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Vision for the Future – Theoretical Perspective on Management

Research Question: - “Diversity among the workforce is both beneficial and harmful for the manufacturing industry. Can advantages of workforce diversity outweigh its disadvantages”?

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Abstract: -

Workforce diversity is an opportunity as well as a threat to an organization. This paper discusses the advantages and disadvantages of workforce diversity in the manufacturing industry of the UK being specific with Unilever. However, examples of other industries have also been included. This paper focuses on providing supporting arguments in favour of advantages of workforce diversity rather than its disadvantages. Though workforce diversity possesses certain disadvantages, the advantages of workforce diversity can outweigh its negative impacts on the organization. Disadvantages of workforce diversity in the manufacturing industry have been opposed to the possible benefits of diversity. The case of Unilever has been clearly presented along with the impacts of workforce diversity on the company. Recommendations have been provided for organizations to get the positive outcome out of workforce diversity in organizations.

Introduction

Diversity in employees is characterized by differences in race, ethnicity, religions, political beliefs, gender, education, socio-economic background and many other factors. Today, workforce diversity management has become a challenge as well as an opportunity for the business organization. Patrick and Kumar, (2012) define diversity management as a process of maintaining a positive workplace environment despite differences in the workforce. Everyone is unique in his/her own way varying from each other in terms of several factors. Generally, diversity is based on the gender, religion, ethnicity, race etc. Workplace diversity simply refers to the differences in individual working in the organization. For instance, diversity is the differences in perception of the individual regarding how they perceive themselves and how they perceive others. As the perception of people determines the interaction between people, workforce diversity is closely linked with the work environment and every individual involved in the workplace. Increasing trend of globalization fosters the interaction between different people from different country and background.

In today's competitive business environment, management of workforce diversity has become a major challenge for the business organization. It is a responsibility of the organization to assemble the workforce in a coordinated manner so that their capabilities and skills can be utilized for the achievement of organization goal (Kossek et al, 2006). Having said that, a controversy arises while managing the workforce diversity as the effective management results in productive outcome whereas the ineffective workforce management highly affects the workplace environment. Because of the diversity of the workforce, a business organization cannot treat all the employee in a similar way. People are different in terms of perception and expectation which compels the business organization to have different strategies for the management of the workforce. The organization can no longer use the same workforce management technique to manage diversified nature of employees (Kundu, 2003). As the world is becoming smaller day by day because of globalization, the international market has now integrated in terms of economy, workforce and many other factors. The international business organization hires millions of labours from different countries which is also one of the sources of diversification. International organizations have now started adopting various strategies to manage the diverse nature of workforce for a productive outcome. While tackling the issues of workforce diversity, the business

organization seeks to collaborate the workforce by creating understanding between them and respecting the individual differences.

Business organization are obliged to manage the diversity among the workforce. Moreover, business organizations must face several kinds of pressure group regarding the management of diversity in the organization. Workforce diversity is associated with several issues arising in day to day operation of the organization. However, the consequences of workforce diversity depend upon how well it has been managed by the organization. Several business organizations have been successful despite the workforce diversity. At the same time, several business organizations have collapsed because of their inability to manage the workforce diversity. In general, workforce diversity is advantageous to organization despite their disadvantages. Workforce diversity is the source of creativity as a heterogeneous group of people from different background have different ideas and perceptions (Bassett-Jones, 2005). Business organizations can trace out the most favourable one from the bunch of ideas which is beneficial for both organization and employees. Similarly, organization practising workforce diversity possesses a good reputation in the business world. Such organization and reputed in the sense that they manage the workforce and do not involve in discrimination. The major benefit of workforce diversity is increased productivity with the use of a different idea from different people. Workforce diversity is a source of competitive advantage if the organization manage the employees in an effective manner. Despite several benefits of workforce diversity, workforce diversity is disadvantageous to the business organization. Organization hiring workforce from a different background has to maintain the organization culture that binds all the employees to respect and cooperate with each other which is a challenging task in itself. Moreover, differences in perceptions and ideologies is a source of organization conflict which is its major disadvantage (DiTomaso et al, 2007). Cooperation and teamwork is not an easy task to do when an employee is from a different background. Similarly, linguistic background acts as a major barrier to effective communication between the workforces which results in decreased productivity. Having said that, workforce diversity is advantageous as well as disadvantageous to the organization, but the question arises here if the advantages of workforce diversity can overweigh the disadvantages of workforce diversity.

Statement of Question: -

Diversity among the workforce is both beneficial and harmful for the manufacturing industry. Can advantages of workforce diversity outweigh its disadvantages?

Alternative answers: -

- Advantages of workforce diversity can outweigh its disadvantages.
- Advantages of workforce diversity cannot outweigh its disadvantages.
- Both advantages and disadvantages of workforce diversity possess equal impact.

Aims: -

This study aims at identifying the superiority of advantages of workforce diversity over its disadvantages. Arguments will be made on the basis of literature review and the supporting evidence.

Objectives: -

- To evaluate the advantages of workforce diversity in the manufacturing industry.
- To compare positive and negative impacts of diversity in the workplace.

Literature review: -

Manufacturing industry refers to the industry which involves processing raw material to get a final product. Manufacturing industry brings together the required workforce, material, machines and equipment to process raw materials and producing goods and services. These elements are the core part of the industry without which the industry cannot operate its activities. As the manufacturing industry requires workforce depending on the size of the organization, the impact also varies depending on the size and nature of the organization. Manufacturing industry of UK is the 8th largest industry in the world (Jolly, 2017). Manufacturing industry can be classified into several sub-groups as engineering industries, construction industries, electronics industries, chemical industries, energy industries, textile industries, food and beverage industries, metalworking industries, plastic industries, transport and telecommunication industries. The manufacturing industry is an important part of the

economy as it has a huge contribution to the economic development of the country. Likewise, it provides employment opportunities for the labour force of the country and from outside the country. Having said that, people from different background works in manufacturing industries which is the reason behind workforce diversity. Large manufacturing industries often recruit international workers which also makes the workforce diverse.

The workforce is the core element of manufacturing industry as a skilled and productive workforce maintain the competitiveness of business organization and assist to meet the customer demand and meet the goals of the organization. However, the diversified workforce can have impacts on organizational performance depending on the nature and management of the organization. Garnero et al, (2014) discuss the effects of workforce diversity on productivity, wages and profits of the organization. They argue that the diverse workforce leads to increased productivity if the skills of the individual in the organization are different if their capabilities match the work requirement and if the workforce is able to have effective communication with each other. They also argue that impacts of workforce diversity on production vary from the work environments. For instance, knowledge intensity and high-tech content production also determine the impacts of workforce diversity. An organization that seek to identify opportunities and exploit them for the productive outcome are more benefited by the workforce diversity. Manufacturing industry involves in the production of new product and services depending upon the needs and demands of the market and the customer. Having said that, workforce diversity is beneficial for the manufacturing industry as it tends to produce new products and services by merging the concepts and ideas of the creative and diverse workforce. A similar argument is made by Barrington and Troske, (2001) regarding the positive association of workforce diversity with productivity. Another argument presented by the author is the variance in impacts of workforce diversity because of the size of organization or industry. The employee is likely to involve in communication with the other employees who are more responsive and do not possesses the dissimilarities in terms of age, gender, ethnicity and other factors. Because of this particular reason, smaller firms are more benefited by the workforce diversity as an employee can interact with each other. In case of large industry, diversity among employee is high which is likely to affect the productivity negatively. Age is also a factor of diversification which has a huge impact on the productivity of the firm. The writer argues that the age diversity increases productivity if the organization is able to utilize the skills of the individual as per their age. For instance, young workers have more cognitive and physical abilities whereas the senior staffs have experiences

and knowledge. Similarly, educational diversity can be beneficial for the firm if the employees are of cooperative nature and involve in exchange of ideas. Skills and knowledge of educated employee can be learnt by other employees which ultimately develop the strength of employee leading to increased productivity. An organization which focuses on group and teamwork are likely to get benefited by the educational diversity of employee. The authors have presented gender diversity as a factor which negatively affects the performance of the firm. Negative in the sense that gender differences bring differences in values, beliefs and attitudes of members which in turn develop criticism ultimately affecting the decision making of the firm.

Saxena, (2014) also discusses the relationship of workforce diversity with the productivity of a firm. She argues that the diversity makes the workforce heterogeneous. At the same time, he also argues that employing a diversified worker in an organization is the most important thing to achieve competitive advantage. Furthermore, effective management of workforce diversity has a positive impact on the productivity of a firm. “Workforce diversity: beneficial or harmful for the organization” has always been a debatable issue. The author makes a clear statement regarding the impact of workforce diversity i.e. workforce diversity has a positive impact if managed properly and a source of conflict and other issues if not managed in an effective manner. Furthermore, she points out age, caste and religion, gender, language, professional qualification, different perception and attitude and geographical region as a major factor that diversify the workforce. The author not only points out increased productivity as an only benefit of productivity but discusses many other benefits of workforce diversity to the organization. Diverse workforce comes up with the multiple solutions for the organizational issues which is obviously a plus point for the organization. The organization can filter out the best possible solution out of different solutions. Moreover, diversified workforce possesses diversified knowledge and understanding of different parts of the market which makes it easier for the organization to meet the market needs. Similarly, sharing of experiences and skills is also a benefit of workforce diversity. Dixit and Bajpai, (2015) also argue that diversified workforce assists the organization to meet the needs of the diversified market. Additionally, they argue that diversified worker connects the organization with the large and diversified customer base. Despite several benefits, the author argues that management of workforce diversity is a challenging task in itself. In addition, she suggests an organization to manage workforce diversification in an effective manner in order to get the positive outcome regarding productivity and competitive advantage.

Choi et al, (2017) studied the relationship between workforce diversity and organizational performance. This study is based on the manufacturing companies of Korea. The relationship between workforce diversity and organization performance have been demonstrated on the basis of innovative climate, employee competence and employee satisfaction. While analysing the demographic diversity and its relationship with organization performance, they found a positive relationship between two factors. Gender diversity was found to be contributing to openness and flexibility of organization which depicts the organization's workforce. Being based on this particular finding, the author argues that gender diversity favours innovate organizational climate and performance in manufacturing industries. Moreover, the study found the complementary relationship between male and female in terms of organization performance which has been supposed to improve the social interaction of them resulting in the cooperative organizational environment. Next argument made by the authors is the impact of workforce diversity on the internal organizational process. Moreover, the status related diversification has been examined to get the better understanding of organization performance with a diversified workforce. Deshpande, (2013) also studied the relationship between organizational performance and workforce diversity. He argues that workforce diversity is a source of ability, ideas, solutions, creativity and innovation that can enhance the organizational performance. Linking it with the manufacturing industries of India, he argues that workforce diversity can make the diverse customer base for business marketability. The major basis of diversification is gender, religion, place of birth and caste. Manufacturing companies of India were selected for the study. It was found that the companies were aware of the challenges of workforce diversity and its management for business benefit. Companies were found to be involved in workforce diversity management in order to enhance organizational performance and meet the needs of diverse communities. Moreover, the companies were found to have policies and strategies regarding the workforce diversity management.

Ozbilgin, (2005) studied the diversity management and its benefits to the automobile manufacturing companies in Japan. The major aim of this study is to get the better understanding of the reason and benefits of implementing global diversity management strategies by Japanese automobile manufacturing companies. The author argues that diversity management is a management philosophy to get the real value of diverse workforce in organization mostly intended to get productive outcomes. Effective management of diverse workgroup has a positive impact on the organizational performance. Similarly, the author

argues that workforce diversity is the source of creativity and innovation which in turns uplift the competitive practice of multiculturalism inside and outside the organizations. In addition, it has been argued that although the homogenous nature of workforce is productive in the short run, heterogeneous nature of workforce can be productive in the long run. It is to be noted that Japanese manufacturing companies are not yet associated with the global diversity management strategies, but the study shows that Japanese manufacturing companies are facing huge competition with international companies which has compelled them to use heterogeneous nature of the workforce and manage them effectively. Furthermore, increasing productivity has become the major objective of Japanese manufacturing companies. Preda, (2008) also studied the adoption of global diversity management strategies in automobile manufacturing companies of Japan. The research topic is similar to the study of Ozbilgin, (2005) but they have been conducted in the different time period. As the research topic is similar, the author has completely based his study on the study conducted earlier. It was found that adoption of domestic and global diversity management strategies is dependent upon the change in the workforce and their involvement in the organizational operation. However, global firms are required to have global diversity management strategies for the effective management of the workforce. As stated earlier, Japanese firms have not implemented global diversity management strategies yet, they are facing the situation that demands the implementation of global diversity management strategies to tackle the challenges created by the competitive global business environment.

Arguments on advantages of workforce diversity can outweigh its disadvantages: -

After the review of various research and studies on advantages of workforce diversity, organization can get positive outcomes from the workforce diversity if managed properly. In addition, it can be said that advantages of workforce diversity can outweigh its disadvantages. Studies of different countries, different industries and diversity factors were done to demonstrate the advantages of workforce diversity to the organization. From the literature review, it is clear that workforce diversity is beneficial to the organization in several ways. However, the positive benefits depend upon the ability of the organization to manage the workforce diversity in an effective manner. Almost all the articles and studies reviewed in the previous section suggested that the benefits of workforce diversity depend upon the effective management of workforce diversity. On the other side, workforce diversity is

disadvantageous to the organization if it is not managed effectively. Whole organization can get affected negatively by the diversified workforce. There have been several studies and research that shows the superiority of advantages over disadvantages of workforce diversity.

Workforce diversity has several advantages as well as disadvantages. As stated earlier, different researcher has suggested that the impacts of workforce diversity depend upon its management. Workforce diversity is disadvantageous but only when it is not managed properly. When an employee from different background, culture, gender, age and ethnicity works in the same organization, communication issues are obvious to arise and hamper the performance of the organization. The linguistic barrier is the major problem that may arise because of workforce diversity. Effective communication is supposed to be an integral aspect of the organization that drives the productivity, quality of work, relationship and loyalty of workplace. If the organization fails to manage the workforce diversity, communication issues are extremely disadvantageous to the organization. People from different cultural and linguistic background have different communication styles which create difficulties for them to communicate with other members of the organization. Moreover, language is the major barrier to communication when employee has the different linguistic background. Most of the international organizations have the English language as the medium of communication. But, when an employee from different countries is not able to adopt the English language as their first language, it brings communication issues in the organization. Ineffective communication often leads to the misinterpretation of information and affects the sharing of information in the organization. It is difficult for the managers, supervisor and the co-members to interact which has a huge impact on the productivity of the organization. Ineffective communication is also taken as a reason behind conflict arising in the organization. Furthermore, ineffective communication hampers the cooperation and teamwork of the employees which directly impact their organizational relationship resulting in reduced work efficiency and effectiveness (Dube and Ngulube, 2012).

Looking at another side, workforce diversity has multiple advantages if the organization is able to manage the effective communication. For instance, communication between the diverse workforces enables them to share ideas, experiences and knowledge that can enhance the productivity of an organization. Different people from different background possesses different skills and capabilities that can be extracted for the organizational benefit. Communication issues of workforce diversity arise because of organization's inability to

manage them properly. Disadvantages of workforce diversity-related with communication are the result of poor management so it can be said that workforce diversity is advantageous despite the chances of its negative impacts on the organization. For instance, if the communication channel is effectively managed in an organization, skills of workers can be shared with each other which positively affect the productivity of the organization. Moreover, effective communication allows the organization to manage employee as a single part of the organization despite their variances in background, culture ethnicity and other factors. Workforce diversity can be advantageous to the organization if the organization is able to eliminate the communication issues and maintain the effective communication system.

Effective communication in the workplace between diverse workgroup increases cooperation and assist them to work on a team. Simply, communication between diverse workgroup has a direct relationship with the efficiency and effectiveness of work and productivity (Okoro and Washington, 2012). While talking about communication, diverse workforce also helps the business organization to communicate with the diverse communities and potential customer. Manufacturing companies can better understand the community needs if the organization is able to extract the information from a diverse workforce. Moreover, an organization can meet the needs and demands of diverse communities and markets. Communication between the diverse workforces is the source of their job satisfaction and motivation (Proctor, 2014). Volkswagen a leading manufacturing company can be taken as an example to discuss the benefits of workforce diversity. Automotive World, (2017) discusses the positive side of workforce diversity and its benefits to the company. Recently, the company has taken an initiative to uplift its diversity agenda. The company has been able to innovate new business concept, meet the market needs and satisfy the customers just because of the diverse nature of workforce the company possesses. In addition, the company focuses on gender balanced workplace as it perceives gender equality as a medium to achieve sustainable results. Paul, (2018) discusses the benefits of workforce diversity as perceived by a leading manufacturing company Rolls-Royce. Recently, the company has joined Apprenticeship Diversity Champions Network (ADCN). The company has always been hiring employees from a different background for the benefit of the organization. Being a member of the network, the company has planned to focus more on hiring diverse employees and maintain the gender balanced workplace in companies.

Taking an example of Unilever, the company believes in positive aspects of workforce diversity than the negative impacts of diversity. The company believes that the real value is not created when the differences are set aside, but the organization is able to obtain real value when the differences are combined to extract their positive aspects out of them. Unilever has put great effort to engage with the employees to ensure if the employee understands the organization's vision and role. Moreover, Unilever believes in effective communication that results in the identification of necessary changes in the organization. The company conducts employee engagement survey time to time to keep the organization connected with employees.

When organization have a diverse workforce, organization face internal competition among the employee rather than teamwork and coordination. Being different from each other, employees want to show their superiority in terms of culture, religion, ethnicity and gender. Internal competition fosters personal growth rather than organizational growth as employees wish to fulfil their personal needs before the organizational needs. Diverse workforce itself creates a distinction among workforce which negatively affects the organizational performance and productivity. It is to be noted that, workforce diversity negatively affects the organizational performance when they focus on internal competition, but it is the responsibility of the organization to manage the workforce to work collectively and focus on group goal rather than individual goals (Woods, 2010). Though workforce diversity is the reason behind the internal competition and affect organization negatively, employees can be managed to harmonize the workplace and utilize them for the achievement of organizational goal. Internal competition is caused by workforce diversity which is disadvantageous to the organization.

While talking about the disadvantage of workforce diversity associated with the internal competition, advantages associated with the workforce diversity cannot be neglected. Though internal competition affects the organization negatively, capabilities and strength of employees can be better utilized by the organization. For instance, an organization can motivate and influence employees to focus on group goals rather than an individual goal. Furthermore, employees having similar characteristics can be grouped together for working collectively. Competition is the source of motivation and influence employee to put more effort into their work. Moreover, employees get active physiologically and psychologically when they face competition with the co-workers because of which the employee work

effectively and efficiently. Looking at the positive side, workforce diversity is the reason behind internal competition while the same internal competition is the source of motivation for employees. Internal competition doesn't have negative impacts only, but it depends upon organization's ability to direct employees towards the achievement of organizational goals. It should be noted that internal competition is the source of motivation for an employee even if they are from diverse background (Procter, 2014). Willingness to win makes the employee more efficient which has a direct impact on the productivity of the organization.

Diversified workforce brings differences in employees in terms of culture, language, ethnicity, gender and many other factors. These differences can have negative impacts on the organization but looking at the positive side of these differences, an organization can have more benefits than the negative impacts of workforce diversity. The organization faces difficulties in managing and utilizing diverse workforce, but the real outcome is possible only when the organization is able to properly manage the workforce from a different background. As discussed earlier, cultural diversity creates linguistic barriers which have a huge impact on the organizational communication. The major drawback of workforce diversity is cultural disputes as people from different culture have different beliefs and perceptions regarding their culture and religion. Differences in beliefs and perception create misunderstanding among the employees which has huge impacts on organizational performance. Cultural diversity often creates the situation of discrimination in employees which creates organizational conflict. When employee has differences in terms of culture, they do not involve in teamwork and cooperation which reduces the organizational efficiency and effectiveness. The employee often involves in conflict when their cultures and religion are disrespected by co-workers. It is obvious that cultural differences disturb the organizational performance as there are several problems associated with the cultural diversity of the employees.

While looking at the benefits of workforce diversity in terms of culture and religion, advantages can outweigh its disadvantages. When expanding into a new market, holding multicultural workforce acts as a competitive strength of the organization. It is necessary for organizations to better understand the market before entering a new market. Multicultural workforce assists the organization with the necessary information and strategies to meet the needs and demands of new market and customer. Organization need to consider cultural and religious beliefs of the new market where the organization wish to expand its operation.

Having diverse workforce from different cultural background let the organization know about the cultural practices and beliefs so that the organization will not harm the new market by avoiding the cultural practices (Bear et al, 2010). Furthermore, having employees from different cultural background makes the large customer base. Unilever seeks to manage employees from different background along with the legal compliance and respect to the local cultures and differences. Unilever always seeks to identify the ways of motivating and developing employees from a different part of the world. Supporting women empowerment and ensuring the equality of the workforce has always been a great strategy adopted by Unilever. The company ensures routes to new market with such strategies (Jegede, 2016). The organization can make a good image in the market with the diverse workgroup from a different culture. Customer and market perceive the organization as good if the organization do not have discriminatory practices regarding the workforce. Respecting culture of the different market is a good organizational practice in itself. In addition, market expansion is the major benefit of workforce diversity even if the cultural diversity has negative impacts on organizational performance. The organization can manage the conflicts arising because of cultural differences to get the benefits out of diverse groups. Many organizations practice multiculturalism with the intention to move on to the new market and make a good image in the market. Cultural diversity is the source of conflict in the organization but it can be controlled by the organization. Cultural differences are the reason behind various other issues arising in the organization. Ignorance of cultural differences in diverse workgroup reduces the effectiveness of work and leads to organizational conflict whereas knowledge of cultural differences enhances the working relationship and assist the employee to work in a team. Having said that, it is clear that cultural diversity in organization possesses more advantages than disadvantages. Taking an example of multinational company Unilever, it is operating in different countries. Unilever takes workforce diversity as its competitive strength. According to The Guardian, (2012) people from 22 different nationalities are at the executive level of the company. Unilever has been able to expand its business to India as there is a high presence of Indian leaders in the top-level management of Unilever. Moving on to India has been easier for Unilever as the company has been well assisted by the Indians associated with the company. Furthermore, Unilever focused on hiring Indian women employees to sell the products in the remote area. It is evident that the diversity can be well utilized for the benefits of organization.

Workforce diversity in an organization incurs high training cost. Different people from different background should be directed to a common goal in a common way which requires training and development programs. The organization provides various kinds of training and development programs to make the employee feel comfortable with the work environment of the organization. It would be easier for the organization to provide training to similar nature of employees but providing training to a diverse workforce is a difficult task in itself. Not every individual has the same way of learning and ability to capture what is taught to them. Differences in the background are the barrier to provide effective training for the diverse employees. Organizations have to invest more in conducting seminars, programs and lectures to promote the workplace diversity (Jackson, 2011). As organization hire new staffs from a different background, training is the initial step of the organization to help employees to cope with the work environment. Increasing business scope and employee increases cost of training.

Looking at the positive side, disadvantages of increased training cost is outweighed by the advantages of training workforce diversity. Training provided to the workforce diversity incurs a high cost, but it provides several benefits to the organization. Providing training means teaching employees from a different background to cope with each other and adopt the organizational culture. Training and seminar help employees to socialize with each other and teach them how to respect the thought of other employees and their differences. Moreover, training and development programs enhance the skills and capabilities of employees which ultimately increase the competitive strength of the organization. Unilever, being an organization with diverse workforce makes a huge investment in training and development of the staff. The company has its own human resources strategy as ‘Winning with people’. In the year 2014, Unilever introduced a programme called Unilever future leaders programme which focuses on developing the best employees. The company also introduced new learning hub so as to develop the skills and knowledge of its employees (Dewan, 2016). Every organization organizes training and development programs for the benefit of the organization. It is obvious that training incurs a huge cost to the organization, but the long-term benefits of such programs should be focused more. An organization with diverse workforce needs to organize training and development program more than the organization having homogeneous nature of employees. Workforce diversity can negatively affect the organization if the employees are not able to cope with the work environment of the organization. Besides cost incurred in training programs, such programs are very beneficial for both the organization

and the employees (Cavaleros and Van Vuuren, 2002). Provision of such opportunities helps in personal growth of employees which have a direct impact on the organizational performance. In addition, providing training and development programs to the employee motivate them and satisfy them which develops loyalty in employee towards the organization. Cost is the temporary expense of organization, but the advantages of training diverse workforce ultimately build the competitive strength of the organization. Taking an example of Coca-Cola Company, it gives huge emphasis on diversity training and other programs to manage workforce diversity. According to Singh, (2014) Coca-Cola has employees from over 200 different countries. Similar to the case of Unilever discussed before, Coca-Cola also has people from different countries at its top-level management. Executives from Turkey, Liberia, Germany, USA, Ireland, Belgium and Cuba work in Coca-Cola Company. The company not only focuses on executives but also on lower level employees from a different background. The company believes in equality among the workforce. The company organizes various kinds of diversity education programme to manage the workforce diversity of the organization. The Coca-Cola Company, (2018) discusses various training programs organized by company. Diversity education programs are intended to reduce the negative impacts of workforce diversity. For instance, the major benefit of diversity education program is the utilization of workforce for achieving sustainable business results. The basis of workforce diversity education is diversity training, diversity speaker series and diversity library. It ensures the development of workplace that manages diversity and increases the productivity of the company.

An organization with diversified nature of workforce faces the issues of uniformity in terms of various factors which has a huge impact on decision making. Differences in employee's perception and ideologies affect the decision making of the organization. Organizational conflict may arise because of the differences in perception. Decision making is the core aspect of any organization either it is manufacturing company or other companies. An employee from different background puts different ideas and concept because of which organizational faces issues with decision making (Martin-Alcazar et al, 2012). While decision making is affected by workforce diversity, on one hand, it has huge benefits to the organization. Even if the decision making is slower, organization come up with the various options and solutions prescribed by diverse nature of the workforce. Moreover, taking a suggestion from diverse workforce ensures the selection of common ideologies that benefit both the organization and employees. Despite the multiple ideas presented for decision

making, the best alternative can be selected by proper evaluation of the available options. It is obvious that the selection of an alternative is difficult but selecting the best among several alternatives is fruitful for the organization (McKelvy, 2015). It is to be noted that employees should also focus on the common goal and respect the opinions and perception of co-workers. Similarly, the organization should also respect the opinions of the employees for effective decision making. There is no doubt that, selection of best alternative by avoiding other options creates conflict in the organization but organization should be able to manage such conflicts. Workforce diversity comes up with the diversified opinions which are good for organization despite its few negative impacts. Priestley, (2017) discusses the role of workforce diversity in the effective decision making of the organization. The diverse team are supposed to make a better decision 87 % of the time as per the study of 200 business teams. In addition, diversity of the workforce in terms of gender makes a better decision. It is also to be noted that decision making in the diverse workforce is better than the decision taken by the individual.

Evaluation of alternative answers: -

Out of three answers to the questions, one was selected and supported with the argument. The selected answer was “advantages of workforce diversity can outweigh its disadvantages” which has been supported by arguments and evidence. Other two answers “advantages of workforce diversity cannot outweigh its disadvantages” and “advantages and disadvantages of workforce diversity possess equal impact” were not selected. At the very first step, some of the literature and research paper were studied which assisted me throughout the selection of an answer. It was found that the negative aspects of workforce diversity also had several benefits to the organization. Several kinds of literature were studied before making arguments on the selected answer which shows that the advantages of workforce diversity have several advantages to the organization such as increased productivity, the source of innovation and creativity, the attraction of talent employee, market share and organizational image. At the same time, it was also found that workforce diversity possesses some disadvantages along with the advantages. The disadvantages identified were communication issues, poor decision making, and cost of training and increased competition. But while making arguments in favour of advantages it was clearly found that workforce diversity is advantageous to the organization and it can outweigh its disadvantage. Because of this particular reason, the second answer favouring disadvantage was not selected. Similarly, the third answer is based

on the equality of advantages and disadvantages of workforce diversity. As the impacts of workforce diversity depend upon the organization's ability to cope with and manage the workforce, it cannot be said that it has both positive as well as negative impacts on an equal basis. All the organization wants to get a positive outcome out of diverse workgroups. Not any organization wish to get negatively affected by the workforce diversity. Moreover, it is difficult to make arguments regarding the equal impacts of workforce diversity on the organization. Either positive impacts can be favoured, or negative impacts can be favoured. The major reason behind the selection of the first answer favouring advantages of workforce diversity is the evidence that depict the real scenario of the organization getting benefits out of workforce diversity despite its disadvantages.

There have been several studies showing both the positive and negative impacts of diversity in the workplace. Even in the disadvantages of the diversity, an organization can get the positive outcome. For example, diversity in the workplace is the reason behind conflict but at the same time, it is a source of creativity and competitive strength of the organization. If the organization manages the conflict occurring in the organization, workforce diversity can be utilized as a team and group for a productive outcome. Studies show that workforce diversity has disadvantages, but the diversity has more advantages to the organization than its disadvantages which can satisfy the answer selected among three options. Other two answers were not relevant to discuss and to make arguments due to which they were not selected.

Benefits: -

There are several benefits to an organization through a diverse workforce like diverse workforce can leads to innovation and creativity and they have local market knowledge, so they can improve the business and make it more profitable. Some organizations hire very diverse workforce because they improve the options for the company chose from a huge pool of talents and it leads to retain the talents because every employee gets growth in terms of personal and professional both level. In short if we see, we can conclude that diversity is beneficial for both individual as well as organizational levels.

Recommendation: -

Having a diverse workforce in an organization is a plus point and obviously a source of competitive advantage. After providing arguments in favour of advantages of workforce diversity with supporting examples, workforce diversity is beneficial for organization despite its certain disadvantages. In addition, the impacts of workforce diversity depend upon the ability of the organization to manage the diversity. Workforce diversity holds several benefits, so the organization should properly manage the diverse workforce. The organization should focus on maintaining effective communication in an organization so that the organization can collate the diverse nature of the workforce. Similarly, workforce diversity results in the internal competition which can affect organization negatively if not managed properly. Having internal competition increases the efficiency and effectiveness of employees so the organization should organize the fair internal competition. From the study, it is also clear that training employees play a crucial role in the achievement of organizational goal. It is obvious that training a diverse workforce incurs a huge cost, but training employees is a kind of investment for the organization. The organization should focus on training and develop their employees to build the competitive strength of the organization. Furthermore, the organization should focus on building a network covering the large market by getting associated with diverse nature of workforce from a different part of the world. It should be noted that even the disadvantages of workforce diversity can be used to get benefit with proper strategy and management.

Conclusion

Diversity management has become a core aspect of industries either it is manufacturing or another kind of industries. Organizations have started hiring workforce from different background with the motive to get extra benefit from a diversified workgroup. It is clear that diversity in the workplace has more advantages than its disadvantages. Workforce diversity brings differences in cultures, practices, opinions, ideologies, perception and skills in the organization but it is to be noted that workforce diversity is the source of competitive advantages of the organization. Diversified workgroup comes up with different ideas and concept which assists the organization in the innovation of new products and services. The diversified workgroup is taken as a source of creativity. Moreover, the organization needs the diverse nature of workforce to enter a new marker (domestic or international). The organization can better fulfil the needs of customer and market with the abundance of required information facilitated by the diverse workforce from different communities. Most importantly, manufacturing companies are mostly focused towards productivity. Workforce

diversity results in higher productivity and ensures the effectiveness of work. It is to be noted that diversity in the workplace doesn't have advantages only. Workforce diversity has negative impacts on the organizations. The impacts of workforce diversity depend upon the ability of the organization to manage the workforce and utilize them for a productive outcome. Even in the disadvantages of workforce diversity, an organization can get benefits if proper strategies are implemented accordingly. Manufacturing companies are hiring employees from a different part of the world in international market so as to increase the productivity, profit and operation of the companies. Organizations have started using diversity management strategies to direct the differentiated workforce towards the achievement of organizational goal.

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