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## Diversity at work place

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### Abstract

Subject matter of this paper is to show the diversity of work. The findings of the research were indicated, which states that workplace diversity has contributed to more productivity but some factors such as differential treatment could hinder its successful implementation and hence company success. Big companies are more passionate about diversifying their workforce and see its implementation as a norm and continuously strive to improve diversity management, whereas small companies see it as a choice and evitable when they feel it a burden or cannot effectively manage it. Information was collected by the secondary data.

**Keywords:** DWP- Diversity at work place

### 1. Introduction

#### Diversity in workplace

Diversity can generally be defined as recognizing, understanding and accepting individual differences irrespective of their race, gender, age class, ethnicity, physical ability, sexual orientation, spiritual practice and so on. Diversity can be classified into two dimensions. The primary dimension such as age, gender, differences also has the most sexual orientation and so on, exhibits the main differences between various individuals. This primary differences also have the most impact on initial encounters and can be easily noticed and serve as filters through which people view the world. The secondary dimensions such as religion, education, geographical location, income etc, are those qualities that are not noticeable in the first encounter and can even change throughout different encounters. Mainly it bring new challenges more innovation at workplace, when organization had lots of workforce diversity and that propelled them to a new stratosphere of business that was very positive and fun. Women in workplace face lots of problems like organizational restructuring, Globalization and technology, working hours, legislation, federal, state law, and associates employees. Most organization in their own perspective, adopt diversity at their workplace to become more creative and open to change. Increasing and improving workplace diversity has become an important issue for management in the recent years due to the recognition of how the workplace is changing. Since managing diversity still remains a challenge in organizations managers tend to learn managerial skills needed in multicultural working environment and prepares themselves to teach others within their organizations to value cultural differences and treat all employees with dignity. For some business leaders and managers point of view, diversity is a big challenge to learn although it knows no organizational boundary and has no limitations.

Now a day's definition of diversity has been changed in lots of organizations, which create a number of changes in between law and order. For safety of women in organization makes an aid and priority. Diversity poses various challenges in communication, from differences in language to differences in culture. Understanding these culture differences and what they may accidentally communicate is critical to effective communication. Majority cultures have a tendency to create a homogeneous environment, possibly limiting the potential diverse opinions can provide.

Groupthink is a threat of which managers must be aware, particularly in meetings where dominant opinions steal most of the spotlight. Different perspectives are where the highest value can be captured in diverse environments.

Diversity not only involves how people perceive themselves, but how they perceive others. Those perceptions affect their interactions. For a wide assortment of employees to function

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effectively as an organization, human resource professionals need to deal effectively with issues such as communication, adaptability and change. Diversity will increase significantly in the coming years. Successful organizations recognize the need for immediate action and are ready and willing to spend resources on managing diversity in the workplace now. Driving a successful diversity strategy begins with the senior leaders, but to be fully sustainable it needs to be lived by every one of us. If that seems challenging, think about this: many leading researchers and social scientists have proven a link between diversity and productivity. In the United States, management researchers found that when people work directly with someone with at least one diverse trait, it challenges them to prepare more and work harder.

### **Objectives of the Research**

Here following are the objectives of research paper.

What is Diversity in workplace?

What challenges are faced by the diversity in workplace?

Research Methodology:

This is a conceptual type of research paper. Secondary type of this is used for conducting of this research. The data is collected from books, internet, research papers and thesis.

Review of Literature-

Organizations found to be most effective in their diversity efforts define diversity broadly, beyond race and gender, to include all of its dimensions. This means that everyone is included in this thing we call diversity. It is important to help employees understand that diversity includes all characteristics and experiences that define each person as an individual. Success in workforce diversity begins with an active and visible commitment by senior leaders. Diversity strategies are doomed or severely limited without a sincere commitment from the top. Best-of-class organizations align diversity goals and objectives with the company's mission and goals. Diversity, thereby, becomes integrated as an organizational priority. Consider making diversity a core value or strategic objective of the organization. Designed to correct historical wrongs, Affirmative Action programs have been instrumental in opening doors of employment opportunity for women and minorities, and Equal Employment Opportunity (EEO) laws have prohibited discrimination in the workplace. While Affirmative Action and EEO help to complement a workforce diversity strategy, they are not synonymous with diversity, and it is important to make this distinction. Diversity is proactive, as opposed to reactive, and calls for change within the culture of the organization. With inclusion at its core, diversity favors all. Diversity is more than a moral imperative—it is a business opportunity. This message must be clearly communicated to the workforce. A quick review of demographic shifts within the U.S. population and marketplace provide ample rationale in support of diversity. However, it is equally important that organizations examine and share data related to current and projected demographics within their specific market or community. Who are you serving now? Who will you be serving in the future? Does your workforce adequately reflect your customer base? Use hard data to support your business case for diversity.

**Create a diversity plan and hold leaders and managers responsible for diversity.** Implementing diversity is not a single person's responsibility. To be effective, responsibility for diversity must be shared throughout the organization; its

leaders and managers must be held accountable for diversity goals and measurable results.

### **Increase the numbers of underrepresented populations at all levels of the organization**

Organizations should make it a priority to increase their number of underrepresented populations throughout various levels of the organization. Most often, this means expanding the numbers of racial and ethnic minorities, female executives and people with disabilities. Remember that a diverse workforce better serves a diverse customer base, enhances innovation, makes the organization more adaptable, and often increases financial performance.

### **Manage inclusion**

Like other major changes within an organization, changes in workforce composition must be managed. Through strong and consistent communication, information sharing, and diversity education, employees must be prepped for anticipated changes. Demographic shifts create tension in organizations, and tensions often challenge our conditioning. Proper management of an inclusive workforce, however, can result in long-term benefits overall. Stay the course and understand that building harmony takes time and patience.

### **Establish an internal diversity committee**

A company diversity committee can be instrumental in engaging employees to take an active role in diversity initiatives. The committee can plan diversity awareness events and activities, disseminate diversity education information and materials, and serve in an advisory capacity to senior leaders.

### **Provide a safe place for dialogue on diversity issues**

Employees need to be able to communicate their concerns and/or satisfaction-related to issues of diversity. Honest, open dialogue can be healthy for individuals and organizations, but must be accommodated by safe, supportive environments for sensitive dialogue. Facilitated study circles, peace circles or roundtable discussions can be used to implement productive dialogue on diversity

### **Discussion and conclusion**

Today we are more and more concern is given to DWP because society is getting more effects from the working policies of the companies. Society expectations are increasing towards the social development by the companies. So, it has become necessary for the companies to practice social responsibilities to enhance their image in the society. Even though companies are taking serious efforts for the sustained development, some critics still are questioning the concept of DWP. There are people who claim that DWP underlies some ulterior motives. The major barriers that have inhibited the employment, development, retention, and promotion of diverse groups in the workplace can be categorized into two types. The first type of barrier is organizational in nature and comes from the workplace environment. The second type of barrier is individual and comes from the employees themselves. The six organizational barriers which are most likely to inhibit the advancement of diverse groups in the workplace are (1) negative attitudes and discomfort toward people who are different, (2) discrimination, (3) prejudice, (4) stereotyping,

(5) racism, and (6) bias. The six individual barriers that are most likely to inhibit the advancement of diverse groups in the workplace are (1) poor career planning, (2) inadequate skill preparation, (3) lack of organizational political savvy, (4) lack of proper education, (5) low self-esteem, and (6) poor self-image. Diversity should be defined in the broadest sense in order to include all the different characteristics that make one individual different from another. Also, another reason for making the definition all-inclusive is that it recognizes everyone as part of the diversity that should be valued. The six factors most likely to influence diversity in the workplace are (1) demographic changes, (2) global marketplace, (3) economics, (4) comfort with being different, (5) a diverse customer base, and (6) Equal Employment Opportunity and Affirmative Action programs. The four major reasons that organizations manage diversity are (1) to improve productivity and remain competitive, (2) to form better work relationships among employees, (3) to enhance social responsibility, and (4) to address legal concerns. The six best strategies for managing diversity are (1) training and education programs, (2) organizational policies that mandate fairness and equity for all employees, (3) mentoring programs, (4) performance appraisal systems that are nondiscriminatory, (5) outreach programs, and (6) career development programs. Other important recommendations for managing diversity are to obtain top management support, to integrate diversity into all company functions, to use a combination of strategies, and to create a corporate culture that supports diversity. Diversity training needs to begin with increasing awareness of what the concept of diversity is and why it is important. The skill training, then, should provide the specific information needed to create behavior changes that are required to effectively manage and work within a diverse workforce. Then, application strategies and support needs to be provided so that diversity awareness and skills can be applied to improving work performance. The major goals of diversity training are to increase organizational effectiveness and personal effectiveness. The ten components of an effective diversity training program are (1) commitment and support from top management, (2) inclusion as part of the organizational strategic plan, (3) meeting the specific needs of the organization, (4) utilizing qualified trainers, (5) combining with other diversity initiatives, (6) mandatory attendance, (7) creating inclusive programs, (8) providing trust and confidentiality, (9) requiring accountability, and (10) conducting evaluation. The future trends related to diversity include the following: Society will become more diverse and, therefore, the workforce and the marketplace will become more diverse; there will be more globalization of corporations, which will lead to a more global workforce, marketplace, and economy; diverse work teams will be a reality in organizations; diversity will become more of a business concern than a social concern and be more closely linked to competitive strategies; diverse populations will make more money and spend more money and this increase in wealth will empower diversity; senior managers will become more involved in diversity issues because they will realize that the diverse workforce needs to be better utilized in order to remain competitive; more managers will face the challenge of dealing with backlash; and diversity training will be integrated more with other types of training. Over the past two decades, policy makers and others have worried about the size and composition of the clinical research

workforce, especially because of the changing demographics of the U.S. population and the concomitant implications for biomedical research and health care. Ethnic changes in the population present new challenges for understanding the health of certain populations. In addition, growing segments of the population, such as older women, will present special challenges for healthcare delivery. The increased diversity of the overall workforce, in addition to enhancing its vitality, may encourage greater participation of underrepresented minorities and women in clinical research. The benefits of their increasing representation in the clinical research workforce include greater clinical trial accrual of under-represented minorities, robust hypothesis generation for research questions related to women and minority populations, and the likelihood that clinical research will more greatly benefit minority communities.

Unfortunately the study scope, as framed by the questions in the study charge, was much broader than the body of available data. The committee found that the first three issues in the study charge could not be answered fully because of the lack of data on the clinical research workforce. This absence of data severely limited the ability of the committee to address questions regarding supply and demand and outcome measures for existing training efforts. Data on the private sector workforce are also not available, similarly limiting the committee's ability to address the study charge about the needs of the private sector.

The committee found, as others before them, that the single most significant impediment to achieving a better understanding of the problem was the lack of a clear, commonly agreed-upon definition of clinical research. This lack codifies the inability to set standard data definitions and will continue to hobble future attempts to understand and characterize the clinical research workforce.

Thus, the collection and analysis of data on the clinical research workforce—and clinical research overall—continues to be a challenge. More data are needed to monitor progress on the clinical research workforce; the use of standard definitions among federal agencies, careful tracking of the subsets of clinical research, and systematic evaluation of existing training efforts would be beneficial. Data standardization would also allow a better review of the composition and outcomes of study sections, which would ensure that women and minority clinical researchers are appropriately represented.

Greater numbers of physician-scientists and nurses are needed in the coming years to sustain the clinical research enterprise. Achieving these greater numbers requires examining the training and career paths for clinical research. Leaders in the field have continued to point out that the lack of a defined career path and the lengthy and costly training necessary to conduct clinical research are deterrents to entering the field. Many feel that a major and persistent obstacle to increasing the numbers of clinical researchers is the lack of regard for clinical research as a discipline in academic settings. Students who face numerous challenges to achieving career success—women and minority students face still additional challenges—may find other career paths less daunting.

More vigorous recruiting of students at earlier stages is needed to replenish the pipeline to clinical careers and in particular to reach minority populations. Various types of training programs and career tracks foster the development and retention of women and minorities in the clinical

research workforce, but more programs are needed for significant improvement. Just as there are not enough data on the clinical workforce to fully understand its supply and demand, there is also not enough evaluation of existing programs to identify which ones most successfully train clinical researchers. Leaders in this field need to expand and evaluate the existing mechanisms for developing new clinical investigators, retaining investigators, and supporting mentors. They should encourage flexibility of career paths in the academic setting, as well as collaboration between basic and clinical researchers.

#### **Limitations and Further research directions**

Finally, further research needs to examine the unique outcomes of associated with diversity mentoring relationships. Findings show that diversity shapes conflict and that conflict, in turn, shapes performance, but these linkages have subtleties. Functional background diversity drives task conflict, but multiple types of diversity drive emotional conflict. Race and tenure diversity are positively associated with emotional conflict, while age diversity is negatively associated with such conflict. Task routine-ness and group longevity moderate these relationships. Results further show that task conflict has more favorable effects on cognitive task performance than does emotional conflict. Overall, these patterns suggest a complex link between work group diversity and work group functioning.

In conclusion, a positive perspective on organization relationships can be mentoring scholars uncovers the true essence of mentoring relationships; relationships that help their members grow, thrive and flourish within and outside of organization.

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