The Challenges of Managing Diversity & Inclusiveness in a Globalized Workplace

Darren S. Fisher

Management, LIGS University, Hawaii, USA

Doctor of Business Administration

Management

Minh Nguyen

8th October 2021

Affidavit

By inserting a seminar paper into the Learning Management System of LIGS University, I, Darren Sean Fisher - an Interactive Online DBA student, honestly declare that I have prepared this seminar/graduate paper myself with the help of my lecturer and using only the literature presented in the report. I further confirm that I have no objection to the lending or publication of this seminar/graduate paper or part thereof with the approval of LIGS University.

Abstract

This piece provides a pragmatic approach to the concepts of diversity and inclusion and the inherent difficulties organizations face in response to the demands of the external social and legal environment. Concurrently, it reviews the past and current trends relating to the globalization of markets and the dynamism caused by its occurrence in the workplace. Time is devoted to expounding on academia's theoretical concepts and perspectives, establishing critical linkages to business success. Central to the theories of diversity and inclusion are the challenges organizations face in developing and implementing a diverse and inclusive business strategy, amongst the alienation and legal challenges caused by failure. Throughout the paper, practical examples provide a realistic overview of the current business environment through case studies and statistical excerpts to assess the impact of effectively managing an environment suffused with differentiation. The inherent benefits of competitive advantage and financial performance are critical to the impact of diversity and inclusion. The results dictate that a systematic change has occurred globally, and company cultures must adjust to remain valuable. For companies to remain relevant, a redefinition of internal cultures through valuing diversity and preventing discriminatory deviations takes precedence.

Keywords: diversity, dynamism, globalization, inclusion, performance, workplace

Introduction

The Challenges of Managing Diversity and Inclusiveness (D&I) in a Globalized Workplace

In every organization, several issues impact the workforce's effectiveness and, by extension, the organization's performance. As time progresses, specific problems become more prevalent as globalization and internationalization become more prominent concepts in the traditional marketplace. As a result of these changes, diversity and inclusiveness in the workplace have become essential topics. As the workplace evolves, ethnicities, cultures, gender, physical attributes, and generational variations increase.

This paper will establish the challenges businesses face with the modern dynamism of managing diversity and inclusiveness in the workplace. Furthermore, the report will assess the impact of managing a diverse environment and highlight the measures and recommendations businesses can use to mitigate and reduce deficiencies using practical case studies from companies worldwide.

A Deeper Look into Diversity

The key to understanding diversity and inclusion will rely on knowledge of the concepts leading to the current concerns. Diversity is a theoretical paradigm that explores a definite change in equality for all in the traditional workplace (Bright & Cortes, 2019). Diversity is the identity-based differences among two or more individuals that impact their lives as employees Identity-based differences expand across race, sexual orientation, ethnicity, race, and age, where individual differences force social identity groups. The differences in these identity groups give rise to discriminatory social deficiencies among groups relating to employment, healthcare, and education (Bright & Cortes, 2019).
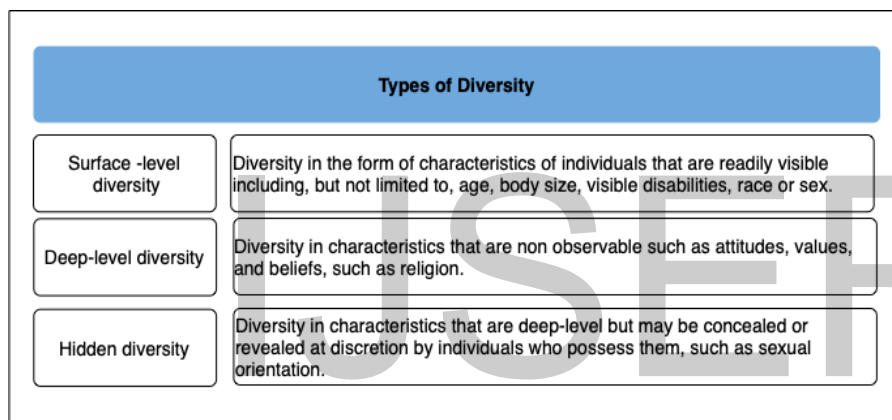
However, when does diversity and inclusion in the workplace become a single issue? Diversity becomes a challenge when inconsistencies related to inclusion and poor management take

precedence. In an article published in the Journal of Management Studies (1999), the author defines

inclusion as how employees are treated equitably by their employers (Bright & Cortes, 2019).

Managing the level of inclusiveness and diversity gives rise to the term managing diversity. Managing

diversity describes how businesses seek to ensure the members of identity groups are valued and

treated equitably in the organization in areas not limited to hiring, compensation, and performance

evaluation (Bright & Cortes, 2019).

Figure 1.

Types of Diversity

Types of Diversity	
Surface-level diversity	Diversity in the form of characteristics of individuals that are readily visible including, but not limited to, age, body size, visible disabilities, race or sex.
Deep-level diversity	Diversity in characteristics that are non observable such as attitudes, values, and beliefs, such as religion.
Hidden diversity	Diversity in characteristics that are deep-level but may be concealed or revealed at discretion by individuals who possess them, such as sexual orientation.

Note: Adopted from Principles of Management (p. 371), Copyright 2012 Rice University, OpenStax, under CC-BY

4.0 License

Before exploring the history of diversity and inclusion, we will examine the different presets

of diversity in the workplace. Figure 1 above highlights the three variations of diversity: surface-level

diversity, deep-level diversity, and hidden diversity.

Surface-level diversity identifies an individuals' visible traits, including body, age, size,

disabilities, race, or gender (Lambert & Bell, 2013). As explained prior, this process identifies a

collective subset of individuals as an identity group. Subsequently, *deep diversity* comprises non-

observable traits, including but not limited to attitudes, beliefs and values (Bright & Cortes, 2019).

Thirdly, *hidden diversity* is considered inclusive of deep characteristics. Bright and Cortes (2019)

explain it can be hidden or revealed at the decision of the individual who owns them, such as sexual

orientation, hidden disabilities, and mixed racial heritage or socioeconomic status. These hidden

descriptors are also called invisible social identities (Lambert & Bell, 2013).

Figure 2.

Influence of Social Activism on Managing Diversity

Notes: Adapted from Diversity Management (p. 6), J. Sayers, 2018, Bookboon, Copyright 2018 Janet Sayers &

bookboon.com

At the renaissance of every concept, there is a reasoning that allows a greater appreciation

of the importance and applicability in today's business. Managing diversity, as explored above, looks

at leadership practices geared towards valuing diversity in the work environment to ensure superior

business performance. Sayers (2018) argues that managing diversity emerged from a history of social

activism and a need to appreciate the past struggles leading to equal rights (p. 6). Historically, there

have been lessons learnt from the transition to approaches and debates that now define the field of

managing diversity and inclusion (Sayers, 2018). Figure 2 above highlights the influence of social

activisms on the concept of managing diversity today.

Sayers (2018) highlights how the humanistic activities of the past, such as human rights

advocates, trade unionists, women groups, persistently fought against inequality and equitable

balance into public knowledge throughout history and where those roles continue today (p. 6).

Additionally, these movements were critical to developing the progressive organizations in the world

that operate ethically.

The Evolution of Diversity in the Workforce

Contrary to popular belief, understanding just the past is not enough to know where we

intend to be in the future. Analyzing the current trends and the probabilities of change will be vital to

understanding the future requirements. It is evident from numerous sources that the workplace is

shifting to a more diverse environment, where managing diversity and inclusion come to the

forefront of business activities. In the late 1990s, Judy et al. estimated the possible outcomes of a

diverse workplace. Surprisingly the study estimated that 14% of the employee pool would be Latino,

11% Black and 6% Asian but shifted to 17% Hispanic/Latino, followed by 12% Black and 6% Asian,

ignoring the socioeconomic changes that would speed up the process (Bright & Cortes, 2019). Figure

3 below highlights the transition of the labour force by race leading to 2024.

Figure 3.

Percentage Distribution of the Labour Force by Race
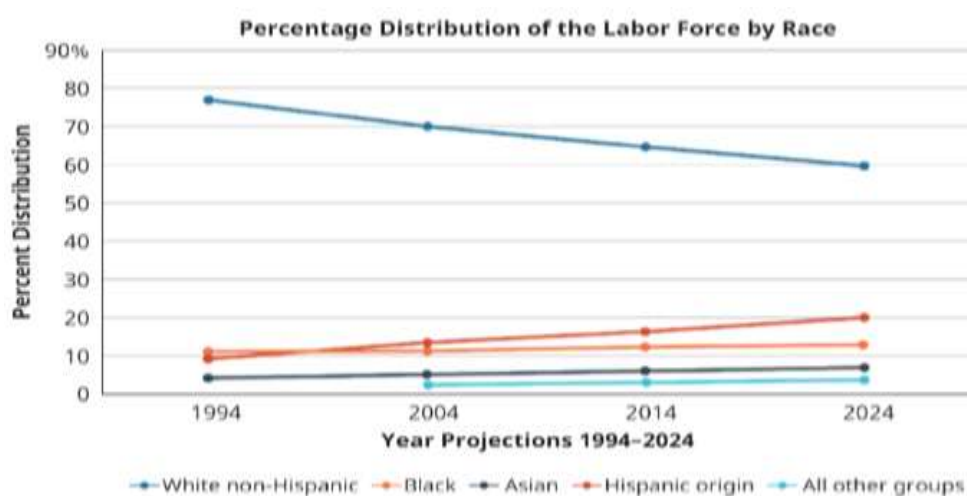
Note: Adopted from Principles of Management (p. 372), Copyright 2012 Rice University, OpenStax, under CC-BY

4.0 License

The data suggests a change is occurring and at a rate faster than anticipated. Interestingly another study showed that the labour force contribution of men is falling and will reach 52% by 2024 (Toosii, 2015), which simply means the ratio of men to women is adjusting. With a transformation in the workforce structure comes a need for change. Regardless of the growth of women in the workforce, the glass ceiling causes a lack of opportunities for most. Glass ceiling is a barrier founded on the deleterious opinions that cause decisions to inhibit women from progressing beyond certain levels (Bright & Cortes, 2019).

Lastly, how does the current environment measure up in practice? In a study by Sapling (2020), the author indicates some key statistics relating to diversity and inclusion in 2020. Sapling proclaims that 64% of their respondents believe that diversity and inclusion are essential in deciding on a job, hence supporting the point that there is awareness of the need to manage this element in the workplace. Additionally, 36% of the sample believes that ethnically diverse leadership is more profitable than those lacking. Coincidentally, the same transpires for companies with various boards, seeing a 43% chance of experiencing higher profits (Sapling HR, 2020).

Sapling (2020) delves further into statistics, highlighting that 68% of C-level positions are white and male, while fewer than 5% are women of colour, so, despite the financial benefits, there is still a tiny representation of minorities groups. Close to these statistics, another 61% of workers claimed to have witnessed or experienced workplace discrimination. More relevant terms that translate to three in five are exposed to discrimination in the workplace by either age, race, gender, or identity (Sapling HR, 2020). Considering the data provided above, it is evident that with increased diversity and limited inclusion, in some cases, the need for management of diversity and inclusiveness becomes necessary.

Theories and Perspectives

Theories and Perspectives of Managing Diversity

While assessing the root cause of diversity and inclusion, it is necessary to understand the theories and perspectives guiding said concepts. These ideals are crucial to unearthing the real challenges faced by organizations. This section will explore the different ideas of managing diversity and delve into the perspectives. Several approaches cater to the concepts of managing a diverse workforce, which encourages managers to focus on reactions through thorough assessment and categorizing traits against personal differences. While each theory has different opinions on how diversity impacts organizational outcomes, each has merits worthy of discussion.

Cognitive Diversity Hypothesis

Bright and Cortes's (2019) first theory explains the cognitive diversity hypothesis; the author theorizes that those various perspectives originating from cultural distinctions between organizational members result in imaginative problem solving and innovation (p. 391). Cognitive diversity is the variations among team members in traits such as experience, expertise, and perspectives (Bright & Cortes, 2019). However, some researchers believe the bio-demographic diversity traits such as race, age or sex positively influence performance and allow members to contribute unique cognitive attributes based on their individual experiences (Bright & Cortes, 2019)

Coincidentally, practical research supports the prior rather than the latter in actuality. Watson and company performed analysis to test the theory by comparing group performance against individually homogeneous (similar) and an individual group of culturally heterogeneous (differing) individuals. The decision model situation highlights performance over time based on the range of perspectives, problems identified, alternatives and quality of solutions. The results proved no significant differences in th performance itself. Still, groups with a diverse composition outperformed the groups with similar characteristics in producing a greater range of perspectives

and alternatives, making better and more creative solutions (Bright & Cortes, 2019). Simply put,

diverse teams are consistently more creative.

Similarity-Attraction Paradigm

According to Bright and Cortes (2019), the similarity-attraction paradigm explains the

probability of diversity harming an organization. Through individual preferences, interacting with

others similar to themselves results in diversity with adverse outcomes (p. 392). Practical research

gives merit to this perspective between 1999 and 2000. Two independent studies showed that

individuals who belong to diverse workplaces became less attracted, had a greater tendency for

absence, and were more likely to quit (Bright & Cortes, 2019).

Social Cognitive Theory

Another theory that mirrors the perspectives of similarity-attraction is the social cognitive

theory. Bright and Cortes (2019) explain that diversity possibly results in adverse outcomes in

organizations where individuals use categorization to deal with enormous volumes of information (p.

392). Through deep analysis of the theory, these inherent categories allow individuals to

compartmentalize data quickly due to visible traits like race, sex, and age. Hence, people will

automatically process beliefs concerning a particular group when exposed, such as gender or racial

categorization by a person's name when sorting through applications, leading to stereotypes (Bright

& Cortes, 2019).

The Schema Theory

How one looks at a co-worker concerning preconceived biases based on information,

knowledge, and experiences about demographic traits can lead to the generation of schemas. The

Schema theory looks at how people encode information relating to others based on demographic

attributes and how this information is stored considering particular patterns and interrelationships

(Robin & Thomas, 2001). Draw to memory last interaction with someone new. Were decisions made

regarding the exchange based on preconceived categories of information? If so, this comes from categorical mental references of race, gender, and other traits. Bright and Cortes (2019) explain further that employees tend to develop schemas about colleagues based on differing race, gender, and diversity characteristics. Concurrently, the same schemas about organizational policies, management, work atmosphere are possible and can lead to positive or negative responses and behaviours towards colleagues (p.393), which will undoubtedly impact team and workplace performance.

Justification-Suppression Model

Experiencing prejudices and acting on them is a progression towards execution. One may feel justified in having the bias but at the same time use emotional cues to suppress actions. This action is the basis of the justification-suppression model; the conflicting emotions usually motivate one to stop acting on the underlying prejudices (Robin & Thomas, 2001). While prejudices can come from early exposures and pre-existing justifications, internal emotional factors like compassion, personal beliefs, and empathy towards fair and equitable treatment aid in suppression. Bright and Cortes (2019) highlights that those societal pressures and overt prejudicial displays are no longer acceptable and, in some cases, illegal (p. 393).

Perspectives of Diversity

In reviewing the theories of diversity and inclusiveness, can managers effectively benefit from diversity and mitigate its challenges in the workplace? The most suited approach would be to assess the perspectives on equity and fairness in the diverse workplace. What if managers perceive diversity and inclusiveness in a focused and thoughtful way? They can enhance the perceived benefits of diversity in the workplace and align expectations with the organization's strategic goals. From this narrative, the exploration of work done by Ely and Thomas (2001) comes into play (Bright & Cortes, 2019). The result evaluates the link between diversity and the workplace by supporting

theoretical and empirical data. They developed three perspectives of workplace diversity (Bright & Cortes, 2019).

The first view is the *integration and learning perspective*; this explores the probability that variations in experiences, opinions, and skills that individuals of an identity group hold could be valuable in workgroups. It believes that the value of a team improves when the team can benefit from critical thinking through the collective skills of culturally diverse members (Robin & Thomas, 2001). Especially in scenarios that require creative solutions to workplace issues, strategy, products, and business operations. The assumptions suggest that group members can learn from each other and achieve a shared goal. The concept supports that strong links exist between the diversity of a group and the success of an organization (Bright & Cortes, 2019).

Secondly, the *access and legitimacy perspective*; emphasizes the benefit of diverse workforces when integrated with markets or clients of diverse backgrounds (Robin & Thomas, 2001). Academics argue that groups under this view gain access to various markets because their inherent diversity provides some level of legitimacy (Bright & Cortes, 2019). Additionally, this variation of diversity is more functional because it does not focus on integrating diversity into the core of the business, just having it on the surface of operational goals.

Lastly, the *discrimination and fairness perspective*; focuses on the moral duty of what is right and what must be maintained to create a fair environment—characterized by a promise of equity of opportunities relating to hiring and promotions instead of linking to productivity or success (Bright & Cortes, 2019). Figure 4 highlights the degrees of effectiveness and benefits derived from each perspective discussed.

However, despite the varying theories and perspectives, it is essential to understand and appreciate the inherent challenges and impact of managing diversity in the workplace.

Figure 4.

Cultural Diversity Perspective at Work
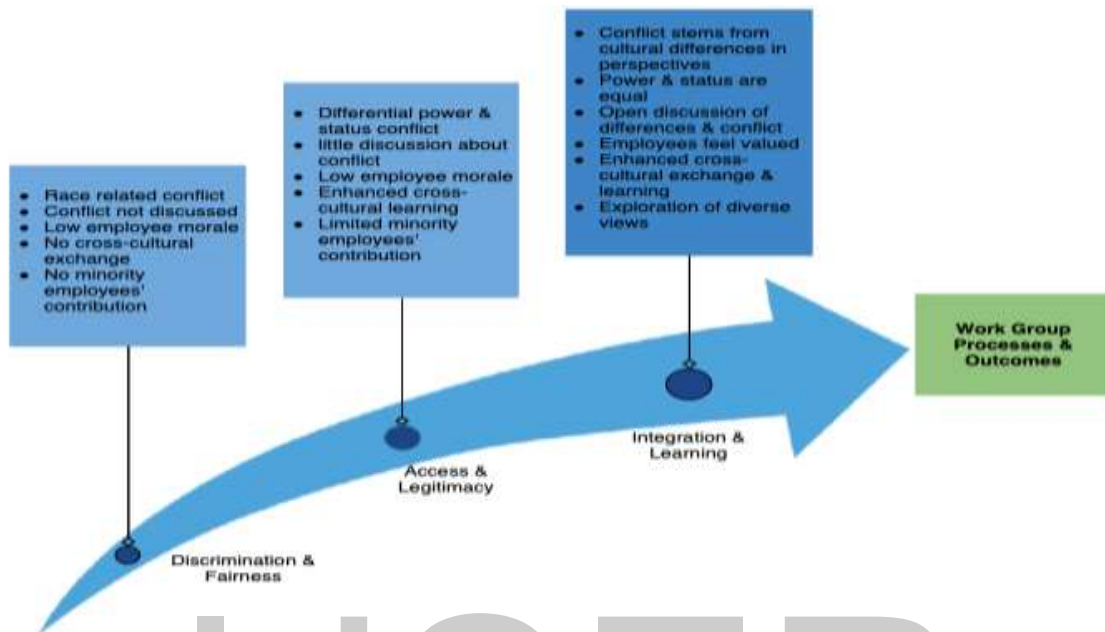
Note: From "Cultural diversity at work: The effects of diversity perspectives on workgroup processes and outcomes." E.J. Robin and D.A. Thomas, 2001, Administrative science quarterly, 46.2, 229-273.

Challenges

Challenges of Diversity and Inclusion

Critical to the impact of managing diversity and inclusiveness is the definition of the underlying challenges causing its mismanagement. The most significant challenges exist with the approach to diversity and inclusion, which inevitably leads to other work and organizational challenges. A corporate article posted on diversity and inclusion eloquently expresses five (5) inherent challenges of managing diversity in the workplace from case studies (Affirmity, 2019).

Challenge 1: Creating a Diversity and Inclusion Plan

Difficulties come to the forefront when managers cannot create worthwhile value-added diversity and inclusion plans effectively. The underlying issue is knowing where to start and how to

address misconceptions associated with inclusion objectives. Mangers struggle with creating an architecture that meets the company's strategy and expectations of internal and external stakeholders.

Challenge 2: Setting Achievable Goals

All business understands the concept of goal setting. However, when it comes to effectively set goals for diversity and inclusion, there is heavy reliance on current and accurate workforce data. This information is not always available because companies do not focus on collecting this, if any at all. Any goal or metric used to assess diversity and inclusion must align with the organization's desired outcomes and business impact. If there is no business objective, there is nothing to align.

Challenge 3: Providing Training and Resources to Motivate Change

Can employees and managers, by extension organizations, manage diversity perspectives without appropriate training? The easy answer is no. Learning how to handle the pervasive beliefs about diversity training is critical to making the necessary changes. If people cannot understand the goals, impact, and ramifications of managing diversity, how will they cope with microaggressions, unconscious biases, and general respect in the workplace?

Challenge 4: Developing a Culture of Open Communication

Multilevel communication across any platform is vital to understanding and appreciating any issue or topic. However, open conversations can be challenging for topics relating to ethnicity/race, gender, and sexuality in the workplace. The level of discomfort and reservations experienced by employees must be acknowledged and the necessary support made available. Managers must find innovative strategies to facilitate active listening, recognize vulnerabilities and control confrontational responses.

Challenge 5: Addressing Personal Biases

Unconscious biases occur at all levels within the organization, and coincidentally learning to address such preferences is not easy. Naturally, persons perceive others simply based on their personal experiences, faith, age, gender, and media exposure which exaggerates the reality. By extension, organizations and employees must understand these unconscious biases and the underlying beliefs driving them, whether right or wrong. Through this challenge, companies must explore creative ways of identifying personal peculiarities.

Leading to a workplace disaster

Legal ramifications directly result from failure to efficiently manage differentiated attitudes, beliefs, and values of employees and customers. However, understanding the challenges mentioned above will enable managers to identify workplace discrimination irrespective of type and attend to difficulties such as a lower organizational attachment and liability issues relating to discrimination itself.

Attachment challenges

Lowered attachment to one's organizations may come from the view of alienation, whether from the influential or minority group. In today's business environment, three factors influence an employee's attachment to the organization: absenteeism/presenteeism rates, psychological attachment, and turnover intentions (Mosbergen, 2017). A study of approximately one hundred and fifty-one (151) employees across three (3) large companies establishes that diverse characteristics like race or sex affected the three factors. As workgroup diversity increased, white employees and men felt less attached and more likely to quit (Mosbergen, 2017). Hence, balancing the culture within a diverse environment is a critical challenge as minority or majority groups will experience alienation issues thwarted by illusions or realities.

Legal Challenges through Discrimination

Nevertheless, how do managers cater to the deficiencies; first, they must grasp the fundamental issues driving these challenges. Discrimination is the challenge created by diversity, and to effectively manage it outside the organization, legal systems changed. With that in mind, how do organizations manage it internally? Several forms of discrimination occur due to encouraging diversity and inclusiveness in organizations, namely, reverse discrimination, workplace discrimination, disability, harassment, age discrimination, nationality, pregnancy, race, religion, sex-based and other considerations.

Bright and Cortes (2019) describe *reverse discrimination* as a scenario where dominant group members ascertain that they experience discrimination based on their race or gender (p. 387)—usually claiming partiality for the sake of diverse group members being the priority for workplace opportunities. With the changes in diversity and inclusion in the workplace, the likely more dominant sets feel the balance puts them at a disadvantage. In a study done by Robert Wood Johnson Foundation, they found that more than half of white Americans believe people of white descent faced discrimination overall (U.S. Equal Employment Opportunity Commission, 2021). While not common, reverse discrimination is perceived to increase because organizations are becoming more diverse. Although companies in the United States are predominantly white, the change shifts to laws protecting minorities from discrimination (Bright & Cortes, 2019).

A further look into discrimination brings the discussion to *workplace discrimination*; this occurs when an employer takes adverse actions against an individual who is an employee or potential employee due to any of the following diversities: race, colour, sex, sexual orientation, age, disabilities, marital status, family, pregnancy, political affiliation or religion (Fair Work Ombudsman, 2020). Fair Work Ombudsman (2020) says that organizations face additional challenges when managing workplace discrimination and dismissing employees, injury on the job, altering positions to the detriment of one employee, refusing employment and altering terms of work. Any decision routed in discrimination could find companies in legal woes.

A noted study of the impact of the covid-19 pandemic on diversity and inclusion showed data purporting possible concerns. During 2020 and 2021, unemployment rates for minorities rose 31%, up from 6.1%, while unemployment rates of the majority group of whites increased by 11%, which is almost three times slower. The study provokes the idea that diversity and inclusion are shelved in crisis and ignored. Still, contributors to the article argue in favour of balance and believe inequalities dismantled as the pandemic recedes (Powell, 2021).

Sex-based discrimination concerns show when applicants or employees feel unfairly treated due to their gender, sexual orientation, or gender status. In 2007 an employee named Ledbetter benefited from a suit against a global tire giant Goodyear for supposedly paying her less in salaries based on her gender and violating the Civil Rights Act of 1964. There were technicalities in the case; for example, the law governing this was time-bound and thus was not enough to prove unlawful discrimination (Ledbetter v. Goodyear Tire and Rubber Company, 2007). Outside of the time-bound boundaries, it is evident that minorities are aware that companies can be made liable.

Harassment is another challenge organizations face; this constitutes unwelcomed behaviour or conducts aimed at an individual based on age, race, nationality, disability, or sex (Bright & Cortes, 2019). Coincidentally harassment can target any gender. In an article written in the Los Angeles Times, the author details Uber's (the largest ride-sharing company globally) decision to terminate twenty (20) workers after a harassment investigation routed through some two-hundred and fifteen (215) complaints. These harassment suits ranged from sexual harassment, bullying, retaliation and general discrimination (Lien, 2017).

In another case, AMP, a wealth management business, was accused of bullying, victimizing, and silencing a female employee who allegedly suffered repeated sexual harassment by two direct managers in the company (Khadem, 2020). In a similar case in 2020, Catherine Hill, a lawyer, spoke out against sexual harassment and the added power imbalance that Covid-19 causes. Coincidentally

she also experienced harassment from her boss, which tied to the peculiarities of Covid-19 in the workplace (Brown & Carrick, 2020). Concurrently, Fox News in July 2020 faced sexual harassment charges for refusing to discipline a member of staff for harassing another employee (Sonnemaker, 2020). Sonnemaker (2020) also referred to Goldman Sachs's harassment case in October 2020 for covering up allegations of sexual harassment and retaliating against the victim. Sonnemaker (2020) continued to cite global occurrences further to enforce the concerns further. In December 2020, Johnson and Johnson lost to a former employee for years of discrimination, harassment, abuse, and retaliation based on gender and sexual orientation. In that same document, McDonalds paid out some five hundred million dollars in settlement for sexual harassment lawsuits claiming physical and verbal harassment (Sonnemaker, 2020).

Suffice to say, harassment is a critical challenge experienced by organizations, and in many cases, there is a thin line between what is considered lawful and unlawful, ethical, and unethical. Nevertheless, managing harassment goes beyond mitigation processes and management at the point of identification.

Youthful exuberance and diversity are a shift that supersedes the mundane and routine activities in the workplace. However, in the case of *age discrimination*, employees are treated less favourably due to age. While it is easier to say lack of experience weighs negatively on decisions related to younger employees, decisions related to more mature staff can border the lines of discrimination (Bright & Cortes, 2019). As recent as 2019, media giant LA Times paid out approximately fifteen million dollars in an age-discrimination case. The same article speaks to Google; the tech giant paid about eleven million dollars to some two hundred plus plaintiffs as a settlement for showing preferential treatment exhibited to hiring persons under 40 years (Gurchiek, 2019). Arguably, youthfulness is the way forward but not at the expense of unfair treatment of more mature staff in the workplace and due to this, it is becoming a challenge worth noting.

Like age, *race and colour* have their own peculiar set of discriminatory criteria. Bright and Cortes (2019) describe situations where employees lose out because of their race or physical characteristics such as complexion or hair colour, hair quality/texture or facial features (p. 389). Many organizations need to consider workplace policies that may appeal to the entire workforce but are unfair to certain races.

In 2021 there is an article that speaks to racial inequality in Amazon. The report combines interviews with several black employees and details their experiences working with the global giant. In summary, the group told Recode that they felt the company failed to create a corporate-wide environment where all black employees felt welcome and respected over a period (Del Rey, 2021). In retrospect, their experiences echoed challenges faced due to direct and insidious bias that harmed their careers and personal lives (Del Rey, 2021). The thin line between fairness concerning ethnicity is a constant battle and one of the most outlandish issues in today's workplace. It is continuously and effortlessly the most talked about form of discrimination.

Within the past few years, there has been a series of racial discrimination allegations on multinational companies like Amazon, Google, Fox News, and Bloomberg. In an article by Sonnemaker (2020), he highlights the significant challenges these global entities face. In August 2020, Bloomberg fell to charges of pay and promotion practices that were top-down and systematically biased against females of colour. Additionally, the article highlighted that Facebook's founder not-for-profit organization sued in November 2020 for denying promotion and growth opportunities because of race. In July 2019, Facebook faced the Equal Employment Opportunity Commissions (EEOC) because of racial discrimination against black workers and applicants specific to hiring, evaluations, promotion and pay (Sonnemaker, 2020).

In that same article Sonnemaker (2020) refers to McDonalds' again in the same year facing two discrimination suits from black-owned franchises. The first is citing unfair location planning and

profitability limitations. The second in October challenged their standards, noting they imposed two separate policies for black and white owners, affording better opportunities to white owners while being harsh with black owners.

Discrimination also comes in *religion*; now imagine a workplace where mistreatment occurs due to religious beliefs or cultural practices. Bright and Cortes (2019) argue that employers should make accommodations (reasonable) when it comes to religious/cultural attire grooming practices unless such accommodations place an undue burden on the employer (p. 389). Frito-Lay, a subsidiary of PepsiCo, was ordered to settle a religious discrimination lawsuit filed against them by the Equal Employment Opportunity Commission. The company paid because they were found guilty of terminating a newly promoted employee for not training for the position on Saturdays due to religious beliefs (U.S. Equal Employment Opportunity Commission, 2021).

In a previous case with the EEOC, franchising giant McDonalds was again at the forefront of discrimination. One of the Orlando restaurants refused to accommodate the religious norms and practices of a Jewish maintenance work applicant. According to the EEOC lawsuit, the company refused to hire the applicant because he would not shave his beard to comply with McDonalds' "clean-shaven" grooming policy. (U.S. Equal Employment Opportunity Commission, 2020).

In 2021, a debt collection company known as AscensionPoint Recovery in the United States was found in breach by the EEOC of a religious discrimination suit brought against them. The company was guilty of terminating an employee because he was Christian due to the organization's failure to accommodate a fingerprint request against his religious beliefs. Investigations proved that the fingerprint process was contrary to his religious beliefs, and the company was found liable for the discriminatory act (U.S. Equal Employment Opportunity Commission, 2021).

Other challenges related to discrimination include *disability, nationality, and pregnancy*. However, in some form or fashion, organizations must try to understand and be mindful of these

challenges and work assiduously to mitigate against the possible effects. Further to the discussion, EEOC highlights similar cases purporting discrimination like the case brought against ISS Facility Services Inc. for unlawfully firing an employee after denying a reasonable request to work from home to accommodate her disability and high-risk comorbidity status due to Coivid-19. In this case, the company allowed other employees in similar positions to work from home but denied the victim's request and, shortly after that, fired her (U.S. Equal Employment Opportunity Commission, 2021).

Moreover, the EEOC is one of many organizations globally that defends the rights of employees and applicants from discriminatory acts. Companies must make a special effort to realize that managing diversity and inclusion has severe challenges and implications if not adequately addressed. Companies will recognize that the legal framework protects employees from perceived harm from a policy perspective or reaction position. Thus, acknowledging the complexities of diversity is critical to understanding the inherent benefits of managing diversity appropriately.

Impact Analysis

Impact of Managing Diversity in the Workplace

Managing diversity in the workplace comes with inherent benefits once done correctly. As the modern world becomes globalized and the dynamics of the workforce change, it is critical to understand the impact that effectively managing diversity and inclusiveness has on an organization. Generically, Bright and Cortes (2019) argue that managing diversity allows organizations to achieve competitive advantage by embracing changes in the labour force (p. 382). Then can it be quantified or validated?

In a business case drawn by Cox and Blake (1991), the authors argued that companies could benefit from being socially responsible and experience competitive advantage by effectively managing diversity (p. 45). The business case explores the competitive advantage gained in two spheres. The first, "inevitability of diversity," seeks to explain how competitiveness changes by the

need to attract and retain minorities; this includes cost advantages and resource acquisition (Cox &

Blake, 1991). The second, "value-in-diversity," yields the net-added value to organizational processes

such as system flexibility, marketing, problem-solving, and creativity (Cox & Blake, 1991). Figure 5

provides a pictorial representation of the elements of competitive advantage gained from managing

diversity.

Figure 5.

Managing Cultural Diversity

Note: Adopted from Principles of Management (p. 382), Copyright 2012 Rice University, OpenStax, under CC-BY

4.0 License

Cost Advantage

Organizations must have policies and procedures that encourage diversity and inclusiveness

that reduce workplace litigations. Through these policies, organizations can adequately manage the

costs of managing diversity. Cox and Blake (1991) highlight the decreased liability as an opportunity

for companies to reduce expenses relating to litigations compared to those that do not have policies

(p. 47). Additionally, Cox and Blake (1991) explain that organizations also save concerning initiatives

that purport that managing diversity reduces turnover costs. Ortho Pharmaceuticals has calculated savings at the time as five-hundred thousand dollars ($500,000.00) from reduced turnover among ethnic minorities (p. 49). Nevertheless, to effectively calculate the cost savings associated with managing diversity, organizations must compare results against the investments made.

Resource Acquisition

Resource acquisition leads to a competitive advantage through attracting knowledge, skills, and quality employees. Recent studies show that minorities, including women, have greater job pursuit intentions and greater attraction to organizations that promote diversity when compared to those who do not (Bright & Cortes, 2019). It is through this appeal that labour pools increase. The more companies attract candidates, the greater the probability of hiring quality employees, thus achieving competitive advantage through enhancing the labour pool.

System-Flexibility

System-flexibility is a byproduct of adaptability that originates from a shared understanding of different attitudes, values and beliefs. Cox and Blake (1991) explain that interacting efficiently with individuals who differ builds cognitive flexibility. It is through this ability system-flexibility emerges at the organizational level. System-flexibility encourages employees to learn tolerance for differences in opinions and ideas, thus resulting in improved communication, interaction and overall administrative efficiencies (p. 51). Additionally, research supports that minorities have more extraordinary flexible cognitive structures, and as policies and procedures broaden, operating methods are less standardized and result in fluidity and adaptability (Cox & Blake, 1991). Through diversity management, organizations overcome resistance with variety and become better able to handle all changes.

Market Advantage

When an organization has a broad perspective of the diversity of the market, they gain greater insights on consumer preferences and patterns. Cox and Blake (1991) argue that selling goods and services is facilitated by representing the workforce in two ways (p. 49). Firstly, through good reputation and favourable public relations, once people prefer to work with diverse companies, they are also willing to purchase from them. Secondly, the specificities of organizational culture have a significant impact on consumer behaviour. For example, USA Today's Nancy Woodhill, executive of Gannett New Media, maintained that the newspaper's success is due to diversity in news meetings. The article explains that group diversity facilitates different perspectives as different genders and ethnic backgrounds shape experiences by group identities (Cox & Blake, 1991).

Creativity and Problem-solving

At the helm of diversity and inclusiveness comes exposure to various opinions and perspectives on strategy, products and solutions. It is through variety that innovation and creativity concerning problem-solving are enhanced. Bright and Cortes (2019) explain that a diverse team produces more alternatives with broader perspectives to attend to tasks and inefficiencies (p. 383). This inclusion enhances problem-solving through mitigating groupthink which is a dysfunction that occurs in homogenous groups (Bright & Cortes, 2019). Improving creativity and problem-solving in groups where groupthink is non-existent allows for assimilations and reasoning of group member ideas.

Linking Diversity and Financial Performance

Is the impact of managing diversity limited to only the intangible benefits of competitive advantage? Or is there a correlation between effective workforce diversity and actual business performance? Bourke (2014) explains a study conducted by Signal across three-thousand six hundred and forty-five (3,645) corporations measured diversity and performance from differing databases. The study highlighted that financial performance is measured using Tobin's Q

methodology and credit scores from the Standards and Poor (p. 2). The result of the study

establishes six (6) arguments connecting diversity to performance (Signal, 2014).

1. *Improved talent pool*: recruiting for diversity expanded the collection of potential hires

   resulting in better quality and lower costs.

2. *Performance and turnover*: diversity in the workplace motivates individual performance,

   Company identification and reduces turnover costs.

3. *Quality interactions*: job satisfaction improves the quality of interactions between co-workers

   and their dealings with customers.

4. *Access to information*: diverse networks within the workplace provide unattainable access to

   information.

5. *Innovation:* Diverse thinking encourages creativity and innovation.

6. *Customer congruence:* Diversity results in higher levels of harmony between service provision

   and customer needs and expectations.

In summary, Signal's hypothesis on the connection between diversity and financial

performance yields valuable proof of positivity. The results support those improvements in diversity

performance positively affect financial performance across all companies (Signal, 2014).

Research by McKinsey and Company in 2015 segments workplace composition into two

quartiles, gender, and ethnic diversity, then compares to the associated financial returns above

industry medians of three-hundred and sixty-six (366) businesses across Europe, North, Central, and

South America. The research shows that companies in the bottom quartile of gender and ethics

diversity are statistically less inclined to achieve above-average returns, and diversity is a competitive

differentiator (Hunt et al., 2015).

Figure 6.

Financial Performance Above National Industry Mean
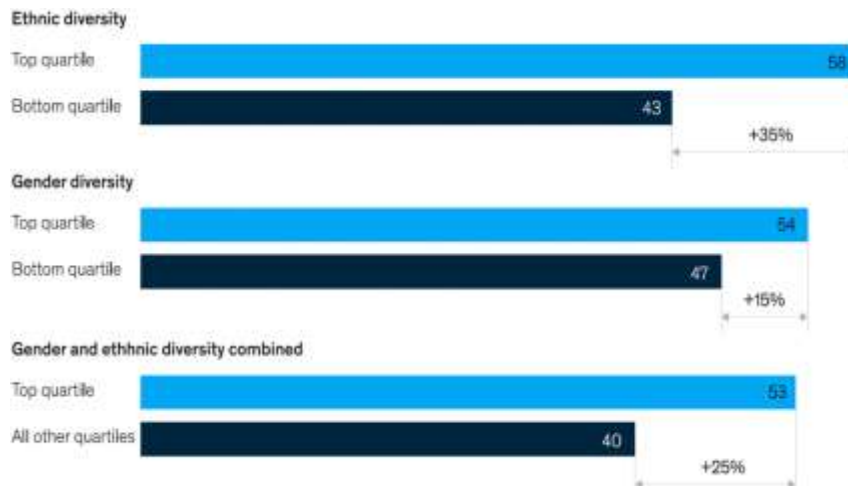
Note: Adopted from Why Diversity Matters, by McKinsey & Company (p. 2), Copyright 2014 McKinsey & Company

While correlation does not prove causation, the report defends that more diverse companies can better turn the competitive advantage earned through diversity into a worthy cycle of increasing returns (Hunt et al., 2015). In summating the findings, figure 6 establishes that: companies in the top quartile of racial and ethnic diversity have a 35 percent (%) chance of having financial returns above the respective industry mean. In contrast, top-tier gender quartiles are 15 percent (%) more likely to have financial returns superseding the industry average. Companies are 25% more likely to gain financial performance over their industry median as a combined measure.

In rationalizing the diversity quartile discussion, the report establishes companies' financial performance in different regions. Figure 7 shows that companies with above-median revenue performance achieve a higher percentage in the top quartile of ethnic diversity than those in the bottom quartile.

Figure 7.

Percentage of Companies with EBITA Above National Mean

Region	Top quartile ethnic diversity	Bottom quartile ethnic diversity
Overall	• 58%	• 43%
United Kingdom	• 61%	• 45%
United States & Canada	• 61%	• 41%
Latin America	• 53%	• 47%

Note: Adopted from Diversity Matters, by McKinsey & Company (p. 6), Copyright 2014 McKinsey & Company

The link between diversity and performance is still undergoing research, and there is much to learn. The evidence supports the positive relationship among the two elements inciting more significant investments in diversity builds financial performance. Interestingly, as the environment evolves, understanding and establishing the causative relationship between effectively managing diversity and performance becomes critical beyond the correlated dynamics. The cognitive diversity hypothesis theory conceptualizes the inherent benefits of diversity and performance, supporting the multiple case studies above. Nevertheless, how do companies respond to an ever-changing working environment supported by legal frameworks and vocal minority perspectives to achieve superior benefits? Furthermore, are these benefits purely economic or social?

Response to a Global Environment

Response to Diversity and Inclusion in a Globalized Environment

Becoming a diverse and inclusive organization

The efficacy of managing diversity within the workplace requires adept thinking and well-planned strategies that aim to change the way teams are structured, supported and empowered.

Necessary to evolution is a change in organizational culture that caters to diversity. Sayers (2018) explains six (6) critical factors to modifying a corporate culture to value diversity (p. 64) (Ozbilgin et al., 2015).

1. To change the language and behavioural culture

2. Use relevant business case elements to justify the benefits of diversity:

    a. Shareholder value through profitability and return on investment.

    b. Stakeholder value sets; profits, people, planet.

    c. Regulatory context: self-regulations, sectoral, legal and economic regulation.

    d. Global value chain: transnational parity and responsible globalization.

3. Identify and support change agents.

4. Champion diversity from the top.

5. Continuous evaluation and monitoring of the progress.

6. Infuse work-life policies into foundational business policies.

Concurrently, corporations must enforce respect for cultures, views, and opinions irrespective of background and encourage freedom of practice and inclusion. These efforts will inevitably equip organizations to manage diversity by mitigating the occurrence and impact of discrimination and harassment.

Responding to the call

Responding to the challenges posed by diversity and inclusion requires thoughtful processing and continuous effort to reap social and financial benefits. There are countless reports and media references relating to corporations' approaches towards equitable management of diversity and incisiveness. This section will explore reports on recent business cases worldwide that highlight how organizations respond to evolving demand.

America suffers deficiencies caused by a lack of diversity and inclusion. Still, companies are becoming more international by improving efforts to show comradery to underrepresented employees (Fluker, 2021). Fluker (2021) highlights several cases of local American companies transitioning to greater diversity and inclusion. Invitae, a genetics company, develops activities to support community building by launching employee resource groups (ERGs). These groups encourage participation through formal and informal gatherings to foster employee engagement and issues. Additionally, Genentech, a healthcare firm, took the broad approach including three (3) core pillars, fostering belonging for people, advancing inclusive research and health equity for all patients, and investing in transformative relationships. The pillars allow them to strengthen their diversity and inclusiveness across healthcare, education, and communities (Fluker, 2021).

Salesforce believes that businesses are powerful platforms for change guided by the values of trust, success, innovation, and equality (Fluker, 2021). The case shares the management's approach to support the Black community through people, purchasing, philanthropy, and policy. For example, they are establishing new leadership and overall representational goals for 2023 and changing purchase patterns to reflect a 25% contribution to minority-owned businesses within three (3) years.

Asana strives to create a radically inclusive workplace by building and empowering a welcoming culture (Fluker, 2021). Asana establishes its culture through three mantras: Thriving Now, Recruiting for the Future and Building on the Past. Additionally, Asana manages access to information by publishing race/ethnicity data by the department on their website and establishing ERGs with more than 50% participation companywide.

Albertson's group strives to reflect a diverse and inclusive community that enforces equal access to opportunities and resources (Fluker, 2021). The case indicates a six (6) step framework that the company uses to achieve their aim.

1. Establish a culture of inclusión and belonging.

2. Diverse interview panels hiring and evaluation of management for promotions.

3. Provide additional resources and opportunities for talent development.

4. Institute impactful associate resource groups chaired by the CEO.

5. Create community engagement with groups addressing racial/social justice, equality and economic opportunities.

6. Evaluate progress in hiring and promoting diversity groups and set targets for representation.

The local business cases discussed above support the shift to responding to an evolving environment in the United States, but how do companies that operate globally respond to the challenge. Are they using the same tactics, or does the global climate dictate a different approach? Two independent reports from Workplace Intelligence and The European Round Table for Industry (ERT) explore the activities of over sixty (60) global organizations in response to the call to be more diverse and inclusive.

Schneider Electric responds to the market and social demands of its more than one hundred and forty thousand (140,000) employees across one hundred (100) countries. Its overarching theme is enhancing equal opportunity for all regardless of background or location (Workplace Intelligence, LLC, 2021). The case also highlights the company's move to flexible work, especially for diverse talents. The effort focuses on gender, work-life situations, and generational divides by acknowledging their ability to work flexibly and with an internal gig mindset with inclusion and trust.

Marriott International, a global hotel chain, has two principal themes driving the effort towards inclusivity; culture to establish convictions on wellbeing, inspiration, and capabilities to drive positive outcomes and mutual accountability (Workplace Intelligence, LLC, 2021). The report also explains Marriott's globalist view that effectivity comes when individuals feel safe and grow through

initiatives like the Global Diversity Equality and Inclusion (DE&I) Council, the TakeCare wellbeing initiative, Talent Network, and a leadership development program. Marriott's approach is critical to cater to the seven hundred thousand employees and franchise workers worldwide (Workplace Intelligence, LLC, 2021).

DHL, a world-leading supply chain company, is also in the game to improve diversity and inclusiveness across its global footprint. Diversity and inclusion form the foundation for the multinational's guiding principle of Respect and Results (Workplace Intelligence, LLC, 2021) (Workplace Intelligence, LLC, 2021). The reports explore DHL's drive to inclusiveness through the 'I am Diverse" campaign celebrated across the globe encouraging inclusive leadership and business profile adjustments. Other initiatives include the Opinions Survey, the D&I Surveys, and the Head, Heart and Guts leadership coaching process to manage unconscious biases through language, visuals, and employment practices.

Like many global organizations, General Motors (GM) pushes the envelope on D&I. The company is known for instilling riveting programs to support the cause starting with its own Chief Diversity Officer some eight years ago (Workplace Intelligence, LLC, 2021). GM garners support through the first and only automotive Women Dealer Program, metrics measuring talent acquisition and inclusion through baseline definitions and surveys. In the same case, it makes mention of the first female CEO's goal to become the most inclusive company globally (Workplace Intelligence, LLC, 2021).

How do European-owned multinationals fair with the response to diversity and inclusion? The ERT consortium of members pledged to promote inclusion and diversity at the companies they lead based on the belief that open communication builds better-performing teams that produce more substantial results (European Round Table for Industry (ERT), 2020).

Deutsche Telekom, a significant mobile and broadband company in Germany, known to many in the United States as T-Mobile, is also on the journey to diversity and inclusiveness. The company lauds itself for having 30% of the middle and upper management positions filled with women (European Round Table for Industry (ERT), 2020). Additionally, the case study highlights the company as having an inclusive culture, leadership, and equal opportunities. Concurrently, the company understands that diversity and inclusiveness are both corporate responsibility and critical to business success. Deutsche Telekom is a truly inclusive culture that celebrates individuality as an opportunity by introducing the talent and leadership programmes and recruitment events, including women@work, Femtec and MINT Awards.

Like the previous companies discussed, Heineken publicly expresses their position on diversity and inclusion. An inclusive culture and leadership, aspiration, and goal setting (European Round Table for Industry (ERT), 2020). Additionally, Heineken has eighty diverse and inclusive ambassadors across all its operating regions. They built a related toolkit that has them trained on handling issues relating to diversity and inclusiveness. Also highlighted in the case are the achievements of Heineken's ambassador program executing one-hundred and seventy (170) projects, thus amplifying the strategic goals (European Round Table for Industry (ERT), 2020).

Nestle is another global giant that drives inclusiveness through its principles. The case describes Nestle as an inclusive culture with equal opportunities that pursue societal engagement and responsibility (European Round Table for Industry (ERT), 2020). Nestle's case explains that the company engages diversity and inclusion through new policies on parental leave, non-discriminatory practices, employment, and health protection. Moreover, Nestle executives clarify that given the significant footprint worldwide, the guidelines define clear global minimum standards, which allow for market adaptations where necessary (European Round Table for Industry (ERT), 2020).

Another company known for acknowledging diversity worldwide is SAP. The global technology platform provider is said to assert an inclusive culture with inclusive leadership, equal opportunities and societal engagement and responsibility (European Round Table for Industry (ERT), 2020). The case celebrates the accomplishment of the people with autism programme, the Gender Transition guidelines, the non-discriminatory policy, human commitment statement and supplier codes of conduct. Other focus areas for SAP include the gender-neutral language and training online via SAP "Focus on Insight" available to all employees.

The final example is Total, the global fuel giant operating under the "One Total, Better Together" ambition, promoting a management style that enables Total to be an excellent place to work together for all employees (European Round Table for Industry (ERT), 2020). The case describes Total as having an inclusive culture and leadership structure supported by a clear responsibility and equal opportunities. The case highlights the company's drive to develop talent through coaching, transparent promotions, and training. Additionally, Total encourages promoting the manager-coach for managers to become more open through career-long training. Lastly, the case indicates Total's success in building a good workplace through initiatives and resources supporting a safe, modern, pleasant, and user-friendly workplace.

Based on the cases mentioned above, it is evident that there is not a "silver bullet" solution, and organizations employ different strategies in response to an evolving threat to workplace balance. However, what is critical is a broader acknowledgement that action is required. While companies are still assessing their overall goals and strategies, external forces are still at play, such as cultural nuisances, government, and industry policies.

Conclusion

Conclusion and Recommendations

This paper aimed to establish the challenges businesses face with managing diversity and inclusiveness in the workplace. Supported by assessing the impact managing diversity has on performance and highlighting the measures businesses can use to mitigate and reduce deficiencies. The case studies discussed prior provide practical impact analysis of diversity and inclusion on businesses and how mismanagement can lead to lost attachment of employees and liability concerns. Notwithstanding these challenges, a business must find ways to overcome the development and strategy implementation of a diverse and inclusive culture.

Theories and perspectives like the cognitive hypothesis theory indicated that diversity and inclusion have a positive role in the modern workplace, but how they manage will determine the return on the investment, be it social or economic. Evidence throughout the paper supports the cognitive theory purporting that business performance improves as teams become diverse. No company or culture is the same, and it will not change, and on that basis, functional analysis of the impact of company policies must take precedence. Effectively combating the challenges posed by diversity and inclusion is difficult. However, organizations must not seek to only respond to issues. Instead, create an environment that mitigates against its occurrences. Thus, acknowledging that building diverse teams is essential but making them inclusive is critical to good management.

There are countless examples of local and multinational organizations taking the necessary steps to remedy the issues caused by diversity and inclusion. The response to these issues supports Hunt et al. (2015) and Sapling's (2020) claim that the workplace dynamics are changing rapidly enough to cause ripples to affect performance and profitability.

Moreover, actual effectiveness becomes a reality when influential leaders "begin with the end in mind" (Covey, 2009, p. 106). A successful diversity and inclusion strategy relies on the strength

of the planning and implementation steps, and without a structured and measurable baseline, the strategy is likely to fail. On this premise, organizations should adopt the following recommendations suggested by Sayers (2018). Sayers (2018) provides two main rules for managing diversity and inclusion in the text. The first is valuing diversity, and the second is prevention.

To value diversity, organizations must define their objectives and how they intend to achieve them through respect for all ethnicities, gender, disability, religions, and orientations. Thus, changing the fundamental values driving the practice of a diverse and inclusive culture. A cultural shift becomes a reality through removing barriers to allow individuals to perform at their full potential and providing individuals with the opportunity to vie for jobs of interest. Additionally, organizations must create structured systems and policies of fairness and meritocracy to establish equitable and unbiased treatment. The culture must encourage leaders to build and plan initiatives targeting diverse groups that align with business objectives. Business leaders must also develop agile workplaces that empower and motivate employees to be productive and effective. While at the same time providing the necessary training for all employees on valuing talent and abilities. Secondly, businesses must establish a culture that prevents discrimination, bullying and harassment rather than responding to it. Instilling an environment where inclusion is habitual allows employees to express their beliefs and individualisms through open communication. It is through open dialogue that companies establish coherency on policies and procedures.

In closing, managing diversity and inclusion relies on the concerted effort of all members of an organization. Notwithstanding, it requires clear objectives from senior management and alignment to an organization-wide diversity and inclusion strategy that dismantles concepts of social discrimination.

List of Acronyms

Acronym	Definition
CEO	Chief Executive Officer
D&I	Diversity and Inclusion
DE&I	Diversity Equality and Inclusion
EBITA	Earning Before Interest and Tax and Amortization
EEOC	Equal Employment Opportunity Commission
ERG	Employee Resource Groups
ERT	European Round Table for Industry
GM	General Motors
LLC	Limited Liability Company

References

Affirmity. (2019, February 5). *5 Truths about Diversity in the Workplace*. (J. Mendez, Producer)

Retrieved September 2021, from Affirmity: https://www.affirmity.com/blog/5-truths-about-

diversity-in-the-

workplace/?keyword=&adgroupid=121179780378&matchtype=b&network=g&device=c&url

=https%3A%2F%2Fwww.affirmity.com%2Fblog%2F5-truths-about-diversity-in-the-

workplace%2F&utm_source=google&utm_medium

Bourke, J. (2014, July 9). *The business case for diversity management in the hospitality industry.*

Retrieved September 2021, from Deloitte: https://www2.deloitte.com/au/en/pages/human-

capital/articles/diversity-management-hospitality.html

Bright, D. S., & Cortes, A. H. (2019). *Principles of Management.* Houston, Texas: OpenStax.

Brown, S. L., & Carrick, D. (2020, August 12). *Catherine Hill speaks out about sexual harassment as*

her lawyer warns COVID-19 could 'add to power imbalance'. Retrieved September 2021, from

ABC: https://www.abc.net.au/news/2020-08-13/owen-hughes-sexual-harassment-catherine-

hill-legal-power-covid19/12546560

Covey, S. R. (2009). *7 Habits of Highly Effective People.* New York: RosettaBooks LLC (First Electronic

copy).

Cox, T. H., & Blake, S. (1991). Managing cultural diversity: Implications for organizational

competitiveness. *Academy of Management Executive, 5*(3), 45-56.

Del Rey, J. (2021, February 26). *Bias, disrespect, and demotions: Black employees say Amazon has a*

race problem. Retrieved September 2021, from Vox:

https://www.vox.com/recode/2021/2/26/22297554/amazon-race-black-diversity-inclusion

European Round Table for Industry (ERT). (2020). *Making Your Organization more inclusive: Inclusion & Diversity Case Studies.* Euorpean Round Table for Industry (ERT).

Fair Work Ombudsman. (2020, August). *Workplace discrimination.* Retrieved from Fiar Work: https://www.fairwork.gov.au/tools-and-resources/fact-sheets/rights-and-obligations/workplace-discrimination

Fluker, D. (2021, May 8). *Inspiration for ramping up diversity inclusion efforts*. Retrieved September 2021, from Glassdoor: https://www.glassdoor.com/employers/blog/inspiration-for-ramping-up-diversity-inclusion-efforts/

Gurchiek, K. (2019, August 22). *LA Times to Pay $15.4 Million in Age-Discrimination Case.* Retrieved September 2021, from SHRM: https://www.shrm.org/resourcesandtools/hr-topics/behavioral-competencies/global-and-cultural-effectiveness/pages/la-times-to-pay-154-million-in-age-discrimination-case-.aspx

Hunt, V., Layton, D., & Prince, S. (2015, February 2). *Diversity matters.* McKinsey & Company.

Hunt, V., Layton, D., & Prince, S. (2015, January 1). Why Diversity Matters. *McKensey & Company*, pp. 1-3.

Khadem, N. (2020, August 26). *AMP whistleblower 'bullied, victimised and silenced' over sexual harassment complaint, Parliament told.* Retrieved September 2021, from ABC: https://www.abc.net.au/news/2020-08-26/amp-sex-harassment-whistleblower-bullied-victimised-and-silenced/12597808

Lambert, J. R., & Bell, M. P. (2013). Divers forms of difference. In Q. Robinson (Ed.), *Oxford Handbook of Diversity and Work* (pp. 13-31). New York, N.Y.: Oxford University Press.

Ledbetter v. Goodyear Tire and Rubber Company, 05-1074 (United States Court of Appeals for the Eleventh Circuit May 29, 2007).

Lien, T. (2017, June 6). *Uber fires 20 workers after harassment investigation.* Retrieved September

    2021, from Los Angeles Times: https://www.latimes.com/business/la-fi-tn-uber-sexual-

    harassment-20170606-story.html

Mosbergen, D. (2017, October 25). *Majority of White Americans believe White people face*

    discrimination. Retrieved from Huff Post: https://www.huffingtonpost.com/entry/white-

    americans-discrimination-pollnpr_ us_59f03071e4b04917c594209a

Ozbilgin, M., Gulce Ipek, A. T., & Sameer, M. (2015). *The business case for diversity management.* The

    Economic and Social Research Council (ESRC). The Association of Chartered Certified

    Accountants (ACCA).

Powell, C. (2021, August 19). *Unemployment rose three times faster for ethnic minority workers than*

    white counterparts in the last year, analysis finds. Retrieved from People Management:

    https://www.peoplemanagement.co.uk/news/articles/unemployment-rose-t…minority-

    workers-than-white-counterparts-in-last-year-analysis-finds

Robin, E. J., & Thomas, D. A. (2001). "Cultural diversity at work: The effects of diversity perspectives

    on work group processes and outcomes". *Administrative science quarterly*.

Sapling HR. (2020). *Diversity and Inclusion Statistics You Must Know in 2020*. Retrieved from Sapling:

    https://www.saplinghr.com/blog/diversity-and-inclusion-statistics-you-must-know-in-2020

Sayers, J. (2018). *Managing Diversity.* Bookboon.

Signal, M. (2014). The business case for diversity management in the hospitality industry.

    International Journal of Hospitality Management, 40, 10-19.

Sonnemaker, T. (2020, December 31). *2020 brought a wave of discrimination and harassment*

    allegations against major companies like Amazon, McDonald's, and Pinterest. These are

    some of the year's high-profile legal battles. Retrieved September 2021, from Business

Insider: https://www.businessinsider.com/every-company-that-was-sued-discrimination-
and-harassment-lawsuits-2020-2021-1

Toosii, M. (2015, December). *Labor force projections to 2024: the labor force is growing, but slowly,
Monthly Labour Review.* Retrieved from U.S. Bureau of Labor Statistics:
https://www.bls.gov/opub/mlr/2015/article/labor-force-projections-to-2024.htm

U.S. Equal Employment Opportunity Commission. (2020, August 19). *McDonald's Franchisor Settles
EEOC Religious Discrimination Suit.* Retrieved September 2021, from U.S. Equal Employment
Opportunity Commission: https://www.eeoc.gov/newsroom/mcdonalds-franchisor-settles-
eeoc-religious-discrimination-suit

U.S. Equal Employment Opportunity Commission. (2021, September 9). *AscensionPoint Recovery
Services Agrees to Pay $65,000 to Settle EEOC Religious Discrimination Lawsuit.* Retrieved
September 2021, from U.S. Equal Employment Opportunity Commission:
https://www.eeoc.gov/newsroom/ascensionpoint-recovery-services-agrees-pay-65000-
settle-eeoc-religious-discrimination

U.S. Equal Employment Opportunity Commission. (2021, September 20). *Discrimination by Type*.
Retrieved from U.S. Equal Employment Opportunity Commission:
https://www.eeoc.gov/laws/types/index.cfm

U.S. Equal Employment Opportunity Commission. (2021, September 8). *EEOC Sues ISS Facility
Services for Disability Discrimination.* Retrieved September 2021, from U.S. Equal
Employment Opportunity Commission: https://www.eeoc.gov/newsroom/eeoc-sues-iss-
facility-services-disability-discrimination

U.S. Equal Employment Opportunity Commission. (2021, September 20). *Equal Pay and
Compensation Discrimination*. Retrieved from U.S. Equal Employment Opportunity
Commission: https://www.eeoc.gov/laws/types/equalcompensation.cfm

U.S. Equal Employment Opportunity Commission. (2021, February 2). *Frito-Lay Settles EEOC Religious*

Discrimination Lawsuit. Retrieved September 2021, from U.S. Equal Employment

Opportunity Commission: https://www.eeoc.gov/newsroom/frito-lay-settles-eeoc-religious-

discrimination-lawsuit

Workplace Intelligence, LLC. (2021). *Addressing Diversity and Inclusion: Going Beyond the*

Benchmark. Oracle.

IJSER