rapid increase in diversity in the workforce. This diversity does not mean only how individuals identify themselves but it also means that how other people perceive them.

Diversity in the workforce is very important both within and outside the organization and Diversity climate is very important for any organization; it means organizational climate which involves openness and appreciation of individual differences, has been shown to enhance outcomes in culturally diverse teams (Joep Hofhuis 2016). It provides various benefits like increased creativity(idea), getting variety of perspectives when business strategies are to be planned and executed, rational problem solving, leads to better decision making, increased profits, leads to employee involvement, reduced employee turnover, improves results, access to more talent but it has certain limitations too. Sometimes it become difficult to reach out at optimal decision

and it poses communication problems as people from different backgrounds are unable to interact or don't want to interact; difficulty in building up of teams of diverse individuals and they want to stay in the same community.

Diversity management is a process intended to create and maintain a positive work environment where the similarities and differences of individuals are valued (Harold Andrew et al. 2012). Managing diversity means proper management of the workforce by creating and maintaining such kind of environment in which differences among individuals are valued which further helps in achieving personal as well as organizational goals. This provides an opportunity to engage the employees with the organization. This presents lot of challenges for the people and these challenges can be turned into opportunities only when unified effort is made and that is possible only when lines of communication are clear and there is a proper ground for tolerance, management of risk and redressal of issues.

RESEARCH METHODOLOGY

Systematic literature review method in this current study is composed of number of steps like time frame, selection of database, selecting various journals and articles and finally classifying the articles and journals based upon the research topic and last is analysis.

Time frame: The time frame includes covering 13 years from 2008 to 2019.

Selection of database: To identify various articles and journals, the databases used in this study are Google Scholar, Science Direct, Elsevier, Academic education.

Selecting journals and articles: various journals are selected in order to study the work done in this area. While selecting the articles, various factors like gender, age, culture, religion, communication etc. related to diversity and diversity management are considered.

Classifying the articles: To fulfill the objective of the review, articles were

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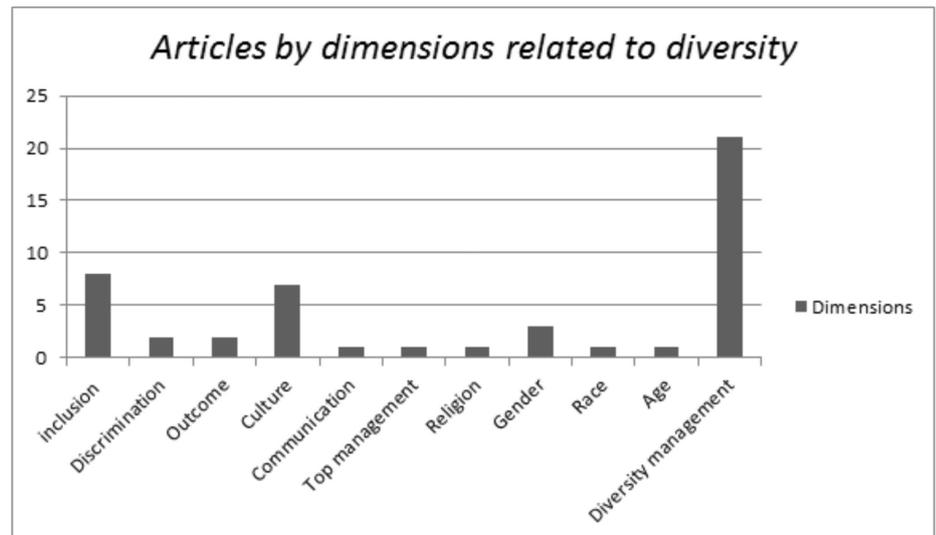
classified on the basis of factors like gender, age, communication, culture etc.

Analysis: In the last step, analysis is done based upon the classification in order to find out the research gap between the previous research done and current state of research in the same field. This step will help in meeting the objective of review.

SYSTEMATIC REVIEW

In order to reach at the objective so set in this study, 48 research articles were considered on the basis of research to fulfill the objective. After the thorough study considering the various dimensions, it was analyzed that all the dimensions are not related to the objective of the study. Here systematic review is done to analyze which dimensions are related more to the current study. The dimensions considered are: inclusion, discrimination (inequality), outcomes, culture, communication, top management, religion, gender, race, age, diversity management that has directly or indirectly impact the diversity and its management. But the main motive is to find out the dimensions which are most closely related to the topic of research. Below table shows the dimensions and number of publications related to that particular dimension:

Dimensions	Publications
Inclusion	8
Discrimination (inequality)	2
Outcomes	2
Culture	7
Communication	1
Top management	1
Religion	1
Gender	3
Race	1
Age	1
Diversity management	21
Total	48



From the above bar diagram, it is being analyzed that more research has been done in regard to the diversity and diversity management. Above review shows that out of 48 articles published, 21 articles correspond to diversity and its management. It means that today’s organizations are not focusing upon single dimensions; they are laying emphasis upon the collaborative aspect. They are considering the entire concept of diversity management which even includes various practices and strategies to effectively manage the diversity (which includes factors like age, gender). Even culture includes various researches done in this dimension. There are 7 publications corresponding to this dimension but again that is a single dimension which can be included under the diversity management concept itself. There are 8 articles correspond to ‘inclusion’ dimension which depicts that organizations are also considering this concept with diversity management. Diversity includes any dimension that makes people and groups different from each other. Inclusion includes efforts that organizations make in order to welcome and treat uniformly the people from different backgrounds. When both the concepts are followed together, they provide good results for the organization like better financial performance, building good reputation, better decision making, employee

engagement, attracting more talented individuals etc. the publications related to current review of research is 21 which will be helpful in finding out the gap. The previous studies were related to single dimensions which are not helpful so they are rejected. Out of 48 publications, 19 publications do not serve the purpose. Out of the remaining 29 publications, 21 are directly related to the topic and 8 publications shows the research gap. Actually 8 publications related to inclusion shows the areas to be considered with the main topic which requires further research. The findings conclude that inclusion is the concept which must be considered while doing research on the topic diversity management.

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