

Managing cultural diversity in workplace

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Abstract

Cultural differences have strong impact on individual's customers, behavior and values in different business situation. The differences of culture found in conflicts, punctuality, and relationship in authority and how people work in their life. Different groups in the organization works differently based on the culture. The purpose of this research work is to managing cultural diversity in workplace. Both the qualitative and quantitative data collected for the research work. Analyzing both qualitative and quantitative data it found that the significance of managing good culture in workplace is very high and the human resource department of the organization needs to ensure the good cultural environment in workplace. Recommendation provided for the human resource department to implement strategies to develop organizational work environment culture.

1.0 Introduction

Organizational culture has strong impact on how the companies operate in cultural diversity. The mix of different cultures within the organization has some clear advantage and disadvantage. The involvement of customers in diverse organizational culture helps to improve its overall quality. To collect data both the qualitative and quantitative data would be used. Qualitative data would be collected from 3 teachers of University of Trinity Saint Davis and 20 students selected randomly to collect quantitative data.

2.0 Literature Review

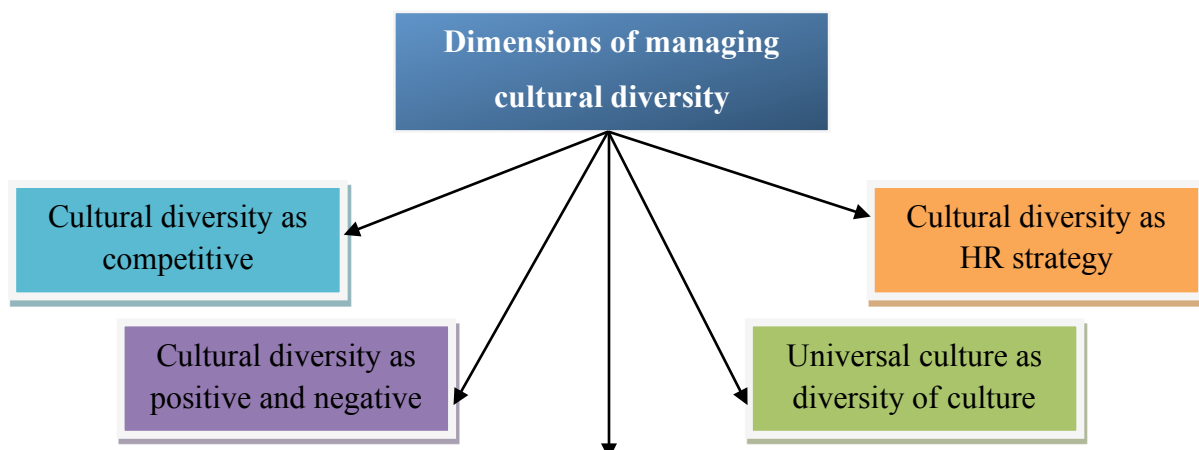
Managing Cultural Diversity

The ideas has provided in various dimensions to identify the areas of cultural diversity and evaluated significant cause. It is important for the organization to effectively manager cultural diversity of the organization. The global presence of the organizations has fueled the diversity of the organizations in cultural differences (Laroche, 2012). The practice of cultural within the organization is becoming a common phenomenon and is being practiced from the past few decades within the organization. There are several processes has indicated within the research for maintaining cultural diversity within the organization (Syed and Ezbilgin, 2010). The broad use of organizational cultural diversity makes the companies to get innovative, analysis of organizational issues, enhance organizational decision making ability, make the working environment friendly and flexible for all and elevate business practices.

Dimensions of managing cultural diversity

Cultural diversity is a systematic process that implement within the organization to develop overall performance of the company. Deresky and Christopher (2015), has developed five different views about the process of managing cultural diversity within the organization.

Figure 02: Cultural diversity dimensions



Cultural diversity
influence by culture

Source: (Deresky and Christopher, 2015)

The right management of cultural diversity could provide competitive advantage for the organizations. The right management of cultural diversity is correlated with the development of the companies but wrong implementation of cultural diversity strategies might create psychological depression among the employees. Organizational cultures are important to find out the effectiveness of organizational workplace which belongs from diverse cultures. The companies which follow the universal culture within the organization are highly effective to minimize the cultural diversity within the organization and make the employees believed that the rules are same for everyone everywhere.

Training Programs:

According to Moran, Harris and Moran (2007), training programs are very effective for the organization to manage all human related issues very effectively within the organization. There is several advantages company achieved from the training provided to develop organizational cultural diversity program like, to achieve competitive edge within the organization, remain effective in international business environment and develop skill and managerial cultural diversity issues. The advantage of cultural diversity training is it minimizes the stereotypes of the organization and minimizes the cultural differences among the employees. The training programs have both educational and communicational impact on the organization. It is important for the organization to design cultural programs effectively and makes continuous improvement within the organization. These training programs are more effective for the situation the company performs in multicultural business environment. It is important for every company to develop a module for the training programs.

According to Kühlmann and Heinz (2012) there are mainly three goals of the organizational cultural diversity programs these are: make the employees knowledge able about the organizational cultural differences to enhance awareness level on cultural diversity, learn about

culture from multicultural environment, the differences in culture need to identify, recognize the differences to avoid misunderstandings and develop harmony in work place.

Abramson and Moran (2017), define some requirements for cultural training module like, competent trainer, overcoming stereotypes, high level management involvement and monitoring and evaluation. The trainers who have cultural diversity background or educational training could only provide training to the workforce. Stereotype training means that the training session designed in a way that it minimizes the differences and increase employees awareness for the organizational benefit. The engagement level of the managers needs to enhance to make the employees more creative, innovative and find out talents. The total training process needs to monitor and evaluate appropriately.

Change culture and management

It is important for every organization to manage the organizational work force effectively and company needs to plan on the organizational cultural diversity. It is important for every organization to recruit employees from different background and develop strategies in a way that the newly recruiters managed effectively within the organization.

Romanenko (2012) claimed that the company needs to develop a diversify pools of candidates for recruitment and company needs to select candidates from the same places. Again a diversified strategy needs to develop to recruit employees from different culture. First of all the company needs to design the attitude of the candidates that needs to recruit for the company. An unbiased recruitment policy is bale to create an effective process of recruitment as bias strategy could impact the entire organizational recruitment process.

There are several criteria that need to follow to ensure effective recruitment within the organization. Handlechner (2008) stated that an effective recruitment process ensure some criteria for the company like the employees are hardworking, good team player, honest, competitive, articulate, smart, have ability to make decision when it is needed, passionate to work things effectively.

3.0 Secondary Source of Data Collection

Various sources are used to find out the secondary data for the research like, books, internet, etc. According to Goodwin (2012), the key source of secondary data collection is journals and research that already conducted by other researchers.

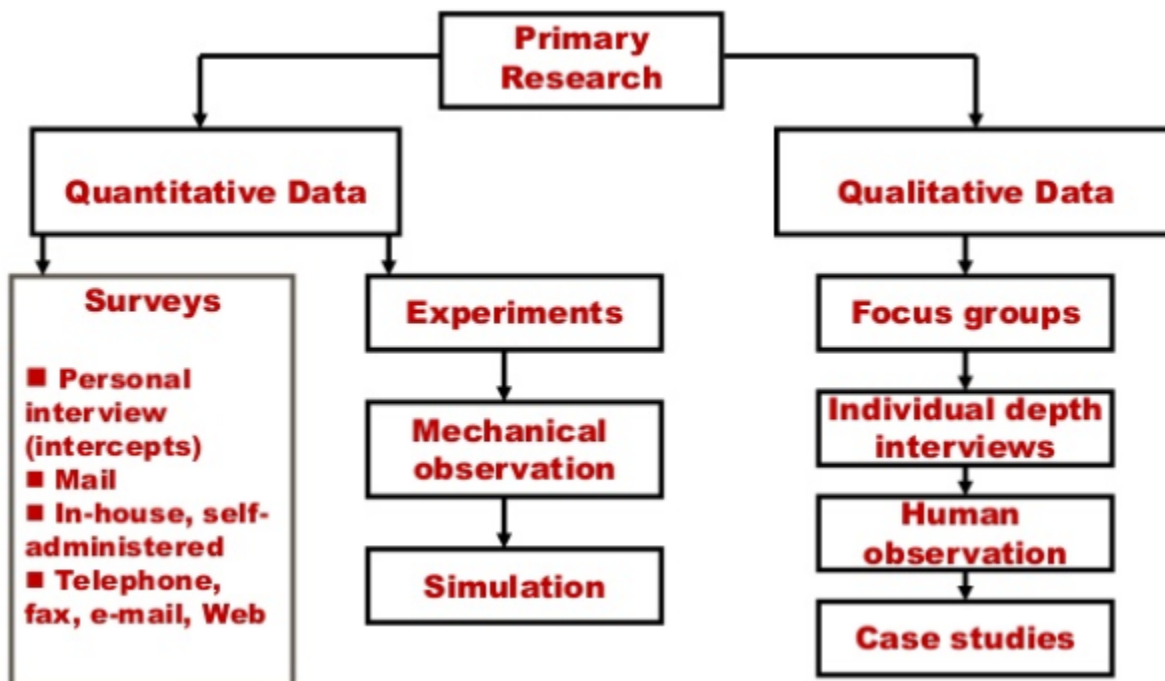
3.1 Advantage and Disadvantage of Secondary Data

Advantage of Secondary Data: Boslaugh (2007) stated that the key advantage of the secondary data collection is it save time of the users. The data collection process is very easy in this process as data could be easily accessed and do not associates with enough cost.

Disadvantage of Secondary Data: the limitation of this type of data collection is some time researcher does not find out the appropriate data according to the research topic. The outdated data might harm the potentiality of the research

3.2 Primary Source of Data Collection

According to Boslaugh (2007), the primary data collection process makes the individuals to collect data directly from the participants. There are quantitative and qualitative are two key sources of primary data collection.



Advantage and Disadvantage of Primary Data

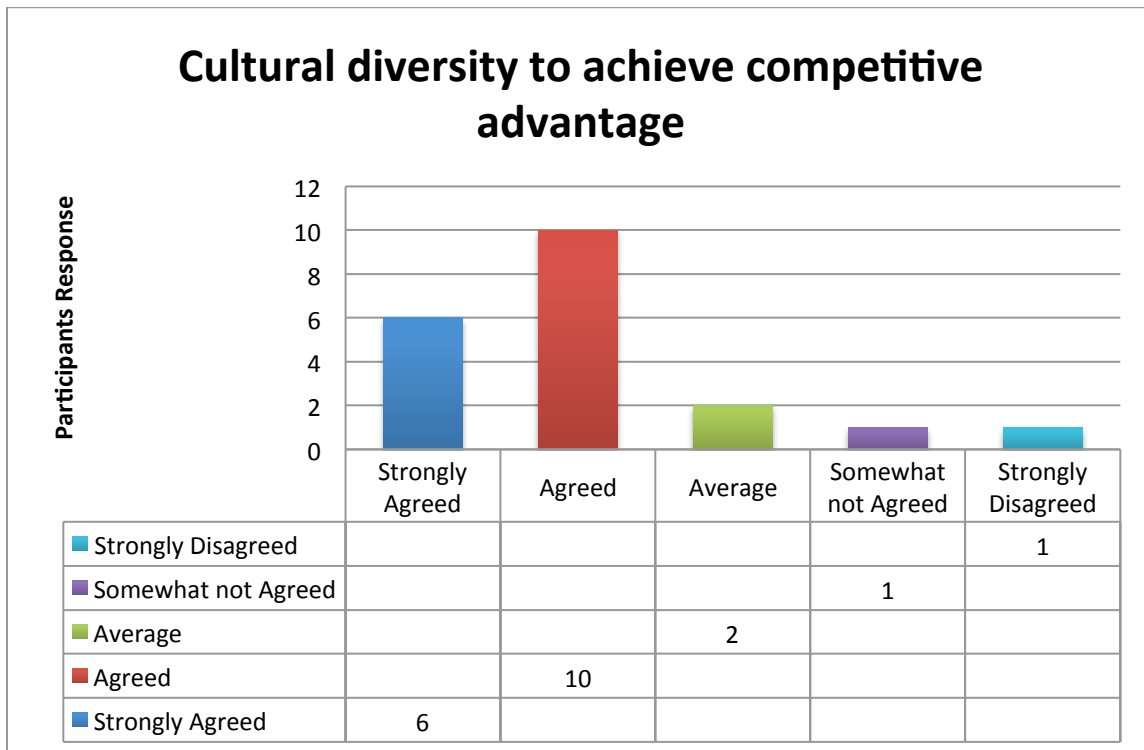
The advantage of data collection is very easy to collect and data collected from large numbers of the participants at a time. The disadvantage of the data collection is it required enough time for the data collection.

3.3 Quantitative Data Collection

Analysis and Findings

Question 01: Do you agree that you have preconceptions about different other cultures that exist in your workplace?

Graph 01: Cultural diversity to achieve competitive advantage



Findings

This question asked to find out the effectiveness of cultural diversity management of the company and found that 80% of the participants were agreed that they have basic knowledge of associated culture within the workplace but 10% of the participants were not agreed and few of them were in average. The good cultural understanding of the employees makes them able to work friendly with all the employees and able to reduce their stress so that they able to deliver high quality service to the customers.

Question 02: How far you agreed that it is manager's responsibility to manage workplace culture?

Graph 02: The effectiveness of organizational cultural management

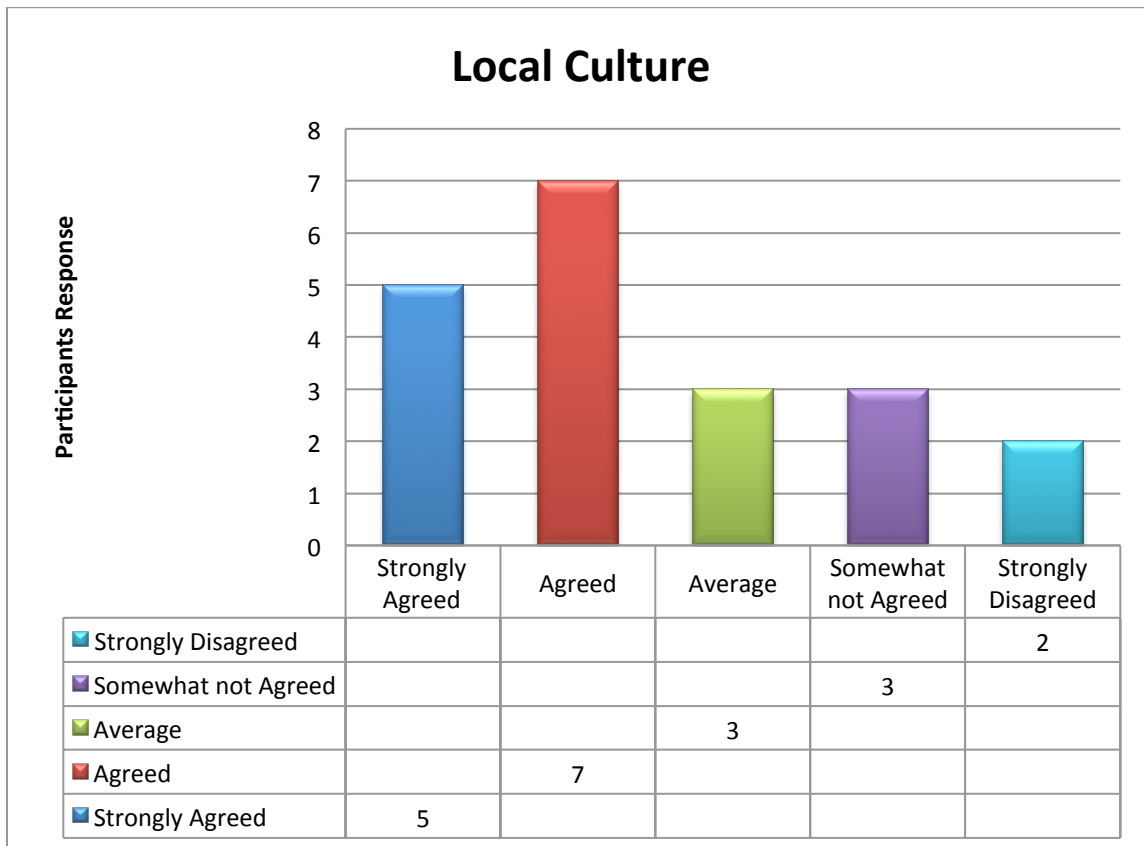


Findings

It found that 85% of the participants ensured that it is the manager's responsibility to manage the culture in workplace. 5% were not sure and 10% disagreed as that stated that besides the manager's role it is the responsibility of the employees also to manage the workplace culture. The friendly culture is beneficial for the company.

Question 03: do you agree that local culture is dominants culture in your organization?

Graph 03: Cultural diversity management influenced by organizations culture

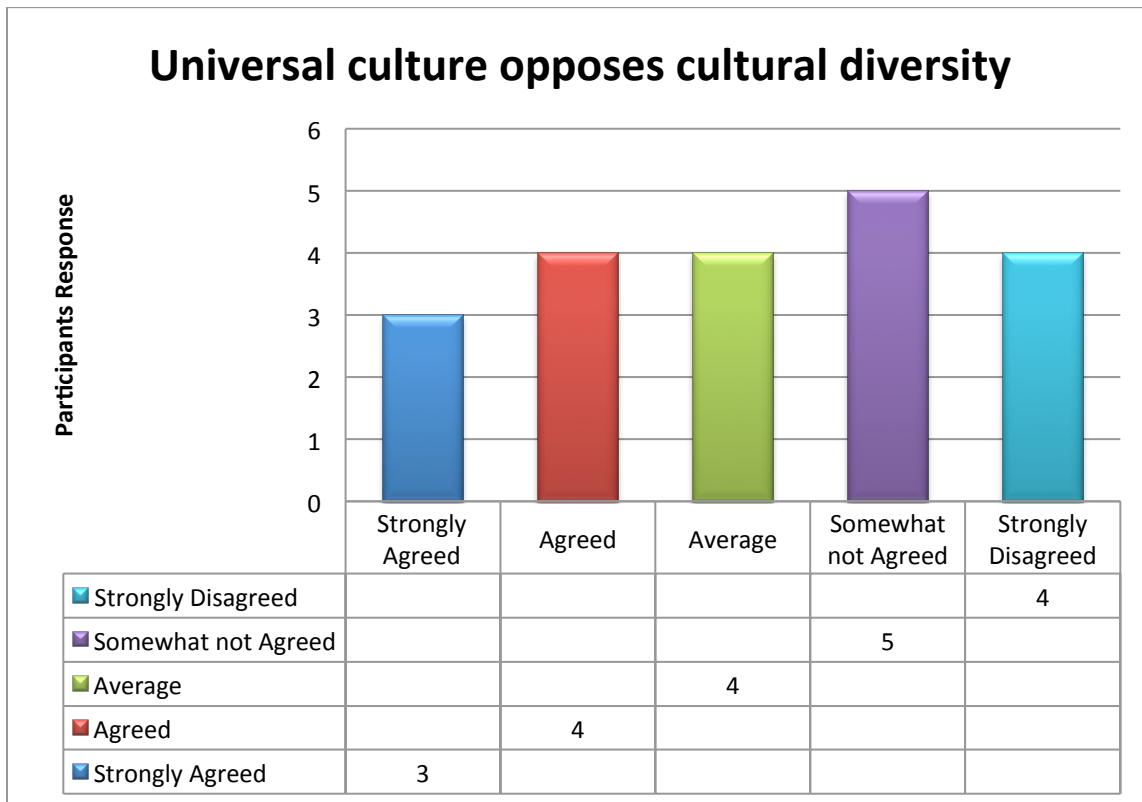


Findings

It found that 60% of the participants ensured that local culture is dominant culture in workplace. 15% were not sure and 25% disagreed as local culture is dominant culture in workplace. Mainly when large numbers of employees share same language than that culture becomes the dominant culture in workplace, however it depend the acceptance of the employees for other culture in workplace to ensure the friendly environment in workplace.

Question 04: Do you agree that the companies which follow universal culture are effective than the company which follow local culture as the main culture of the company.

Graph 04: Universal culture opposes cultural diversity

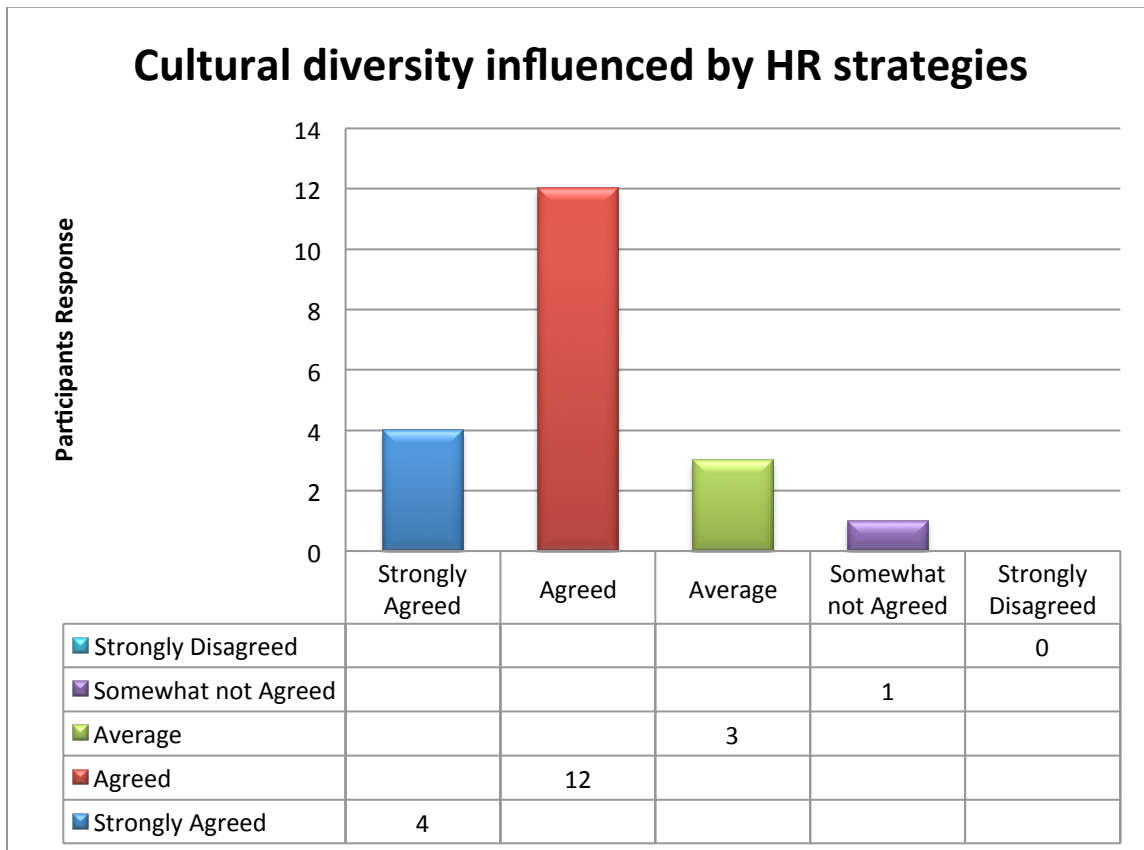


Findings

It found that 35% of the participants ensured that following universal culture could not be ensured the good culture in workplace. 20% were not sure and 45% disagreed as using universal culture is good culture in workplace. Mainly when large numbers of employees share same language than that culture becomes the dominant culture in workplace, so using universal culture in workplace would not create any different as it mainly depends upon the management of the organization to ensure good cultural practice in workplace.

Question 05: Do you agree that your human resource department is highly effective to

Graph 05: Cultural diversity influenced by HR strategies

**Findings**

It found that 80% of the participants ensured that human resources department could ensure good culture in workplace. 15% were not sure and 5% disagreed that human resources department could ensure good culture in workplace. Mainly human resources department could provide training to the employees make them able to manage good culture in workplace.

3.4 Qualitative Data

Question 1: How far you agreed that managing cultural diversity in workplace is an important issue?

1st participants ensured that the good cultural understanding of the employees makes them able to work friendly with all the employees and able to reduce their stress so that they able to deliver high quality service to the customers. 2nd participant mentioned that managing good culture in workplace is an important issue and organizational manger needs to ensure friendly working environment. 3rd participant mentioned that managing good culture in workplace is important and is the key responsibility of human resource department.

It realized that good cultural environment is very crucial for the company and the human resource department needs to ensure a good culture has been established in workplace.

3.5 Central Tendency of Collected Data

Numbers of Observation	Maximum and Highest response recorded	$(X - i)$	$(X - i)^2$
1	10		
2	10		
3	07		
4	05		
5	12		
Total = 5	Total = 44		

Data calculated in MS Excel

C23 fx				
	A	B	C	D
1				
2	Number of	Highest		
3	Observations (N)	Numbers of	X - i	$(X - i)^2$
4	1	10	-1.2	1.44
5	2	10	-1.2	1.44
6	3	7	1.8	3.24
7	4	5	3.8	14.44
8	5	12	-3.2	10.24
9	Average			30.8
10				
11	Mean (X)	8.8		
12	Median	10		
13	Mode	10		
14	Verience			5.133333333
15	Standard Deviation			2.265686062

It finds that standard deviation is 2.3 which mean the data has tendency to the central data.

4.0 Conclusion and Recommendations

Analyzing both qualitative and quantitative data it found that the significance of managing good culture in workplace is very high and the human resource department of the organization needs to ensure the good cultural environment in workplace.

Recommendation

There are various strategy developed by the human resources to minimize the working environment and cultural development issues is highly significant for improving organizational working environment. First of all, it is important to arrange regular group discussion with the employees and managers needs to change team frequently and also recognize the employees for their performance. Organizational leaders need to make fun within the organization to make the working environment friendly. The more the managers will be able to able to develop working environment the absenteeism of the employees will be reduced and will remain with the company for longer time duration.

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Questionnaires

Quantitative

Question 01: Do you agree that you have preconceptions about different other cultures that exist in your workplace?

- ❖ Strongly Agreed
- ❖ Agreed
- ❖ Average
- ❖ Somewhat not Agreed
- ❖ Strongly Disagreed

Question 02: How far you agreed that it is manager's responsibility to manage workplace culture?

- ❖ Strongly Agreed
- ❖ Agreed
- ❖ Average
- ❖ Somewhat not Agreed
- ❖ Strongly Disagreed

Question 03: do you agree that local culture is dominants culture in your organization?

- ❖ Strongly Agreed
- ❖ Agreed
- ❖ Average
- ❖ Somewhat not Agreed
- ❖ Strongly Disagreed

Question 04: Do you agree that the companies which follow universal culture are effective than the company which follow local culture as the main culture of the company.

- ❖ Strongly Agreed
- ❖ Agreed
- ❖ Average
- ❖ Somewhat not Agreed
- ❖ Strongly Disagreed

Question 05: Do you agree that your human resource department is highly effective to

- ❖ Strongly Agreed
- ❖ Agreed
- ❖ Average
- ❖ Somewhat not Agreed
- ❖ Strongly Disagreed

Qualitative Data

Question 1: How far you agreed that managing cultural diversity in workplace is an important issue?