#  Workforce Diversity

ABSTRACT

Diversity is a key strategy that supports the core of a business (Eastaugh, 2008). In the last two decades, organizations have approached workforce diversity differently (Martín-Alcázar, Romero-Fernández, & Sánchez-Gardey, 2012). Society has grown more diverse than ever before and has affected workplace outcomes, such as employee turnover and lawsuits (Bristol & Tisdell, 2008). Diversity is not an easy concept to handle so many organizations have difficulty embedding diversity into their daily practices and procedures (Kazi & Zadeh, 2011). Companies who do not work to create a long-range strategic plan that integrates diversity into the corporate culture may be at risk of hindering the conflicts of high employee turnover and the risk experiencing a lawsuit (Albright, 2012).

In the case of the Ford Motors Company, the company has to focus on preparing effective strategies for managing diversity. Since the company has a global presence, the company's workforce is comprised of diversified people from different countries. But, the HR system of the company has implemented effective strategies for the management of the diversified workforce. This paper proposes a quantitative study that will provide a detailed discussion about the company's commitment towards managing diversity and organizational outcomes (Mathis & Jackson, 2006), and compares organizational outcomes of companies with different levels of workforce diversity. To provide additional context this study will examine the workforce diversity as well as the purpose, research questions, and methodological approach.

# **Workforce Diversity and Organizational Outcomes**

Diversity in an organization refers to the involvement of a diverse workforce and its inclusion in the organization for managing operations in the competitive market place. Generally, organizations having global operations have a diversified workforce and have to focus on integrating their work environment accordingly. Diversity management should be done by preserving the cultural and religious values of the individuals. It is essential for the organizations to integrate their work environment and focus on establishing cross functional teams. Every organization should have diversity at the workplace at each level (Mor-Barak, 2005).

Diversity and inclusion are essential elements for the success of an organization in the competitive business environment. The organizations should provide diversity training to their management and workforce, so that effective performance can be attained from the employees. The training and development process should be based on personal, as well as, professional development of the workforce. The organizations should conduct consistent diversity audit for evaluating the diversity awareness level of the workforce. A diverse workforce is very helpful for an organization in gaining business transformation opportunities and meeting the customer's requirements (Mor-Barak, 2005).

In the literature there are six dimensions of diversity: race, gender, age, disability, sexual orientation, and national origin. Workforce diversity is important for both organizations as well as governments across the world. The importance which is gained by workforce diversity has been due to free movement of labor owing to globalization and also as a result of initiatives taken by minority groups that have been excluded by organizations till late. Further instigation has been due to equal work opportunities at workplace (Cook & Glass, 2011) By promoting equal work opportunities organizations sought to make most from the effectiveness and efficiency which is a result of diverse workforce (Armache, 2012).

The Early 1990’s witnessed the development of new trend in the form of workforce diversity mainly as a result of liberalization and globalization of markets (Henry & Evans, 2007). Also at the same time Brentwood institutions led to free market economies which brought free labor movement as a commodity. It led to diversity in workforce for most organizations (Brathwaite, 2012). The Ford Motors Company gives a lot of importance to diversity and inclusion of employees. The company's business strategies and HR practices are based on the management of diversity and inclusion for fostering the company's performance.

**Relevance of Research Topic**

The research topic was chosen considering the increase in cases of discrimination based on diversity amongst most of the well-known companies. We have to investigate whether the claim that workforce diversity is related to employee turnover and expensive lawsuits. If the research question holds true, it could provide insight into how organizations could handle bigger problems by managing employee diversity (Birchfield, 2012).

**Research Methodology and Design**

The research would use quantitative methods to determine if there are relationships that exist between diversity in organizations and employee retention and number of lawsuits. The quantitative study would be descriptive as subjects would be measured once, sample population would be utilized to estimate relationship between variables.

**Study population and sampling**

 A sample population of respondents would be chosen from certain group of companies. An average of 3 respondents would be chosen to represent one organization.

**Data collection**

To gather data, a questionnaire would be provided to sample population. It would contain questions related to recruitment, selection, placement and development of employees.

**Data analysis**

There would be points for every question and total score would be calculated for each respondent (organization). There would be categories of total score which would indicate how diverse or non-diverse sample organizations are and what is the rate of employee turnover and lawsuits filed upon organizations.

Statistical testing in the form of correlations would be used for analyzing the data. If diversity and employee turnover and diversity and lawsuits are negatively correlated, it would imply that higher the diversity, lower is the employee turnover and lawsuits. If the variables are positively correlated, increase in diversity would mean increase in employee turnover and lawsuits. Zero correlation would imply no linkage between variables.

**Scope, Limitations and Delimitations**

**Scope**

The scope of this research study includes organizations which have been concerned with employee turnover and increasing number of lawsuits (Bouville, 2008). The study aims to find if there is any relation between extent of diversity and number of lawsuits or increased turnover.

**Limitations**

* Generalizing the entire organization from 2-3 respondents can give incorrect results as individual perspectives come into play
* The categories of questions might not reflect broad understanding of relevancy of topic
* Data collected could be too abstract and general for any application to specific data analysis tool

**Delimitations**

Following delimitations of the study are noted:

* Only those respondents who have been working with their respective organizations for a minimum 2 years would be considered in sample.
* Respondents who have been deployed on a different location other than corporate office would not be included in this study.
* Only those organizations that are in Fortune 500 list of current year would be chosen to study

**Ethical considerations**

The research study would be conducted in professional setting with ethical considerations.

* Permission from the organizations’ HR department would be obtained for conducting research on them
* The data collection would ensure that there is not anything that would cause physical or emotional harm to respondents
* Our own personal biases and opinions would not get in the way of research
* Findings of questionnaires would be kept anonymous
* There would be no bias in selecting respondents
* While reporting results, accuracy of what has been observed would be maintained

**Problem**

The general problem is there are a significant number of organizations that neglect to diversify their workplace. There are many different levels of workforce diversity, but when organizations do not diversify, they are likely gambling with their own ability to learn and adapt, and in effect limits their own life expectancy (Gerstandt, 2009). According to Peterson and Philpot (2007), studies based on the boards of the Fortune 500 found that women account for only 15% of board seats and minorities account for just 10% (Peterson & Philpot, 2007). The ever-changing diverse business world poses some unique challenges for non-diverse organizations such as lawsuits filed by minorities and women alleging discrimination (Lewis, 2009).

The specific problem occurs when a business ignores implementing diversity in their workplace, which can lead to increased turnover and expensive lawsuits (Gerstandt, 2009). For example Ford is one of the largest carmakers and has a product line of eight different carlines which holds to be very impressive to the vehicle consumer. Some of these brands include Jaguar, Aston Martin, and Land Rover etc. It is also involved in financing its products through its subsidiary Ford Motor credit. The company has 90 plants in the global market and has a big human resource of 300,000 employees for making its operations successful (Ford Motor, 2009). There is well defined union structure in the company, which assists in managing the diversity and their issues in an effective manner. The presence of union in the company assists the employees in getting economic benefits and gaining assistance from the legal enactment of the employment and labor laws. It also provides social welfare, improved wage structure and effective work environment in the organization. The union in the company mainly focuses on the mutual insurance and collective bargaining methods for resolving any kind of issues rising among the employees (Freeman, 2007).

In the past few years it’s facing lot of challenges and its financial performance has also gone down. Thus the major human resource challenges that Ford face are, attracting and retaining top human resource talents (which is required for the effective management of the organization), and integrating the human resource strategy with overall strategy. Another major challenge is, Ford has also become a monolith and beauracratic organization which is becoming a stumbling block for innovation and growth, securing commitment of its employees and building a symbiotic relationship amongst all the stakeholders, and a lack of commitment is leading to the dissatisfaction to the stakeholders. Ford can have significant benefits and will lead to improved team functioning and performance as the work is done effortlessly as an artist. It will also lead to more creativity and innovation which will lead to new product developments, better approaches to problem solving. Moreover this will lead to employee delight.

Another organization example is, hiring discrimination can lead to lawsuits and cost a company millions. In the high-profile 2004 case, Abercrombie and Fitch settled a $50 million lawsuit based on discrimination against diverse cultures, which entailed forcing minority employees to work in stockrooms and being fired (Weisenfeld, Seshi, and Ruf, 2012). A company with an excellent record on supporting diversity within their workplace and their dealerships is Ford Motor Company.

The companies which this study are centered around are the Denny’s Corporations and Wal-Mart which face difficulties in cultural identities and income equality. The main objective in outlining Denny’s Corporations and Wal-Mart offer an opportunity to measuring diversity issues with different vantage points. The recent news on company’s challenges in managing employees, such as, the Denny’s Corporation restaurant on prior negative allegations of racial indifferences provides a platform for further investigation to claims. The focus is the public listing of occurrences to challenges in diversity than the official company’s website to ensure an accurate account of the internal interworking of issues.

**Purpose**

 The purpose of the quantitative study is to compare organizational outcomes of companies with different levels of workforce diversity. Interest in **diversity issues** has stemmed mostly from demographic changes. It is suggested that the United States workforces are becoming more heterogeneous (Bouville, 2008). Workforce diversity manifests heterogeneous workforces in terms of characteristics that reflect differences such as age, ethnicity, race, and gender (Robbins, 2004). Through this study, global companies that engage in workforce diversity can characterize the nature of their operations as well as the results of their operations organizational outcomes.

**Research Question**

The research question guiding this study is, “What is the direct link between workforce diversity and organizational outcomes?” For the purpose of this study, organizational outcomes of high turnover and lawsuits will be utilized to compare the results. By using a quantitative approach, the study will encompass numerical data that can be subject to statistical testing. This study will gauge the best diversity formula by gathering numerical data from participants completing a questionnaire. In doing so, the method is in using a ratio assumption to the focuses on how many out of total participant’s demonstrated a lack of diversity in the selected companies, i.e. 28 out 50 felt discrimination against employees either concerning positions, working conditions, or promotions. Then the ratio assumption that out of the 28 the gender specification and income salary levels can offer additional opportunity to measure the frequency to lack of diversity due to x (gender specification differences) and y ( the income salary levels that impact higher senior level management or lower level employees work teams / individuals). The quantitative method offers an opportunity to gauge the incoming data retrieved for measuring current companies lack thereof resources in place or needed to sustain positive diversity levels.

H1o How many times the company provided diversity focused programs?

H1A What was the range of frequency encountering negative experiences within the workforce, in which, the human resources department quickly assisted in remedy to the problem by (1 -2 times) or (3 to 4times) of incidents occurring before resolution offered.

H2o Is the lack of management in leading forward diversity focused programs serves towards a limited outcome of perspective in the last year?

H2A How many levels of management or leadership personnel available for reporting lack thereof diversity?

**Methodological Approach**

To address the problems of the study and to achieve its purpose, a descriptive comparative research design is uses. This design will be appropriate because the intention is to describe the strategies of the diverse in relation to organizations turnover rates and law issues to determine the degree of workforce diversity. Global companies that have a diverse workforce and those companies who do not have a diverse workforce are identified.

Comparisons are made between diverse companies and non-diverse companies to determine if the diversity-related strategies have effects on results of their turnover rates and law. To gather primary data, questionnaire surveys will be distributed among target respondents who are authorized personnel in the global companies. They could provide data on diversity-related strategies and some results of operations. Through personal surveys with managers, investors, and employees, information on how the companies recruit, select, place, and develop workers will be obtained. According to (Zikmund, 2003), this method helps in obtaining complete and precise information. It could also provide opportunity for gathering feedback on strategies implemented.

**Contribution to Knowledge**

The proposed study makes a significant contribution to knowledge because successful companies aiming for globalization may be provided with guidelines in coming up with decisions on workforce diversity and sufficiently adapt toward organizational advantages. Diversity issues are effect levels of openness to dissimilarity characteristics among the organization’s work groups, members, and culture as well as the diversity within the organization (Patrick, 2010). The lack of effective diversity awareness programs makes formal study of diversity and its value to global organizations difficult. Diversification is the primary method to compete aggressively within this competitive landscape. The perspectives of business owners, entrepreneurs, and employees will validate an organization’s positioning in the marketplace. The inevitability of an organization’s success or failures predicts the strategies they choose to facilitate. Current research findings on the variable are limited to basic demographic information and basic diversity program information.

Ford Motors Company seems to have strategies in place that ensure it hires and retains the type of employees the organization wants. It does this by offering grants and scholarships and by supporting educational programs for ethnic minorities, women, people with disabilities and other diverse groups representative of the population who then become part of an available pool of qualified candidates that Ford can hire from. Ford also provides technical training and development opportunities for employees after they are hired that encourage them to meet company goals and expectations, and that develop growth potential within the organization. These programs aid retention by fostering leadership development and encouraging promotion of employees. Ford offers a comprehensive and competitive benefits package and other incentives that also encourage employee retention. By continuing the programs it already has in place it can ensure it continues to hire and retain the type of workers it wants.

**Review of Relevant Scholarship**

Various university libraries searches, such as Bloom’s Literary Reference Online, ProQuest, EBSCOhost, the Issues and Controversies, and ITECH netBASE help explore relevant scholarship. Also articles from the Journal of Leadership Studies and other business journals connect information relevant to scholarship of the proposed study. Key search terms will entail words such as global diversity management, diversity, diversity issues, leveraging diversity, multicultural organizations, and developing global leaders.

**Extension of Theory and Practice**

The proposed study will extend theoretical and practical understandings of diversity and its role as a tool used to build relationships and break communication barriers within diverse organizations. The research question will reveal how organizations turnover rates and the company good background standings are viewed in the business market considering today’s rapidly growing multicultural environment. A culture may develop when individuals who share experiences and interests unite and organize. Individual interests and rights merge, articulate, and valorize as group interests and collective rights (Kottack & Kozaittis, 2008).

**Rationale for Groups Studied**

Stakeholders such as production managers, human resources managers, marketing managers, employees, buyers, and investors of the global companies are the groups studied and used as respondents of the study.

In Ford Motors the company's recruitment, selection, training and development processes are based on the well-defined rational and structured framework. The recruitment and selection system is based on the preliminary screening and interview. The training system is focused towards providing "on the job training" to the employees. These systems are not based on discriminatory actions against minority people and are based on the Equal Employment Act. The Company uses MBO (Management by Objectives) and 360 degree appraisal methods for effectively doing the performance appraisal of its workforce. The compensation system of the company is effectively structured and wage policy is provided accordingly to the employees (Briscoe & Schuler, 2004).

The company's wage structure is based on the Fair Labor Standards Act, 1938 and has been modified in accordance with the amendment in the minimum wage limit and overtime payments. The company also covers the Occupational Safety and Health Act, 1970 and provides effective work environment to the employees. The job profile of the employees and the leave facilities is based on the Family and Medical Leave Act, 1993 and has modified this system according to the amendment in the act in 2008. The union structure and HR system is managed on the basis of Labor-Management Reporting and Disclosure Act, 1959 and complies with the basis employee rights (Employment Law Guide, 2008).

The updates and amendments in the rules and regulations of the employment law will not affect the company to a great extent. It is due to the reason that the company has prepared and implemented HR plans for managing its employees. The company's HR system is very effective in providing job satisfaction to the workforce. But, due to the implementation of the modifications in the employment law, cost and expenses of the company may increase. Therefore, the company's HR department still has to focus on taking relevant measures for managing the organizational outcomes.

**Chapter Summary**

Global are organizations characterize the presence of worldwide manufacturing facilities, marketing policies, and logistic systems (Kotler & Keller, 2006). To cope with the complexity of worldwide operations, one of the operational strategies uses workforce diversity in either terms of gender, race, or ethnicity (Robbins, Stephen & Coulter, 2004). These companies differ in the degree of diversity of their workforce, depending on the scope of their operations.

 This study is a timely answer to the issue of workforce diversity and how it would contribute to the realization of the global companies’ vision and mission and specifically in the attainment of targeted results of operations. This study could also be a way of discovering the extent that workforce diversity contributes to the attainment of goals and objectives. The findings of the study would guide the global companies in operationalizing workforce diversity to ensure that productive, highly motivated, and committed workers are maintained at all times. Relating workforce diversity to results of operations would guide the management in formulating decisions that would be instrumental in maximizing the value of the global organizations.

# **Workforce Diversity and Organizational Outcomes**

The enclosed literature chapter entails focusing on the importance of diversity management within business environment that promotes collaboration between work teams as well as management teams. Diversity offers more opportunities to define corporate culture making up of certain employees with different backgrounds that encourage acceptance and knowledge on different cultural norms. Diverse workforce also assists the company in increasing the total quality of the production and manufacturing. It is due to the involvement of diverse workforce and the implementation of their skills and abilities. It also assists in fostering and getting effective support and commitment of the employees, as well as, management.

The inclusion of the diverse workforce is very helpful for the company in getting integrated and coordinated organizational culture, which is focused on providing efficient performance. The workforce and HR system of the company have a positive influence of the diversity and inclusion, which is beneficial for the company’s competitive advantage. Thus, the literature chapter focuses on common trends in businesses from behaviors to identify progressing towards a positive outcome towards challenges in diversity conflict that borders on lack of effective communication.

**Diversity Issues and Turnover**

**Diversity Issues**

Diversity issues focus is on the main diversity issue in relations towards a lack of effective communication methods to inspire work teams to communicate and share ideas on diversity metrics for inspiring others (Jacobson, 2010). This subject is very much a part of what organizations need to know to prevent turnovers. Turnovers increase costs exponentially because of the costs involved in the hiring process and training of new personnel (Findler, Wind & Mor Barak, 2007). Also, policies and procedures for conflict resolution must be in place and some of those processes are costly.

Diversity is the acceptance of others that can still provide proactive means to succeeding on project goals. A lack of communication restricts progress to reaching a final resolution that solves the overall project problems (The aim is to focus on the reasoning towards dysfunctional work teams that impact an organization; attitudes, knowledge base, restrictions in sharing resources due to cultural differences). This cause indicates an effect towards organizations failing to reach satisfactory outcomes on important projects that improves business performance (product brand, quality output, and services to consumers (Moratori, Petrovic & Vázquez-Rodríguez, 2012). As a solution, by outlining training and educating staff workers accordingly through diversity programs can present insightful ways to educate, inform, and showcase newer approaches that serve towards business continuity (Madlock & Horan, 2009).

Four common circumstances may lead to issues with diversity (assuming that home culture means the culture that predominates in the organization's headquarters, and the guest culture is the one which is being introduced to the organization):
If the work team or organization is introducing one or a small number of employees that are not of the same background as the culture of the home team; If an employee or manager of a work team is of the home culture, and most of the team is of the guest culture; If there is a mixture of two or three cultures mixed together in the work team and of different levels in the organization, and if there are more than three cultures involved, one of which is of the home culture.
It is not only a matter of differences in language; the ways that different cultures think and operate in the workplace may be very different. However everyone in a work team is there because they qualify to be there (Madlock & Horan, 2009). These circumstances could lead to problems if they are not approached with sensitivity and insight. An article on better communication in today's diverse workplace provides seven different ways to handle these issues:

1. Learn how the source culture best receives communications - should information be given directly from a manager, or from the leader of the group? Should praise be given publicly or privately? Making assumptions could lead to embarrassment.

2. Train incoming international employees early and often. Defining the rules, with examples, often can lead to better understanding (Crettenden, McCarty, Fenech, Heywood, Taitz & Tudman, 2014).

3. Train the non-foreign-born. Assumptions are about those who do not look or sound like the home culture employee can be counterproductive. Reminders about the importance of diversity to the culture of the organization will help all involved to appreciate and use the experience and skills of everyone in a work team (Rosen, Knudson & Fancher, 2003).

4. Assign mentors and take care of the spouses. Mentors should be people who are respected by the organization. The spouses should also be made comfortable and made aware of local resources, including those specifically related to their culture, especially if there is a move from their home.

5. Practice open-door communication—carefully. Some cultures have a way of communication with managers, and managers and executives should be made aware of it, whether or not they will comply with that method.

6. In company-wide communications, avoid jargon and slang. Eventually guest culture employees will need to learn these forms of speech, but their initial lack of understanding it should not affect their job performance.

7. Play by the rules and stick to business. Protocols and procedures must be written down, and not established in ways that make it difficult for the guest culture employee to participate (Cane, 2003).

**Turnover**

The issue of turnovers impact business continuity when there is a failure to communicate the company’s vision and mission for acceptance of diversity. Low morals usually reflect the underlying causes for turnovers. By considering the rehiring process and cost of retraining new employees on the job functions has an effect, so a solution is considering team building programs to effectively impact working conditions through “acceptance” in diversified work groups (Dixon, 2007).

**Conflict and Diversity**

**Conflict Management**

This area has been studied, but it is always changing. The problem with conflict is that most people look on it as a problem rather than as a path to greater understanding, better synergy, and solutions to problems. Conflict that is not managed costs time and money, decreases productivity, leads to turnover issues, and affects the reputation of companies (Pinto & Pinto, 2011). These effects are costly to rendering a lasting impression on reaching business continuity; instead, the management team focuses on solving errors or lack of coverage due to conflicting situations. The conflict and resolution teams provide a proactive method to assess and measure success that leads towards proficient output (Westover, 2011).

**Misunderstanding Conflict**

Sometimes misunderstandings are due to differences in cultures, and both the home culture and the guest culture(s) must work out procedures for resolving misunderstandings before they become costly to the work team and the organization. For instance, the legal and ethical changes in business must be recognized, because they change regularly in the marketplace. The industry in which an organization works must keep up with the changes, and all work teams must be given incentives to comply with them whether or not an employee's home culture may condone other methods (Wittmer, Sinclair, Martin, Tucker & Lang, 2013).

In some industries, dress codes are important especially in sales related positions or positions where a lot of dirty work is done. These may cause some problems, but probably the most difficulty may be found in positions where there is some leeway in dress. Some may object to the dress of others in the work place. Resolutions and protocols should be established when the employees involved want to dress according to their culture. Conversation, especially when men and women work together, can lead to problems (Wittmer, Sinclair, Martin, Tucker & Lang, 2013).

Sometimes there is a fine line between casual talk and a sexually hostile environment. Different employees from different backgrounds may object to the use of certain words, office decorations, and music. The culture of the organization often strongly suggests appropriate speech during work hours, but employees should be able to speak freely about what makes them feel uncomfortable without fear of jeopardizing their job (Gallup, 2014).

**Diversity Management Costs**

**Diversity Management**

Diversity management costs can be approached from how much it gains a company to have a well-managed program. New ideas, better solutions, and different approaches can be gains when diversity works (White, Zangaro, Kepley & Camacho, 2014). It can cost money, productivity, and business when it is not. Diversity teams are a means for identifying and gaining understanding to work team’s differences in output. Thus, the training program supports and encourages diversity protocols in effective management of practices.

The diversity management is only supportive with adequate resources to producing results; otherwise, the lack of programs encourages non-informed work teams on diversity situations. If the effect is on missed opportunities for improving a positive work environment to serving business objectives, in which, the product or service quality output lacks in satisfying the customer (Duncan, 2008). A solution is creating positive programs for motivating others to working together as a team player that accepts diversity (Byers, 2006).

**Cost**

The associated costs for diversity management during the hiring of trainers cause materials that assists in creating a well-defined program. In doing so, the costs can render substantial challenges for senior level management in promoting a lasting impact for others that encourage leadership on reducing turnovers, retraining hours or negative notation in diversity forward thinking organizations (Sheridan, 2005).

According to (European Commission, 2003) when an organization is committed to diversify its workforce, it places itself in a very profitable position in the international marketplace. Not only is the organization getting new ideas and perspectives from a diverse workforce with will help them to compete in the countries from which the guest culture employees call home, but also an opportunity is there to provide retention incentives and specialized training that will assist in the expansion of the organization using procedures and quality controls that the organization has developed. However some of the costs can be foreseen but cannot be immediately be justifiable. The paper "Costs and Benefits of Diversity" addresses the movement of organization into other countries with the associated hiring and training of guest culture employee’s and states:

"A complex group of obstacles limit the scale of investment in diversity policies amongst companies in the EU. These include legal restrictions on the holding and processing of sensitive data; differences in national cultural responses to different social groups; difficulties in changing the culture of businesses; a lack of awareness amongst companies of the contents, benefits, mechanisms, and rationale of diversity policies. Public policy has an important role to play in helping to overcome some of the obstacles."

This statement points to the difficulty of problems that are difficult to control by the home country when a company branches in another country (European Commission, 2003). Sensitive data theft, particularly intellectual property has become a serious threat for companies who want to expand internationally. Political and cultural conflicts that could only be resolved within the guest country's government could be influenced by large companies, but they cannot be controlled by them. And small companies often have to accommodate the problematic features of a country, including legal obligations including differences in laws, ethical environments, and economic conditions (Weekes, 2009).

**Diversity and Organizational Culture**

**Organizational Culture**

 The culture of a company is important. It can point to a progressive company where people want to work. It can also mean better access to key people, people with diverse backgrounds and talents, with knowledge and experience across the organization. Acceptance of individuals, not matter the race, ethnicity, or other factor means the potential for people to want to work for the company. It also means that people are willing to show compassion, something vital to the world’s economy (Labedz & Berry, 2013).

The lack of cultural awareness limits an organization in connecting with their employees and producing quality products or services. Thereby, the aim is motivation protocols for encouraging the culture towards acceptance and productivity in work teams within an organization. The organizational culture is imperative to reaching a lasting impact of operating that defines vision and mission towards conducting business activities. Thus, the lack of organization cultural expectations merits actually can limit any progress in working productivity with others in differences due to miss-understanding to operating on diversified platforms. An effect on employee morale with no firm declaration in producing results that serves a common goal for operating business activities lead towards low efficiency levels (Webb, 2011) As a solution, the organization’s diversity model of action within a cultural awareness protocol as well as expectations are considered based on the fact of employees being more inclined to working with others and following diversity expected behaviors (Kimemia, 2013).

**Diversity and Talent**

Human capital is the most important asset a company can have. Companies in the global market need talent and diverse talent to accomplish the goals of the company (Guajardo, 2013). Vision and mission are improved with diverse talent and understanding of various problems, populations, and how they can be resolved in the market is what companies need to bring about success.

Talent is a means for bringing forth the very best work force from diversified backgrounds working on a command goal. The human capital can increase in reaching a certain outcome that satisfies all. When considering the loose of human capital value within an organization with no vision of improving diversity protocols and sustaining talent employees, the talent is imperative for sustaining business continuity, in which, the organization fails within operating on a superior level to compete successfully (Brathwaite, 2012). By underlying a cause on a basis of missed opportunities to educate and inform on how diversity serves everyone involved accordingly. The company goal is vision towards internal and external goals that motives employees in reaching success on product output. Thus, the main objective is to offer a solution for diversity and talent management challenges that lacks understanding and cultural awareness. The organization should create training programs on diversity as well as talent management initiatives that services in outlining a company’s mission (Harley, 2010).

An important part of developing the talent in diverse cultures within the workforce is equality of access to training and information. A British organization called ENEI (Employer's Network for Equality and Inclusion) outlines procedures that could lead to bias and how to overcome them. These include making assumptions and generalizations, training scheduling, and using management discretion. Among the solutions that overcome them are getting the basics right, that is with regard to training and orientation, making the most of new technologies in order for all to learn how to increase quality, and to actually use positive action, that is, measure underrepresentation in development and training and find ways to correct it.

**Chapter Summary**

In conclusion, the diversity metric is essential for business success that serves a greater good than a few by creating team building events or programs to decipher lack of opportunities for strong teams (Egerova, 2012). The literature review entailed several attributes to showcasing challenges in lack of diversity within the business environment by measuring interactions between teams. Strategic planning in defining the diversity model by each business entity offers an opportunity to showcasing the many possible conflicts illustrated in the literature review, in which, the application of resources to educate, inform, and support leads towards more a proficiency business (Harley, 2010). Diversity in business environments entails challenges due to a variety of different individuals (Harvey & Allard, 2009). Diversity training, diversity challenges, conflicts in diversity, cultural differences, and business resolutions help in selecting more productive teams to producing quality product output.

# References

Anderson, J. R. (2008). Lessons from Krispy Kreme. *Journal of Business Case Studies* 4

,\_4\_:1–6.

Armache, J. (2012). Diversity in the workplace: Benefits and challenges. *Journal of*

*International Diversity*, (1), 59-75.

Beer, J. (2010). Diversity management's paradoxical negation of diversity. *International*

*Journal Of Diversity In Organisations, Communities & Nations*, *10*(4), 1-13.

Berthoud, H., & Ray, J. (2010). Diversity initiative in a social change

Organization: A Case Study. *TAMARA: Journal of critical postmodern organization Science*, *8*(3/4), 62-88.

Birchfield, R. (2012). Diversity -- Fact or fad? *New Zealand management*, 16.

Bouville, M. (2008). Is diversity good? Six possible conceptions of diversity and six

possible answers. *Science and engineering ethics*, *14*(1), 51-63.

Boyle, M. (2009, June 23). Wal-Mart's new doyenne of diversity. Retrieved from

http://www.businessweek.com/careers/managementiq/archives/2009/06/wal marts\_new\_d.html

Brathwaite, K. (2012). Strategic workforce planning: A 7-point strategy for accomplishing

agency missions. Journal Of Government Financial Management, 61(2), 33-36.

Bukobza, G. (2009). The varieties of conceptualizing culture: A case of Jewish Israelis.

*International Journal Of Multicultural Education*, *11*(2), 1-18.

Byers, T. D. (2006). Building support for diversity programs among senior management in organizations (Journal listing data)

Calegari, M. (2010). Financial analysis of krispy kreme's earnings forecasts, Joint

Venture Investments, and Franchise Repurchases. *Issues In Accounting*

*Education*, *25*(1), 85-118. doi:10.2308/iace.2010.25.1.85

Camden, C. (2006). Defining success. *Vital Speeches Of The Day*, *72*(12), 366.

Cane, D. (2003). Seven Ways to Better Communicate in Today's Diverse Workplace. Seven

Ways to Better Communicate in Today's Diverse Workplace. *Harvard Business School Working Knowledge,* Retrieved from http://hbswk.hbs.edu/archive/3266.html

Clayton Sr., C. B. (2010). A new way to build the business case for diversity based on the

numbers: The diversity profit equation (d/PE). *Diversity Factor*, *18*(3), 1.

Cook, A., & Glass, C. (2011). Does diversity damage corporate value? Measuring stock

price reactions to a diversity award. *Ethnic & Racial Studies*, *34*(12), 2173-2191. doi:10.1080/01419870.2010.490591

Cox, T. (2001). *Creating the multicultural organization: A strategy for capturing the power of*

*diversity.*

Crettenden, I. F., McCarty, M. V., Fenech, B. J., Heywood, T., Taitz, M. C., & Tudman, S. (

2014). How evidence-based workforce planning in Australia is informing policy development in the retention and distribution of the health workforce. Human Resources For Health, 12(1), 2-27. doi:10.1186/1478-4491-12-7

Duncan, P. L. (2008). A quantitative analysis of Myers-Briggs cognitive styles and the length of customer business relationships (Unpublished doctoral dissertation). University of Phoenix, Phoenix, AZ.

Dixon, M. L. (2007). Leadership styles, diversity in work groups, work group effectiveness, and turnover intention. (Journal listing data).

Eastaugh, S. R. (2008). Diversification in the hospital industry. *Journal of Health Care*

*Finance*, *34*(4), 52-65.

Egerová, D. (2012). Diversity management as a crucial issue of management in 21st Century.

problems of Management in the 21St Century, *3*5-7.

Employers network for equality and inclusion*,* (2014) Diversity and Talent Development.

Retrieved from http://www.enei.org.uk/pages/diversity-and-talent-development.html

Enoch, L. M. (2003). Implementing diversity programs (Unpublished doctoral dissertation). State University of New York Empire State College, New York, NY.

Epstein, W. G. (2005). A study of transformational and transactional leadership and the effect on project manager turnover intentions. (Journal listing data)

European Commission (2003, October). *The Costs and Benefits of Diversity.* Retrieved from

http://www.coe.int/t/dg4/cultureheritage/mars/source/resources/references/others/17%20-%20Costs%20and%20Benefits%20of%20Diversity%20%20EU%202003%20ExSum.pdf

Freeman, S. (2007, November 4). Ford, Union Agree on Contract. The Washington Post.

Retrieved March 5, 2009, from http://www.washingtonpost.com/wp-dyn/content/article/2007/11/03/AR2007110300197.html

Findler, L., Wind, L. H., & Mor Barak, M. E. (2007). The challenge of workforce management in a global society. *Administration in Social Work, 31*(3), 63-94. doi:10.1300/J147v31n0305

Ford Motor (2009). Fortune Global 500. Retrieved March 5, 2009, from http://money.cnn.com/magazines/fortune/global500/2006/snapshots/529.html

Foroushani, P. (2007). Attention deficit hyperactivity disorder: Control of Diversity in

people, neglect of diversity in Professionals. *International Journal of Diversity In Organizations, Communities & Nations*, *7*(5), 247-253. Forget CPM, What Counts Is Connections. *Folio: The magazine for magazine management*, *31*(1), 41. Gruseke, E. (2002).

Gallup, B. (2014). What are some culture clashes in the workplace? *Chron.com*, Retrieved from

http://work.chron.com/culture-clashes-workplace-10038.html.

Gruseke, E. (2002). Forget CPM, What Counts Is Connections. *Folio: The Magazine for Magazine Management, 31*(1), 41.

Guajardo, S. A. (2013). Workforce Diversity: An Application of Diversity and Integration

Indices to Small Agencies. *Public Personnel Management*, *42*(1), 27-40. doi:10.1177/0091026013484573

Gurchiek, K. (2009). SHRM unveils strategic plan. *HR Magazine*, *54*(10), 87.

Harley, P. (2010). Planning strategically for a diverse talent pool: A case study. (Journal listing data)

Härtel, C. J. (2004). Towards a multicultural world: Identifying work systems, practices

and employee attitudes that embrace diversity. *Australian Journal of Management (University Of New South Wales)*, *29*(2), 189-200.

Harvey, C. P. & Allard, M. J. (2009). Understanding and managing diversity. Readings, Cases, and Exercises, Fourth Edition.  Section III: A Framework for understanding organizational Diversity and Inclusion.

Henry, O. & Evans, A. (2007). Critical review of literature on workforce diversity. African

Journal of Business Management.

Herring. C, (2009), “Does diversity Pay?: Race, gender, and the business case for

Diversity”, American Sociological Review, Vol . 74 (April: 208–224)

Ilmakunnas, P., & Ilmakunnas, S. (2011). Diversity at the workplace: whom does it

benefit? *De Economist (0013-063X)*, *159*(2), 223-255. doi:10.1007/s10645-011-9161-x

Jacobson, W. (2010). Preparing for tomorrow: a case study of workforce planning in North

Carolina municipal governments. Public Personnel Management, 39(4), 353-377.

Jarzebowski, A., Palermo, J., & van de Berg, R. (2012). When feedback is not enough:

The impact of regulatory fit on motivation after positive feedback. *International coaching psychology review*, *7*(1), 14-32.

Joshi, A., & Roh, H. (2009). The role of context in work team

diversity research: A Meta-Analytic Review. *Academy Of Management Journal*, *52*(3), 599-627. doi:10.5465/AMJ.2009.41331491

Kalev, A.,  Kelly, E. & Dobbin, F. (2006), “Best practices or best guesses? Assessing the

Efficacy of corporate affirmative action and diversity policies”, American sociological Review, Vol. 71, No. 4 (Aug.,), pp. 589-617

Kersiene, K., & Savaneviciene, A. (2009). The Formation and Management of

Organizational Competence Based on Cross- Cultural Perspective. *Engineering economics*, *65*(5), 56-66.

Kimemia, D. (2013). Organizational culture and corruption: A multiple case study of non-governmental organizations in kenya. (Journal listing data)

Kochan, T., Bezrukova, K., Ely, R., Jackson, S., Joshi, A., Jen, J. et al. (2002). The

effects of diversity on business performance: report of the Diversity Research Network, building opportunities for leadership development initiative. Alfred P. Sloan and SHRM, October.

Kottack, C.P., & Kozaittis, K.A. (2008) On Being Different: Diversity and

multiculturalism in North America mainstream, Third Edition. Chapter 4: The multicultural society. McGraw-Hill Companies.

Labedz Jr, C., & Berry, G. (2013). Emerging Systemic-Structural Threats to Workforce

Diversity: Beyond Inadequate Agency. *Journal Of Organisational Transformation & Social Change*, *10*(3), 218-237. doi:10.1179/1477963313Z.00000000017

Lichtenstein, N. (2005). Wal-Mart: A template for 21st century capitalism? Retrieved

November 20, 2009from http://www.dsausa.org/lowwage/walmart/2006/Lichtenstein/Walmart%203.html

Madlock, P. E., & Horan, S. M. (2009). Predicted outcome value of organizational commitment. *Communication Research Reports, 26*(1), 40-49. doi:10.1080/08824090802637023

Martín-Alcázar, F., Romero-Fernández, P., & Sánchez-Gardey, G. (2012). Transforming

human resource management systems to cope with diversity. *Journal Of Business Ethics*, *107*(4), 511-531. doi:10.1007/s10551-011-1061-0

Moratori, P., Petrovic, S., & Vázquez-Rodríguez, J. (2012). Match-up approaches to a dynamic

rescheduling problem. International Journal Of Production Research, 50(1), 261-276. doi:10.1080/00207543.2011.571

Maxwell, A. (2012). Technological advancements in methods of training with

reference to online training: Impact and issues for organizations. *Researchers World: Journal Of Arts, Science & Commerce*, *3*(2), 87-95.

Metzler, C. J. (2003). Ten reasons why diversity initiatives fail. *Diversity Factor*,

*11*(2), 18.

Myers, A. (2012). Taking Business to a "Hire" level: Strategies for workforce planning. Cornell

Review, 1-3.

Okoro, E. A., & Washington, M. C. (2012). Workforce Diversity and organizational

communication: Analysis of human capital performance and productivity. (English). *Journal of diversity management*, *7*(1), 57-62.

Paluck, E.L. 2006. Diversity training and intergroup contact: A call to Action Research.

Journal of Social Issues, 62 (3): 577-595.

Patrick H. A. *(2010). Organization culture and its impact on diversity openness in the*

*information technology organizational context. Dimensions, 1(1), 67-72.*

Payne, R.J. (2011) Global issues. Politics, economics, and culture, Third Edition.

Chapter 9: Global Inequality. Pearson Education.

Peterson, C.A. and Philpot, J. (2007) ‘Women’s roles on US Fortune 55 boards: director

expertise and committee memberships’, Journal of Business Ethics,72(2), 177–196.

Pinto, A., & Pinto, P. (2011). Leveraging the Power of Differences: Workforce Diversity. *SCMS*

*Journal Of Indian Management*, *8*(2), 27-39.

Robbins, Stephen P. and Coulter, Mary (2004). Management. Pearson Education (Asia) Pte. Ltd.

Rosen, L., Knudson, K. H., & Fancher, P. (2003). Cohesion and the culture of hypermasculinity in U.S. Army units. Armed Forces & Society, 29(3), 325-251. doi:10.1177/0095327X0302900302

Schoeff Jr., M. (2008). SHRM'S Next Act. *Workforce Management*, *87*(2), 18.

Sheridan, E. (2005). Intercultural leadership competencies for United States business leaders in the new millennium (Unpublished doctoral dissertation). University of Phoenix, Phoenix, AZ.

Simons, S. M., & Rowland, K. N. (2011). Diversity and its impact on organizational

Performance: The influence of diversity constructions on expectations and outcomes. *Journal of technology management & innovation*, *6*(3), 171-182.

Sreedhar, U. (2011). Workforce diversity and hr challenges. *Advances in management*,

*4*(10), 33-36.

Townes, G. (2007, October 25). M/WBE suppliers find business opportunities with UPS.

*New York Amsterdam News*.p. 6.

Volk, S. (2008). The evolution of trust and cooperation in diverse groups: A game

experimental approach. *University Of St. Gallen, Business Dissertations*, 1-197.

Wamsted, D. J. (2012). Opening doors for diversity. *Electric Perspectives*, *37*(3), 26.

Webb, S. B. (2011). Attracting qualified minority and diversity naval officer candidates: A phenomenological study (Unpublished doctoral dissertation). University of Phoenix, Phoenix, AZ.

Weekes, D. (2009). The business of diversity. *Nursing Standard, 24*(5), 62-3. Retrieved from http://search.proquest.com/docview/219856356?accountid=35812

Weisenfeld, L., Seshi, G., & Ruf, B. (2012). Restated financial statements and type of internal

control disclosures. *Journal Of Finance & Accountancy*, *9*1-24.

Westover, J. H.. (2011). The relationship between job satisfaction and other important, individual, organizational, and social outcomes. International Journal of Science in Society, 2(1), 63-76.

White, K., Zangaro, G., Kepley, H., & Camacho, A. (2014). The Health Resources and Services

Administration diversity data collection. *Public Health Reports (Washington, D.C.: 1974)*, *129 Suppl 2*51-56.

Wittmer, J. S., Sinclair, R. R., Martin, J. E., Tucker, J. S., & Lang, J. (2013). Shared aggression concerns and organizational outcomes: The moderating role of resource constraints. *Journal of Organizational Behavior, 34*(3), 370-388. doi: 10.1002/job.1807

Zikmund, William G. (2003) “Business Research Methods”. South-Western, Thomson Learning