NEAR EAST UNIVERSITY
INSTITUTE OF GRADUATE STUDIES

DEPARTMENT OF INTERNATIONAL BUSINESS

AN INVESTIGATION INTO THE ISSUES FACED WHEN MANAGING A DIVERSE WORKFORCE

M.Sc. THESIS

DICKSON NNANA EKWO

Nicosia

June, 2023

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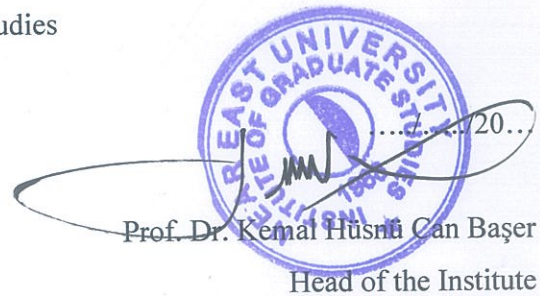
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Declaration

I hereby declare that all information, documents, analysis and results in this thesis have been collected and presented according to the academic rules and ethical guidelines of Institute of Graduate Studies, Near East University. I also declare that as required by these rules and conduct, I have fully cited and referenced information and data that are not original to this study.

Dickson Nnana Ekwo

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Dickson Nnana Ekwo

Abstract

**AN INVESTIGATION INTO THE ISSUES FACED WHEN
MANAGING A DIVERSE WORKFORCE**

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Having a diverse workforce is an increasing trend, currently international companies want to employee individual with different interest, opinions, backgrounds and ideas and they acknowledge that this characteristics is what will provide them with innovative ideas which when implemented will provide them with a competitive advantage and be extremely profitable. This is a summary of the explaining workforce diversity. However we are interested in understanding how to make it a success and to do this requires managing the challenge that a diverse workforce presents. This means implementing policies in other to bring employee from different backgrounds to form a team capable of achieving organizational goals to make the business successful. We refer to this as workforce diversity management. To find out what this modern challenges are requires identifying a target population of employees and managers respondents from the United Kingdom and North Cyprus through the method of questionnaire and interviews with the help of the target sample of employee and mangers. The purpose of this investigation to understand why this challenges exist and to find specific solution to the challenges. An important recommendation for this research project is that organization should keep having a diverse workforce because our organizations are increasingly becoming global it would be an added advantage for the organization because it will lead to higher performance, increased efficiency, improve productivity and ultimately increase profitability of the organization.

Key Words: Diversity, workforce, culture, inclusion, identity.

Özet

Çeşitliliğe sahip bir işgücünü yönetirken karşılaşılan sorunlara yönelik bir araştırma

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27 Haziran 117 sayfa

Farklı bir iş gücüne sahip olmak artan bir eğilimdir, şu anda uluslararası şirketler farklı ilgi, görüş, arka planlar ve fikirler ve bu özelliklerin, uygulandığında onlara rekabet avantajı sağlayacak ve son derece karlı olacak yenilikçi fikirler sağlayacağını kabul ediyorlar. Bu, işgücü çeşitliliğini açıklayan bir özettir. Bununla birlikte, bunu nasıl başarılı kılacağımızı anlamakla ilgileniyoruz ve bunu yapmak için çeşitli işgücünün getirdiği zorluğun yönetilmesi gerekiyor.

Bu, işi başarılı kılmak için kurumsal hedeflere ulaşabilecek bir ekip oluşturmak üzere farklı geçmişlerden çalışanları getirmek için politikalar uygulamak anlamına gelir. Buna işgücü çeşitliliği yönetimi diyoruz. Bu modern zorlukların ne olduğunu bulmak için, anket ve yardımla mülakat yöntemi ile Birleşik Krallık ve Kuzey Kıbrıs'tan katılımcıların hedef kitlesinin belirlenmesi gerekmektedir çalışan ve yemliklerin hedef örneğinin. Bu araştırmanın amacı, bu zorlukların neden var olduğunu anlamak ve zorluklara özel bir çözüm bulmaktır.

Bu araştırma projesi için önemli bir öneri, kuruluşun çeşitli bir iş gücüne sahip olması gerektiğidir, çünkü kuruluşlarımız giderek küreselleşmektedir, bu organizasyon için ek bir avantaj olacaktır çünkü daha yüksek performans, artan verimlilik, verimliliği artırma ve sonuçta kuruluşun karlılığını artırma

Anahtar Kelimeler: Çeşitlilik, işgücü, kültür, içerme, kimlik

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TRNC: Turkish Republic of North Cyprus

MNE: Ministry of National Education

CHAPTER I

Introduction

In our contemporary society, organizations have become increasingly diverse as a result of globalization, internationalization and changing demographics. Consequently, many firms are presently exploring strategies to exploit the growth of diversity within their organization in order to gain competitive advantage in the performance of the firm's activities. Diversity in the workplace has been a topic of discussion of many organizations over the past ten years (Chemers, Oskamp, & Costanzo,1995; Cox, 1994; Prasad & Mills, 1997; Thomas 1991, 1995). A significant part of the discussion was sparked by Hudson Institute report, Workforce 2000 (Johnston & Packer, 1987), which suggested that the employment rate of women and members of ethnic minorities would experience a rapid increase in the coming years. For example, by 2000, 85% of the new entrants to the labour market will be women, while 45% of the total labour force will be men. As a consequence of these dynamics, many organizations in various states have voluntarily adopted a more inclusive approach, including the inclusion of women, people of colour, gays/lesbians, and individuals with disabilities into their work-force at all levels (Cornwell & Kellough, 1994; Pettigrew & Martin, 1989).

The term diversity has a plethora of definitions given by several scholars. Various authors have defined it differently as a result of their varying perspectives. It was first defined William and o Reilly (1998), they defined it as 'the degree of heterogeneity among team members in a specified demographic dimension'. Diversity as. Defined by Cox (2001), refers to 'the variation of social and cultural identity among people existing together in a defined employment or marketing setting'. The meaning of Diversity as provided by Wentling and Palmarivas (2000)was defined as 'different groups in the society within an organization- it includes cultural factors like race, gender, age, national, origin, religion, disability, sexual orientation, values ethnic, culture education, language, belief ,physical appearance and economic status. The concept of diversity is centered on according individuals with respect and accepting them from their varying uniqueness whilst recognizing their individual differences. The distinctions are based on the characteristics of race, ethnicity, gender, sexual orientation, social-economic status, age, physical abilities, political beliefs, religious ideologies etc.

The concept of diversity can also be conceptualized as an intentional practice that involves an appreciation of the interconnectedness of humanity, culture and the natural world, and mutual respect for characteristics and experiences that differ from our own, in other words how we can appreciate each other's unique qualities and experiences. It also necessitates that individuals be cognizant of the fact that personal, institutional and cultural discrimination creates and perpetuates advantages for some individuals while simultaneously creating and perpetuating disadvantages for others. Specifically, workplace diversity pertains to variety of differences between employees in an organization. In the context of the workplace, diversity incorporates race, gender, personality, cognitive style, tenure, organizational function etc. it also entails not merely how individuals perceive themselves but also how they perceive others. Kirton & Greene (2009) provides a definition for workforce diversity management as "the systematic and planned commitment on the part of organization to recruit and retain employees from diverse demographic backgrounds". On the other hand, (Triandis, Kurowski and Gelfand, 2002) state that "managing diversity means changing the culture – that is, the standard operating procedure", and it can lead to improved effectiveness of organizations. Diversity management is all about how an organization can make the most of the differences and similarities between its employees. This includes things like cultural backgrounds, ages, race, abilities and disabilities, ethnicities, genders, religions and personalities. It's all about how the management makes the most of these differences to help the organization succeed. (Daft, 2008). The purpose of diversity management is to create and sustain a harmonious work environment in which the similarities and differences of individuals are valued. (Brouwer and Boros, 2010). The definition of workplace diversity is based on the intergroup relationships at work, the attitude towards diversity and the contact between different groups. The perceptions that employees possess also affect their interactions within the work environment, in order for a diverse set of employees to operate smoothly and effective as an organization, such requires the aid of human resource professionals to help manage issues such as communication, adaptability and change, this is technically termed as 'diversity management'. A technique used to cultivate and sustain a positive work atmosphere, regardless of the degrees of similarity or divergence between individuals is called Diversity management

each employee is valued in order for each individual to reach their full potential, whilst maximizing and utilizing their contribution to the firm's strategic objectives and goals. Moran Harris & Moran (2011) observed that as an individual's age increase, their perception about being accommodating about diversity decreases and thus it is imperative that older employees are acquainted with the benefits and knowledge of having a diverse set of employees within the organization. They can be educated through the medium of workshops, group discussions, training etc. in recent decades, many states around the world have taken significant steps through the medium of legislation and public polices in respect of creating a work environment that is equitable. Antidiscrimination laws and affirmative action programs have been employed in various organizations to accommodate female employees, individuals of ethnic and racial minorities, heterosexual and homosexual worlds, the differently abled, and employees of other marginalized groups, so that there can become more included in the labour force. Despite the progress in increasing the representation of diverse employees within an organization, often times these groups of diverse employees are excluded from their circles of influence and this consequently has stifled them from effectively offering their contributions in their respective work environment.

Inclusive business practices are essential for creating an environment in which employees feel valued, respected, equitably treated and empowered, as opined by Deborah.F.M director ILO beau for employer's activities. According to druthers written by kiro.B (2022), statistics show that the employment rate for ethnic minorities is only 62.8% and Only 1 in 16 United Kingdom top management positions are occupied by ethnic minority employees. What this means is that there have been significant strides when it comes to improving diversity and inclusion in the workplace. However many organizations still need to make progressive efforts towards having a more diverse set of employees. Migration is the fundamental foundation of diversity more specifically, labor migration which represents a movement of an individual from one nation to another in order to search for employment or to respond to recruitment campaigns in another nation. The term "recruitment" is important for an organization because they are actively seeking a productive and skilful type of labour to add to their already existing workforce to further increase productivity. Companies are increasingly going global; this is a form

of business expansion to gain a wider customer base, however the best way to understand the international market is to firstly recruit a diverse workforce. If done successfully, this will create a huge competitive advantage because it has increased cultural varieties that benefits the company which leads to more increase in initiative ideas and there will also be an increase in the ability to understand a more wide variety of the customer market segment, which will in turn improve the overall performance of the organization. Researchers have observed that diversity has enhanced the performance of employees in a firm by broadening the perspective of the group of individuals. The empirical evidence suggests that the success of diversity management and the subsequent improvement in the company's performance are inextricably linked. However, there is a consistent finding that differences should be sort in moderation. The ability of employees to elaborate diverse information is likely to develop over times as the individuals familiarize themselves with each other's perspectives and develop a transactive memory. This depicts that for diverse work groups, it is imperative that they are afforded with a more extended start-up phase than more homogenous groups.

Managing workforce diversity within an organization is a complex process. The importance of workforce diversity management as a means of improving organizational performance cannot be overstated, particularly in the current climate of global transformation. Addition to this, there is need to investigate into the challenges of managing a diverse work force. Every organization's top priority is to increase its efficiency because organizations are economic entities and the only way to survive in a highly competitive market is to increase profits. Due to the diverse workforce employees are experiencing a greater magnitude of problems at the workplace. The collaboration and teamwork of some colleagues may be diminished. However, in order to attain the objectives of the organization, all personnel must be proficient in the duties assigned to them within the department. For those who are not particularly cooperative, the solution is not to terminate them, which is what many managers have been resorting to. Involving employees of different race, cultural, tradition, ethnic groups etc. in any organization is a potential source of prejudice, stereotyping and ethnocentrism (Shen, Chanda, D'Netto, & Monga, 2009). Incidences go unreported by some victims, and as a result they usually go undetected. While others may be reported, however some managers cannot provide a

long term solution due to a lack of proper understanding of the concept of diversity management. Consequently, even those organizations that have adopted diversity through recruitment of various groups of people may not reap the full benefits of diversity in an organization. Bedi et al., (2014) indicates some of the negative outcomes of ignoring diversity within an organization include unhealthy tensions between individuals of different culture or race, a decrease in productivity due to increased conflict and lack of retention talented employees. Furthermore the author adds that good management alone does not necessarily ensure good diversity management.

In conclusion, despite the proliferation of research on discrimination, the value of diversity and the multiculturalism in organizations, having a diverse workforce and managing a diverse work force comes with challenges; with the most common challenge being communication between the employees from different cultural, social and racial backgrounds. There are wide ranges of strategies, approaches and initiatives for managing a diverse workforce. Tackling these challenges, requires a combination of initiatives and no single initiative will be sufficient. To explore these challenges, this thesis aims to undertake critical analysis as it pertains to the complexities in managing a diverse work force and ascertain the best strategy to employ for an effective management of a diverse set of employees, in order to increase the performance and productive capacity of a firm.

Statement of the problem

The concept of diversity is a complex one that is currently undergoing a process of social and cultural transformation around the world. Furthermore, the complexity of this concept makes it a particularly difficult challenge for modern-day organizations. Consequently, diversity in the workplace has become a frequent topic of discussion among business and organizational leaders. Analysts anticipate that the importance of diversity and its role in the international business environment will increase exponentially in the near future due to the increasing population of the world. The emergence of diversity in the workplace necessitates the adoption and or adaptation of strategies to address the current difficulties associated with it. Consequently, it is imperative for organizations to emphasize diversity and investigate holistic inclusion, as

diversity has the potential to lead to increased productivity and competitive advantage. It is therefore important to emphasize the different types of diversity and the difficulties each of them may present in the workplace. Workforce diversity is concept that was identified back in 1980s and it helped companies demonstrate an opportunity to be more creative in attracting the untapped market and raw talents in other to achieve and maintain a competitive advantage to dominate in the global market. Due to the political sensitivity and debate surrounding diversity in our modern society, it is difficult for companies to identify effective and pertinent solutions to diversity issues. Social and policy discourse regarding diversity initiatives and programs has become increasingly politicized and value-driven. Terms and concepts such as political correctness, quotas, reverse discrimination, and affirmative action programs take on symbolic and political connotations in the workplace which, by their nature, can create obstacles in terms of resistance and apathy towards diversity. Employees who are perceived to benefit from these programs are often stereotyped and undervalued in terms of their ability. This can lead to heightened resentment across the organization. Organizations, despite professing to have equal opportunity policies in place, often engage in practices that run the gamut from non-inclusion to outright discrimination. As a result, organizations often face difficulties in addressing gender, racial/ethnic disparities, disability and sexual orientation issues among their staff. (James, 1996; Minors, 1996). Many organizations, often intentionally but unknowingly, create institutional/ organizational barriers that impede the access of their clientele to services and impede the employment of their employees. There's a strong correlation between good diversity practices and firms' success, as Bedi et al. (2014) found. Diversity helps people think more creatively, have different perspectives, better problem-solving skills, and have more options and better solutions to problems.(Duxbury & Higgins 2008). On the other hand, research on workplace diversity shows that it can either be good or bad for employees' performance.(kinyanjui,2013). Diversity can help people be more creative, creative, and innovative, and have better critical thinking skills. (jonsen, Maznevski & Schneider, 2011)But it can also have a negative impact on cohesion, collaboration, collaboration, and support, according to Kyalo (2015). This is because of differences in how people perceive things, ideas, behavior, interests, attitudes, religion, politics, and how resources

are used. Conflict is caused by differences in how people see things, how they think, how they act, what they care about, and how they use their resources. It's not always bad and it doesn't always lead to hostility. It all depends on how you handle it. If you handle it the right way, it can be a great source of growth.(Lajoie 2011) But if you don't, it can lead to conflict between colleagues. If you don't handle it, it can cause conflict between you and your colleagues. Over time, these conflicts can become personal and emotional, which can damage your company culture, workers' morale, and performance. Plus, it can reduce your employees' creativity, innovate, and quality, which can have a negative impact on your team's performance. (Kelli et al., 2015).

Gender and lifestyle choices of employees have become a contentious issue in many organizations around the world. This is due to the assumption that cognitive biases, behavior, and attitudes of employees can have an impact on decision making and fixed problems. However, empirical research has demonstrated that such choices do not have an impact on workplace performance. Despite this, employers and their organizations have invested heavily in promoting and extending workplace benefits to those with alternative lifestyles. In the business world, members of the LGBT (lesbian, gay, bisexual and transgender) community often face hostility, disrespect, and discrimination from colleagues. Behavioral attitudes such as these can lead to a variety of issues, such as an uncomfortable atmosphere and reduced productivity. Gender is also a key factor in many organizations, as it relates to human diversity and capital, as well as quality of life. Consequently, gender-based issues such as pay inequality, promotions, and decision-making power between men, women, and transgender employees in organizations remain a contentious issue. As such, outdated ideas that portray women as the weaker gender and therefore only fit for temporary, part-time, or low responsibility jobs remain. It also believed that women are only destined for marriage, and childbearing hence why the even stop working at the peak of their careers so they can spend more time to focus on family. Women are also seen as physically, mentally, and emotionally incapable.

In summary, in deciphering the challenges in managing a diverse workforce, there are generally two forces that create conflict and uncertainty in the workforce, these two forces are diversity management and workforce diversity. Generally research has

depicted that having the skills of leadership is not applicable for the discipline of diversity management and furthermore human resources managers are not often effectively equipped to practice diversity management. Neither are they versed at identifying the factors that contribute to effective diversity management. Thus the task required to manage diversity related issues in the workplace is enormous and complicated. Studies have shown that a diverse workforce not managed effectively will lead to unsatisfied and morally damaged employees and significant communication problems and conflicts in the organization reborteson etal (2007). Thus, the aim of this thesis is to propose a practical solution to the challenges of managing a diverse work force.

Purpose of the study

The aim of this investigation is to identify and analyze the most frequently encountered major barriers and challenges of having a diverse workforce. The specific objectives of this research can be broken further down as follows-

1. To discuss the necessity for workforce diversity within contemporary organizations and corporate firms.

2. To examine the economic benefits of diversity within the workplace and determine whether there is a correlation between a having a diverse work force and its impact on a firm's performance and productivity

3. To analyze theories of diversity and principles of management, in order to ascertain the complexity and breadth of workforce diversity as well as identify the benefits of having a diverse workforce.

4. To discuss the contemporary challenges in managing a diverse set of employees within an organization and its effect on a firm's performance.

5. To undertake a comparative analysis in respect of two selected jurisdictions (North Cyprus and United Kingdom)l, whilst critically analyzing their integrated approach to diversity management and inclusion In the workplace and its effectiveness in managing a diverse set of employees.

To recommend effective strategies for managing diverse workforces, in order to achieve an equitable work environment amongst organizations.

Research question

1. Is there a dire need for workforce diversity within contemporary organizations and corporate firms?

2. What are the economic advantages of diversity within the workplace and is there a correlative relationship between the effect of workforce diversity and the performance and productive capacity of employees within an organization?

3. Are there any salient theories of diversity and principles of management which aid to decipher the complexity and benefits of having a diverse workforce?

4. What are the contemporary challenges in managing a diverse set of employees and what is its effect on an organization's performance?

5. What integrated approaches do states like North Cyprus and the United Kingdom utilize, in order to effectively manage a diverse set of employees?

6. What effective strategies can be proposed, in order to aid organizations realize an equitable work environment that is inclusive and diverse?

Specific question

What are the problems organization encounter when managing a diverse workforce?

Significance of study

Based on research, diversity and inclusion in the workplace has been increasing in popularity, however there are some challenges related to this investigation that this research will aim to identify and propose solutions to the issues that arise when managing a diverse workforce. The results drawn from the research will serve as a source of information to academic researchers, scholars, and the society and also provide organizations with specific strategies related to specific issues that arise from a diverse workforce. Finally companies will gain more information which will aid them in gaining more competitive advantage over rival organizations.

Limitations

Firstly this investigation was conducted in the region of North Cyprus and United Kingdom which means the materials used were tailored to fit this two countries.

This investigation was conducted for profit organizations and no consideration was giving to non-profit organization. This results obtained did not depict all the challenges of managing a diverse workforce in the two jurisdictions as such research was be too wide in scope and owing to the time constraints allocated in undertaking this research; the researcher focused on the most common challenges synonymous in both jurisdictions; this was critically analyzed in the course of the thesis . Another limitation of this investigation was the sample size. There are over 100 companies and thousands of employees that data could have been obtained from in order to conduct this investigation. However, the prospect of obtaining data from a larger sample size was not plausible nor realistic within the time frame required to complete the investigation.

Definition of terms

Diversity: This can be defined as having as an existence of different varieties of characteristics in a group of people these characteristics makes us unique they consist of social cultural and ethnic background which make up our identity.

Diversity management: This is an organizational practice that focuses on the promotion of diversity and inclusivity in the workplace. It involves the implementation of policies and strategies in the areas of hiring management and training, and more generally, the objectives of diversity management are the promotion of equity, fairness, and inclusion.

Inclusion: simply means being part of something or someone, for this research we'll define as the concept of inclusion encompasses the experience of belonging in the workplace, as well as the degree to which individuals feel appreciated for their characteristics, abilities, and experiences, and the degree to which they feel comfortable starting from scratch in the workplace. In other to feel included companies will establish polices practices and procedures so individual can again access to equal opportunities.

Job satisfaction: satisfaction is feeling good when you have achieved what you always wanted. The level of job satisfaction is a measure of the degree to which an individual's requirements are fulfilled through their employment. According to Lawler and Porter (1967) this means if employees are satisfied they can be motivated to work however lack of satisfaction leads to poor company performance.

CHAPTER II

Literature Review

Theoretical foundation of the study

In order to answer the pertinent question that this study seeks to investigate which is 'The Challenges in Managing a Diverse Workforce', it is imperative to trace how the concept came into fruition. This will demand an analysis of some key theories and concepts, in order to arrive at a solution to the investigation. Some of the theories pertaining to workforce diversity include the following equity theory, social identity theory, self-categorizing theory, stereotyping and prejudice theory etc.

Equity theory

The foundation of this theory was formulated by Adams 1963. It is a theory that postulates that fairness and equity are the most significant elements in motivating an individual. The theory generally suggests that individuals are driven by the desire to be honest and if they identify inequalities about themselves, they often have the impulse to adjust the inequalities perceived by others. In other words, humans are often trying to bring out the best versions of themselves. Youself 1998, supports the theory and also sees fairness as the main focal point of an individual's character. Humans often self-evaluate and thus there is a tendency to compare the effort we put in and what we get from it. If we are to relate this theory in the context of a workplace, it can be analyzed that employees often attempt to achieve equity between themselves and their coworkers. The employee measures equity by comparing the ratio of what they put in and get out to what their fellow employee put in and obtains. This theory is equity-it begins with fairness and it ends with the perceptions of how we wish to be treated, in comparison to how others are treated. The theory explains tries to explain the maintenance of equity by an employee between the inputs they bring into the job. These inputs include education level,qualification skill level, commitment, effort, dedication etc and what output they receive from it like promotion, bonuses, incentives, recommendation and increased salaries. To further explain this concept in a broader sense, a hypothetical example will be useful. If an employee compares the work they do to their colleague who earns more

than the individual in question and that individual is doing the same work, it suggests that the effort to compensation ratio is not balanced and ultimately, such individual will not be motivated to perform at their workplace. The employee will view this as lack of fairness. This concept of equity will be used to frequently address this investigation. We all perceive how to be treated. What about when other factors comes into the picture. How do we perceive equity when diversity is very much apparent?

Social identity theory

Social identity can be defined as the ability of an individual to recognize or be aware of a certain social group that he or she should belong to, coupled with some emotional values important to him or her of the group membership Tajlef 1978. The theory is a cognitive social psychological theory originated in Europe and quickly grew popularity in North America and in other regions of the world. Tajfel 1982. Theory established a connection between social organization and personal identity through the meanings associated with belonging to identity categories such as racial, ethnic or gender identity. The information given is suggesting the word "perception" which means how people want to you to view them with respect to the membership they identify themselves with. Social categorization is how people categorize themselves that correlates with the way they perceive themselves to be and with the way they interact with others from their own group with other groups. In order to explain how we interact and perceive others and ourselves, such demands and understanding of ourselves first and the foundation for this is a person's Identity. The concept of identity is composed of two distinct components, the first is the personal component derived from the individuals characteristics that make someone unique this includes personality, physical and intellectual traits. The second part is the social component derived from striking features from groups such as race, sex, class and nationality. Ashforth & Mael, 1989. A typical example of this is an individual-who emigrates from China or Korea. Such person would be referred to as an Asian when such individual immigrates to a country like America which is a multi-diverse society. Their cultural background and uniqueness may be overlooked and sometimes misunderstood because of the lack of knowledge people have in other people's cultures. It is a truism that we strive to look for a sense of

belonging, especially when being in a different country by aiming to develop a sense of identity that in the country which is different from ours. In this case, the Asian will become an Asian American by categorization. What that means is that the individual has adapted element from the American culture to add to their own. In the process of becoming an Asian American, certain events will take place; the first being a social comparison which is unveiling ourselves by comparing with other group members. The reason for this borders on the fact that we often try to maintain or achieve superiority. Perhaps the most important aspect of the social identity theory that is most relevant to it is social categorization- specifically with the connection to intergroup discrimination. The process were we categorize ourselves as well as other unconsciously or intentionally as a way of being a part of a social group on the basis of shared attributes such as ethnicity, physical features or even psychological traits is called social categorization. Stangor et al 1992 kunda& spenser 2003. This is primarily based on how we view ourselves. When we feel others do not fit such category, this is where intergroup discrimination begins. This subsequently results in conflict in shared attributes. Social identity is a component of diversity. Having undertaken a brief analysis of how we develop social identity. A more detailed understudy of the concept will be useful, given that 'social identity' is one of the fundamental ideologies important for diversity in the workplace. Once we begin to understand ourselves, then the social structure we believe we belong to becomes part of us and then when we migrate for work, we exhibit all the characters associated with the way we have socially categorized ourselves, which we have unconsciously adopted. Before we start existing in the workplace, it is natural to first socially compare and socially categorize where we fit in. This subsequently results in assuming a position in a group perceived to be superior This often results in intergroup discrimination, due to ignorance of understanding how to co exit with each other.
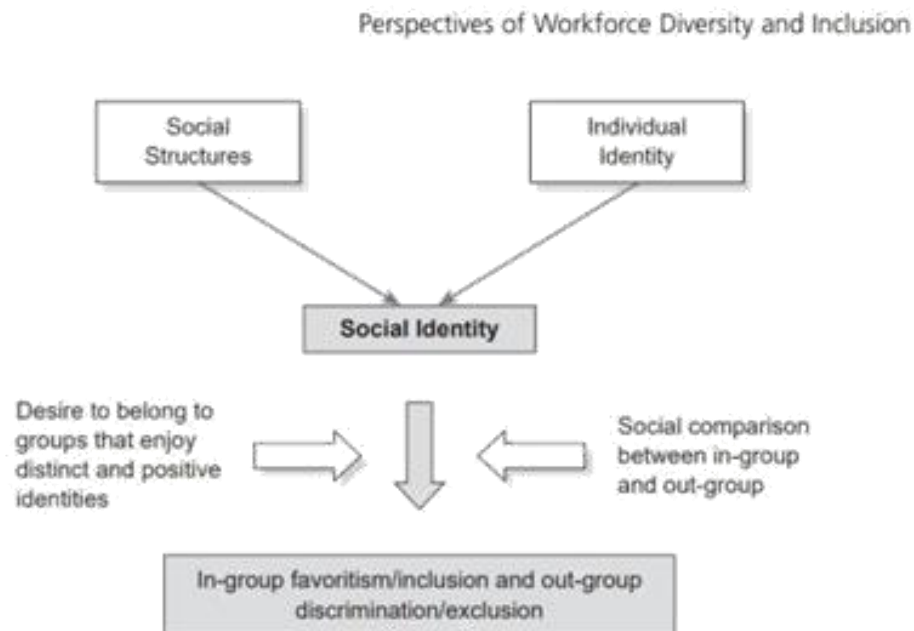
Perspectives of Workforce Diversity and Inclusion

Figure1:A schematic Diagram of social identity theory's Basic principles

The self-categorization theory

This theory has been analyzed earlier in this work. However a chronological order to build a case for the investigation is imperative. A brief summary of what it conceptually means will be useful. The theory implies that individuals group themselves into multiple societal assemblies which involves either nationalities, gender, employer school and age (Turner, 1999). The theory focuses more on the meaning connected to the social category we belong to hence the emerging trends and group behaviors. It has being argued that once an individual define themselves with an affiliated social group, they are most likely to change or adjust their character in order to adapt and assume a role to be accepted into a given group.

Stereotyping and prejudice theory

When we categorize ourselves to form or be part of a superior group, we begin to discriminate because we feel that others do not have what it takes to be in our group circle due to ignorance. This can be described as Stereotyping which is predicated on prejudice or discrimination. According to (Pitts, 2009), he defined "stereotype" as a rigid

and widely-held opinion or perception of a particular group of individuals. Because of lack of understanding, stereotypes provides individuals with ways of how respond to situations because of their shared experiences, which sometimes could be right but however not in all cases. The problem is that it makes individuals disregard differences and rather they make assumptions about things that might not be true. It is essentially a "default" setting to adaptation. Stereotyping gives individuals the freedom to make assumptions in the workplace that a co-employee would possess a number of attributes and capabilities that members of their group are presumed to have. This leads to a social categorization which then leads to individuals forming a superiority that causes prejudice and exhibiting a character that causes individuals to develop in and out groups. Prejudice and stereotyping in the workplace can lead to the discrimination of an individual or a group of individuals based on a particular characteristic that we consider to be less superior to ours. This as a result, creates an environment that is unpleasant and demoralizing for the person who is viewed as less superiors. Such effect can cause a person to lose morale and focus and such directly impacts on one's productivity and can lead to loss of self-esteem. This further suggests that unemployment is the biggest contributing factor of discrimination and prejudice in the workplace. People stay unemployed due to biases that individuals assume when companies or organizations hire people. Biasness impacts workplace diversity management which then creates and has an effect on employee performance. Prejudice is one of the main factors for such biases. There are four theories that form the foundation for prejudice (Uwlax, 2003). The theory of normativity, the theory of scapegoating, the theory of exploitation, and the theory of authoritarian personality are all associated with the formation and reinforcement of preconceived notions. On the subject of normativity, the author suggested that a person's friend and social environment will be the primary source of prejudices which means that how a person perceives another to discriminate, will come from the environment where they were brought up which includes usually friends and community. The scapegoating theory suggests that we form prejudice based on the need to blame a minority group for personal disappointments and misfortunes, this is because of the superior complex which makes stereotyping easy (Uwlax, 2003). Studies have demonstrated that exploitation theory accurately describes the biases formed by individuals due to conflicting interests.

These are interests to justify ones action. This results in individuals discriminating against other ethnic groups with whom they are competing with. Finally the authoritarian personality theory describes discrimination based on what a person believes is good and evil. In a wider respect, this is a cause of a major challenge in diversity management because there are attributes a person brings with them once they are employed and if it's not properly observed and solutions are available to handle it, it presents a huge problem to the companies and organizations. The primary objective of this research is to identify a solution to these difficulties. Thus, it becomes imperative to analyse the next theory which is called the Multiculturalism theory.

Multiculturalism theory

This theory demonstrates that individuals from different cultures can coexist without the need to or desire to comprehend one another's culture. (Sunada, 2000). It was created to Assists in the delineation of underrepresented groups, including members of the African American community and those with physical disabilities. (Glazer, 1997). These group of persons desired to respond to the cultural and religious diversity. It can be rightly asserted that a basic toleration of a group of people with differences is not sufficient to fight prejudice, especially in respect of people who belong to a minority group and desire to be viewed as equal. This theory suggests a formula, which when applied can accommodate the differences in individuals such as their religion, language, ethnicity nationality and race. This theory suggests that it is bad practice to segregate individuals of minority groups because such act further enhances Stereotyping and discrimination. Rather, the better solution is to create a safe space for individuals with different cultural and religious backgrounds to work together whilst still retaining their collective practice and identities. However it can be argued that in certain circumstances such as in the work environment, persons with a different cultural background could become exempted from certain work tasks on the basis that their respective culture frowns upon undertaking such tasks which may be viewed as an unethical practice within their culture. This could result in preferential treatment given to them by their employees for the purpose of respecting their cultural beliefs and individual morals. However, the problem lies in how their fellow employees would view such exemption.

There is a tendency for them to conclude that those employees are being given more favorable terms to work under, to which they are not privy to nor have they been vested with the authority to work under such terms as well. This consequently results in unfairness and could create a ripple effect of loss of motivation and productivity. In order to curb the occurrence of such situations, efforts should be made by companies and organizations to aid their employees in understanding why certain employees would require such exemptions and privileges. It is a truism that multiculturalism entails a recognition of differences in individuals, nevertheless it is important to educate ourselves about what this acknowledgments are with regards to our differences and understand how it impacts the workplace. This will ultimately create respect and remove stereotyping and prejudicing within the workforce. There is also need for individuals to be intentional about how they socially identify themselves, in order to work together effectively.

Sociocultural theory

"The sociocultural theory explains the concept of workplace learning, in a diverse environment. This concept was formulated by (Alfred, 2002). He reasoned that by recognizing the connection between understandings and being knowledgeable about other people's culture, it makes it easier to investigate into the environmental factors that makes individuals different. This environment typically encompasses symbols, languages, and contextual elements such as the cultural, social, and historical context of a person. All these are components that are needed for the understanding of workplace learning. Learning about other people's culture, can be done through activities, interactions and communicating. Sociocultural learning might also include some social activities such as group projects and team building. This will aid in creating meaningful interactions which could include social and cultural learning by individuals who take part is such activities. Working in a diverse environment will increase an individual's understanding of themselves (social identification) and it will also increase their understanding of each other as they interact and collaborate inclusively. If you want to get the most out of diversity in your workplace, you need to be aware of the social context you're in. This will include an in-depth analysis of culture and diversity, as well

as supporting employees in recognizing their cultural identity and navigating the complexities of a workplace management. Workplace learning must include sociocultural issues and consideration should be given to approaches to accommodate and enhance a diverse work force. When learning in the workplace, special attention should be paid to the learner interacting with a specific context as well as structural dimensions such as age, gender, ethnicity and power. Generally, the relationship between an individual's personal life and their professional life is the basis of Sociocultural Theory. Some researchers have suggested that employers should make intentional efforts to push culture to the background and implement an approach that involves creating a workplace culture which subsequently shapes the identity of the employees in the way they act and make decisions, thereby removing an employee's cultural attitude and replacing it with workplace understanding. This will allow for a workplace culture to be created and such will enable employees to develop a sense of community within the workplace irrespective of each employee's multicultural backgrounds. The sociocultural context also involves learning in order to maximize the capacity of the workplace. Priorities must be placed on personal and interpersonal learning experiences. In order to analyze what this entails, an examination will be undertaken of the two types of ways employees can learn in the work place to be able to live in harmony with each other. The first is known as 'situated learning' which means that an individual's learning is dependent on an individual's characteristics such as intelligence and motivation. This type of learning takes place while being an active participant in the work place. This usually involves a practice of social communities and reconstruction of an individual's identity this helps to create interconnectedness and create an environment where there is a community of practices where workplaces develop communities through different types of activities such as building argument, coordinating problem solving, seeking experience by way of strategizing and creating knowledge and finding gaps. This helps companies adapt by imposing external and internal expertise and relationship, in order to create a new business opportunity. This type of learning is likely to create a sense of belonging across boundaries. The second type of learning is called the transformative learning which entails transforming some parts of an adult's learning process. In the process of learning, individuals possess the

ability to be evaluate ourselves; this in turn makes us self-aware of our strengths and weaknesses. This type of self-evaluation has been found to develop a transformative learning approach. A learner begins to make sense of their experiences, produce meanings and find balances. We begin to undergo some sort of operation which shifts our perspectives and consequently individuals begin to form a reasonable frame of reference. We critically evaluate attitudes, ideas and beliefs in the world and confront or challenge realities that are no longer relevant. An example of transformative learning is a situation where two individuals attempt to make sense of a confusing conundrum, however with the existing default framework, a person cannot make sense of such. However, due to their shared experiences of engaging socially and taking part in community activities, the individuals begin to engage in conversations which creates a sense of understanding that forces these individuals to reflect on their assumptions and biases in other to engage meaningfully with each other, in order to resolve the dilemma. Thus making provision for a place of inclusion and collaboration, in order to introduce a transformative learning approach which would enable an individual to become less self-critical but rather healthy mechanisms should be implanted in order for individuals in the workplace to be made aware of their assumptions of others. Ultimately. This will create a better understanding between employees. A critical evaluation of our assumptions and beliefs, will allow for individual employees to understand each order. This will consequently lead to a breakdown of stereotypes and prejudicial barriers.

Pluralism

The Sociocultural theory is predicated on the idea of individuals finding ways to learn, understand and crucially reflect on their assumptions as well as the assumptions of others. This theory can be an approach that can be generally applied to employees. However, diversity in the workplace also involves the individuals who also work in management. This is where the pluralism theory can be utilized. This theory postulates that individuals having different ideas and objectives is a form of pure democracy, as such gives individuals the freedom to co-exist with each other regardless of what interest, conviction and lifestyle they adopt. Pluralism suggests that power is shared among different groups and this tends to manifest in the form of representation, as it

pertains to what qualifies them to have a greater influence. Different groups have different ideas in terms of allocation of tasks and reward, which result in conflict within an organization- such as the trade unions who have been established to manage such situations. Trade unions represent the employees and often communicate the issues that the employees may be experiencing in their workplace to the top management. This gives employees a stronger negotiating power. In the absence of a situation where employees are dealing with the authority figures within their work place, whenever there is a lack of understanding- the theory of pluralism can be implemented in order to reduce an element of biasness.

Barriers and challenges to managing diversity

The common barriers to work place diversity includes the following. Firstly, the problem with integration is that some workplaces might have problems as it pertains to helping a new set of diverse employees integrate and making them to feel included. When organizations do not make provision for the adequate programs, this in turn creates challenges. The basic levels of integration that should be observed by the organization include workplace equality such asfairness of pay and work responsibilities. The second barrier is communication issues. Organizations that have an increased diverse workforce often find communication as a barrier with employees who speak different languages and have different cultural practices. These kinds of communication can be unintentionally offensive. Management who make the effort to work with employees about the proper ways to communicate effectively, similarly have issues with communicating expectations. The last barrier is the resistance of firms to change their existing policies. This is one of the most common barriers to workplace diversity. When a new policy is introduced within the workplace or when a new set of diverse employees are introduced into the organization, some individuals might find it hard to adapt and those who are hesitant , can in turn make the new set of employees feel unwanted. Stereotyping, racism and offensive comments are some of the negative consequences which occur within the workplace, as a result of a resistant to change. On the other hand, potential challenges of diversity in the workplace must also be emphasized. Ethnic and cultural differences, such as language, religion, race and sexual

orientation, gender, age and ethnicity account for the ethnic and cultural differences of human beings, this breeds' room for discrimination and disrespect in turn. In our modern form of business practice, organizations view diversity as an important tool to succeed. Diversity has created an environment of multiracial and multicultural dynamism that results in some employees not only displaying a prejudiced character, but also harboring biasness and negativity towards others considered to be different. Such behavioral tendencies result in the stereotyping of people of diverse culture and ethnicity or religion which can lead to bullying, scapegoating or harassment in the workplace. It important for organizations to carefully consider this challenge when having a diverse workplace. Workplace communication is another challenge, particularly as it pertains to "language". Communication is a tool that provides cohesion in the workplace and as a result of this, fluid communication is important to achieve an organization's goals. Given the fact that each individual brings a form of personality into the workplace, their contributions can enhance productivity and relationship. Neglecting to communicate can lead to a lack of collaboration, confusion and a decrease in morale in the work environment. Similarly, inadequate communication can lead to missed deadlines and disagreements. Hiring an employee who is not able to communicate effectively in the workplace, is likely to cripple collaboration and productivity. For example if an English company hires an individual whose language is not English, other individual who work in that organization will find it difficult to interact and communicate with them. This in turn can cause misunderstandings and an employee in such position will view such treatment as unfair. This is one OF the common challenges that organizations need to address before advancing towards a diverse workforce. Finally in our modern world, there is a difference in generation and such consequently has resulted in a generational gap. This poses the biggest challenges of diversity because the difference in generations creates a lack of cohesion. As a result brings problems in the workplace particularly when it comes to strategic changes. Adjustment needs to be made for the general generation gaps this gaps include traditional, baby boomers, generation x millennial and the I generation. due to the times generation were born they represented different ways of life that will not suit the next generation for example advancement in technology which has been one of the most significant changes throughout generation. Older generation might

find it hard to use computer as oppose to the newer generation. And shift will required constant training in other for adaptation to occur otherwise low morale and productivity will occur. We have observed the barriers and challenge of having a diverse work force. The next pertinent issue to be analyzed is 'the challenges of managing the diverse workforce'. The first challenge is where there is an inaccurate judgment about diversity. Many researchers who have investigated into this issue, have identified that workplace diversity is seen as a weak point in an organization's level of management. Diversity program have the important objective of reducing the issues which stem from stereotyping. Ethnic superiority can also be a challenge which stems from stereotyping. This is the belief of individuals viewing their own culture as more superior to that of others. This in turn creates a hostile work environment where the management of an organization do not see a necessity of providing an environment that is supportive to individuals of diverse backgrounds. Other challenges might include poor company planning, resistance to change, and lack of political safety for workers etc.

Institutional theory of diversity management

One of the effective ways of managing diversity is through the law. The institutional theory of diversity management should be implemented because it states that all organizations should not create a divide in the social environment within the organization. Dividing the employees based on social categories such as age or gender should be avoided. In order to solve the challenge of diversity, the management should try to understand the behavior of the employees in the organizations and also ensure that the organizations understand that there are laws, rules and regulations to abide by and providing a platform to be held to similar administrative structure provides consistency with these norms and allows for greater legitimacy for their operations. In conclusion there are laws put in place, which allows organizations to be diverse and thus it must be proven that the individuals and management in the organization are conforming to these laws and norms. Questions will be asked, for those who violate the law. Having laws within an organization allows for situations of conflict in a diverse workforce to be dealt with in an orderly manner.

Workforce diversity management strategies and its competitive advantage

The purpose of diversity management is to foster an environment that enables employees to achieve their full potential while striving to achieve organizational goals. Diversity management is a strategy employed by numerous organizations. (Thomas, 1990). This management style is still commonly used but it is systematic and a communicated part of an organization to recruit and retain employees with diverse experience and skills. Understanding the core business functions require an effective diversity management practice that starts with from learning about theories that frame the workplace in a social and collaborative manner while acknowledging the difference in building the strength through individual and group relationships. It is essential to include the economic, sociological and educational disciplines into the managerial discussion of diversity. Managing diversity is a strategic approach employed by companies to capitalize on the creative and innovative advantages that diversity brings. This involves a dedication to human resource management that includes recruitment advancement in rewarding employee development. The aim of diversity management is for companies to gain a competitive edge through the advantages that comes with having a diverse workplace.

A properly managed workplace will result in satisfaction and commitment of the workplace which in turn yield benefits such as increased profit marketing, problem solving and organizational flexibility (Cox, 1991). In order for organizations to enjoy the benefits associated with diversity, there must be a proper integration of individuals into work groups and the organizational process. This is emphasized in the concept of inclusion. Inclusion is associated with getting rid of barriers that prevents employees from reaching their full potential skill which is connected with an employee's effective contribution to the workgroup. To create an inclusive workplace, organizations must create an environment for inclusion. Inclusion can be defined as a "shared perception of the work environment including the practices, policies and procedures that guides and shares understanding of an inclusive behaviors which foster community and uniqueness which are expected , supported, and rewarded" (Boekhorst, 2015, p.242). One example of how an inclusive environment can be achieved is by recruiting authentic leaders to take on a leading role and rewarding inclusive practices that the organization values.

Organizations with authentic leaders can greatly create an atmosphere for inclusion which means that they will provide employees with a platform to understand values, individual differences and support and encourage them to utilize their leadership roles. An authentic leader tends to have a variety of inclusive characteristics like valuing a diverse perspective, encouraging participation, decision making and supporting open communication. More specifically, authentic leaders are seen as role models by demonstrating respect for diversity. Management of diversity takes into account an organization's economic, sociological and educational and managerial needs. It enables different individuals to assume different roles and thus it is important to consider that integration of perspective when investigating the effective ways to manage a diverse workforce.

The first basic strategy we have identified is the institutional theory, which demands for organizations to make provision of the laws that protect the diverse individuals in the organization. However other complex issues might arise that will require advanced solutions which cannot be offered by the law. This is where strategic management solutions comes into practice. According to (Adler, 1997), there are three diversity management strategies. The first is to ignore diversity- by adopting this strategy, organizations do not consider diversity as part of their way of life. This is a common strategy for many organizations because they believe the only way to manage diversity is to not give consideration. The second strategy is to reduce diversity. In this situation, management are trying to acknowledge that discrimination comes from diversity and so view diversity as a source of the problem. In this strategy, management try to reduce diversity, given the fact that they do not view it as a benefit but rather view it as a disadvantage to their organization. Their management rather decide to choose homogenous labor force or try to develop programs for all employees to adapt to. The last strategy is to provide diversity this management strategy entails managing diversity in a harmonious way. Organizations have over time, adopted these aforementioned strategies that have been identified and as a result found out that in order to effectively manage diversity, it's essential to identify a eterogeneous workforce that offers a balance of skills within the organization. By doing so, Managers can mitigate potential issues and maximize the advantages of managing diversity. Finally there are different ways to

tackle to diversity management within the workplace. The first approach is the practitioner/consultant approach. This approach focuses on the positivity aspect of diversity which entails making diversity productive. Finding qualified workers is always difficult but in applying this approach, organizations are able to find qualified workers, which allows for a more diverse set of employees who are from minorities. This type of approach enables managers to comprehend what a diverse customer base require and if they can create a diverse environment, it should provide economic success. Practitioner approach believe that organizations can benefit from a diverse workplace by improving the utilization of the competencies of all employees. This in turn enhance the company's reputation with shareholders, attract and retain the best talent, and enable greater adaptability and flexibility in ever-evolving marketplaces. This approach is purely for attracting talent, which is seen as a recipe for success. The second approach is the mainstream approach, this approach is supported by the social identity and self-categorization theory. The Social identity theory describes people who are within a group and who share social features and the self-categorization theory exists as a result of stereotyping themselves with the attributes they associate an individual within a particular group. At a large scale, an organization's aim when it comes to diversity is to reduce the amount of people from different backgrounds in the workplace and to keep an eye on how it affects performance. The most widely used model IS by Thomas and (Elys, 1996). The model emphasizes on the influence workplace diversity on the overall performance of the organization. It identifies three major perspectives for managing a diverse organization: access and legitimacy, integration and learning, and discrimination and fairness. The best model amongst them is the integrating and learning approach this is due to the fact that it typically emphasizes on positive inter group a sense of respect and admiration from other group members and positive perception of one's identity among employees. The small scale of an employee level of diversity is essentially to manage prejudice and stereotypes and discrimination (Diertz & Paterson, 2006). They believe that prejudice and stereotypes are the major causes of discrimination and believe that if stereotyping and prejudice can be controlled, it will stop discrimination. (Diertz &Paterson, 2006) argued that however, there are preexisting causes of discrimination which include social psychological process, such as contact with demographically

different persons and evolution of social identities and social categorizations. "Social dominance" are of a lateral preexistence of discrimination than stereotypes and prejudices. In summary, the goal of managing diversity to a smaller scale, is to eliminate prejudice by holding interventions to control or eliminate discriminatory acts. The last approach is the critical approach. This approach is predicated on the notion that individuals have the wrong idea about diversity as the core focus in most instances, is deciphering how diversity should be managed. Rather, the focus should be on how to eliminate inequality and discrimination. According to (Lorbiecki & jack, 2000) managers view diversity as something to manage, as a way of removing distinction found between diverse individuals. Finally (Prasad et al., 2006). Stated questioned the importance of managements understanding of diversity and how applicable it is in countries that are multicultural. It is imperative for organizations to adopt newer approaches. Instead of relying on exiting techniques and best practices already functioning. This current approach may not be the best way of handing diversity but by critically examining the issues of diversity management, organizations will be able to develop better solutions to the problem.

Summary of literature review of related works Research gaps

The journal written and published by Kisenia Kuusela titled 'Diversity Management Challenges and possibilities in 2013. He introduced management concepts that are related to the study of this investigation. He started by identifying why diversity exists and this is because of the "multicultural network" which is the foundation. He carefully considered culture but in a broader approach which are the values, prejudice, attitudes and personalities traits another. Another salient feature in an organization's culture is "corporate culture" which was identified as the bases for management. The literature progresses to explain how diversity happens. The researcher identified that "migration" is the most important reason for diversity. This means the movement of people from their country to another country, in search of work or response to a job related offer. He explained that management is synonymous with the word "mixture" with is a combination of different characteristic traits and age etc. Conflict tends to occur within organizations. Kuusela identified "communication" and more specifically, "intercultural

communication" which is a process involving, combining opinions and symbols to create a sense of community within the organization. For this to occur, such demands an understanding of foreign culture. In other to avoid conflicts, it is important to identify the types by undertaking an assessment of the style of communication to apply and the appropriate communication methods. To solve the issue of conflict the author identified "intercultural competence" in a global context and there are 3 types of competence required to reduce conflict. The first is cognitive competence- this covers things like self-reflectivity, foreign cultures and country specific knowledge. Affective competence focuses on attitudes towards different relationships and cultures. Pragmatic competence is the use of communication models and the use of conflicts resolution strategies. As it pertains to "managing a diverse team", the researcher identified lack of usage of versatility and skills as the factors that contribute to the complexity in managing a diverse workforce. The issue of hierarchy placement and responsibilities is another challenge. This is a narrative studies and some cases might be argued that the solutions to challenges of a diverse workforce is barely just a conclusion. The research is related to the current investigation of this study, in the sense that, the core focus of this research work is to investigate diversity. However, this research aims to formulate unique solutions to the complex type of diversity problems within an organization, in order to give a comprehensive view on this subject.

'A Conceptual Framework of Workplace diversity in Organizations' was written by Latif Abdulridha Atgah 2015. Atgah's research journal basically provides a theoretical framework for the management of diversity. It begins with the introduction of diversity and provides different concepts of diversity as well as the concept of diversity management. It also sheds light on some benefits of managing diversity which includes, lower cost to lower turnover rate, acquisition of resource (human resource) with multi-cultural background, increase effectiveness to solve business problems etc. what the writer did very well was to identify organizational reasons for diversity management which is to enhance creativity, better understanding of marketplace, increased quality of team problem solving and better utilization of talent. The literature solved the challenges of diversity by applying 4 managing theories with the first being psychology organization theories with is the set of practices which better suited for employees who

are looking for simplified procedures and rules the second is the contingency theory which states that the attitudes of organization will depends on multiple areas such as culture and the third is the goal theory which is conflict that exit and the result of lack of clarity and difficultly in acceptance of individuals and finally the learning theory which is providing programs and training to change mentality of an individuals. The writer failed to explain conflict and how diversity management was created as a means to resolve conflict. However the literature goes into further details of diversity training to enable the creation of multicultural environment and identified the common mistakes when undergoing diversity training one of which is not building alliance and support with stakeholders and not involving senior management the research is a descriptive as it provides figures in term of gender diversity and projections. However there was no direct related figures to back up the figures produced. He concluded that some of the theories suggestions might have some contradictions and should be properly checked this suggest diversity is evolving there was no detailed investigation on the performance measurer or financial performance of the organization that practiced diversity. Other gaps to be filled is the application of management theory form to obtain results as to what works there was also lack of strategies missing to managing a diverse workforce.

Managing the diverse workforce November 2015 ziva banfi

This thesis follows the direction similar to the investigation of this research in the sense that it introduces diversity and divides it into 2 categories. The first is deep level diversity which include personality, values, attitudes and perception abilities and the second is surface level diversity which includes age, gender, race, cultural background disability sexual orientation etc. The way the writer explains it in details is commendable and he subsequently discussed about the 4 paradigms of diversity management which is like a pattern of diversity management. The first is resistance, this is not regarded as very important however intended for minority members during their induction process with the intention of introducing them to norms and values of the organization. The second is discrimination and fairness. This subject was one of the Focal point of chapter one of this thesis. "Discrimination" stems from prejudice and "fairness" stem from equality according to my research the writer sees this pattern as something that should be encouraged especially to minority it suggest that training

should be offered it can contribute to a development of knowledge and awareness and "legislative equality". This reasoning aligns with the investigation of this study because it touches on the institution theory earlier discussed in this chapter, which talks about the general principle that should be observed regarding equality based on a legislation which is the law. Access and legacy is another approach, it is very important because the organization wants to gain competitive advantage by maximizing the potential of each individual and managing individual difference. Finally, the learning and effectiveness approach view employees as a strategic assets and they provide training to improve competences of all employees. In summary of this thesis review, the author recognizes that diversity is broken down into two main types- the surface level and deep sea level. The author discovered that every single characteristics of an individual employee impacts the organization and secondly he discussed the legal requirement with regards to diversity and list discrimination as a major prohibition in an organization. For management, the writer reviews 5 steps to enable them manage a diverse set of employees. They include planning, organizing, staffing and directing and controlling the integration of diversity within the workplace. He identified the initiative associated with diversity that help to retain and attract a diverse workforce including diversity training, flexible work arrangement and monitoring. The authors findings are commendable, particularly when his work addressed diversity management. However the lacuna in the author's research which needs to be filled is the challenges of managing a diverse workforce. On this basis, this research will aim to fill this gap by examining the problems an organization often experiences when applying this pattern of management.

Theoretical study on global workforce diversity management it benefits and challenges Yana selivers tova Anita pieroy 2021

To manage diversity it begins from the "managers' willingness" to accept a diversity in the workforce. In other words, if a management is not ready to accept diversity then there is no point providing strategies to manage diversity, there are some key point missing in the above work? For example, the research didn't highlight why it is important to manage a diverse set of employees from the organization's perspective. However the work provides us with benefits such as increased employee situation help attract and retain talented employees and improvement of customer oriented process.

This are some of the benefits. The article also addressed the challenges involved. This part is synonymous with the current investigation of this work because the primary focus objective of this research is to decipher how easy or complex it is to manage diverse workforce. With regards to the challenges, the above work only identified "conflict" and merely stated that it should be prevented. The author did not provide details as to how diversity within the workplace started or how it should be managed and what type of conflict can arise. The challenges discussed that the author identified, which are debatable include- loss of productivity". This can be viewed better as the effect of not effectively managing a diverse workforce as opposed to being a challenge in itself. Thus, some of the challenges the author identified, has some major gaps to be filled as there was no rational basis for the identification of some challenges. Consequently, this thesis will aim to adequately identify the challenges of managing a diverse workforce whilst utilizing a rational and logical argument for the purpose of justifying why such should be viewed as challenges.

Global workforce diversity management challenges across the world by Daniela kharoubi 2021. This paper suggest that managing diversity, such begins with the managers. It agrees with the previous article which coined it "manager's willingness". The conceptual framework which is required in educating and training diverse managers is that management needs background knowledge and foundation which is required in order to train managers who are managing a diverse workforce. The article also refers to the models and strategy used which in the opinion of the researcher, is outdated because it talks about an already existing model which is not strategically sufficient. Diversity is a complex issue and the paper addressed this topic by focusing on Europe. It discovered that the continent is facing a huge challenge of diversity management and this stems from "integration of migration". This means that due to the popularity and modern environment, countries in Europe become an attractive prospective for individuals outside Europe. This means that for example, individuals leave their countries for various specific reasons. However the reason related to diversity is the reason for work or response to a job related advertisement. People who leave for work purposes, will be able to maximize their opportunities and contributions with regards to equal opportunities. To conclude, the article also acknowledged that diversity exists but the

article failed to go into detail as to what type of diversity is associated with the continent of Europe and how to manage. Thus, this thesis aims to fill in this lacuna by conducting further investigation in the jurisdiction of Europe and the United Kingdom. The author mentioned that the reasons for organizations having diversity differs and such includes reasons from moral to profitability, which implies that some reasons could enhance negativity with diversity more than others when it comes to the goal or reason associated.

Managing workplace diversity Theory and practice within an interdisciplinary framework Jennifer Gossen 2016. When it comes to managing diversity workforce, the author decided to address it using the interdisciplinary perspective which centers across boundaries. The introduction of this work addressed globalization as the main reason in the changing demographic; hence why diversity exists. It briefly included diversity in Canada and explains workplace diversity and the benefits. It identified "innovation" as the key benefits. There are best practices involved based on the date collected which the author found that paying differences in varying degree skill sets and promoting an inclusive environment are important elements, to effective diversity management; it strongly suggests that employers must view diversity as a major strategy when it comes to identifying trends but also pay attention to economic, managerial, social and educational perspectives. This creates training varieties of individuals combining all this perspective helps organization build "cultural capacity" the author basically implying that organization should formulate a new culture in the workplace to help manage diverse workplace to do this requires "work place learning" which have been explained previously and the benefits of this is it helps "being socially and culturally aware" which means recognition of own cultural identity and assumptions of others The author also identified manager's commitments as one of the foundations of the best practice towards management this observation is a concept identified by the previous literature reviewed "commitment from leadership" willingness of the organization? Finally the work discussed organizations who manage diversity, and identified some key characteristics which include an absence of prejudice and discrimination. One of the most common is the practice of having a pluralism of cultural groups and fully integrating them into the organization's structure, ensuring that they are represented throughout the organization's

inclusion process. In order to build on the work of this author, this thesis aims to postulate well-rounded solutions to the challenges identified in this work.

Workforce diversity management and employee performance in national biosafety authority Kenya Muthiora Doreen muthoni nover 2017. The paper was written to address diversity management and employee performance. This is related to the present investigation because the main aim is to decipher what workforce diversity management. The writer begins by giving a general background of diversity and views diversity management as a means to recruit and retain employees not to solve the problem. "The systematic and planned commitment of the part of the organization, to recruit and retain employees from diverse demographic background requires a changing culture. This idea is linked with the previous article which talks about solving diversity problems by building "cultural capacity" which means formulating a new culture. The author subsequently addresses some key theories which was explained earlier in this chapter whilst utilizing the following theories: the equality theory, the multiculturalism theory and the pluralism theory.

Hypothesis development

Conceptual framework via hypothesis development model and sample selection. Since this study is attempting to capture the issues or challenges faced when managing a diverse workforce, we hypothesized the issues faced by managers when managing a diverse workforce as;

H1: There is a significant impact of communication problems when managing a diverse workforce.

Language barriers, communication styles, preferences, and more can all lead to communication problems on diverse teams. These issues can arise for a variety of reasons, so addressing them before they become a problem is important

H2: There is a significant impact of decision making when managing a diverse workforce.

Different points of view, perspectives, and ideas can be a great source of innovation, however, they can also impede the decision-making process and impede progress

towards objectives. For example, if a team member raises an important issue in a meeting, it is important to recognize and reward contributors for their contributions. Ultimately, the final decision-maker should be able to take all contributions into account and determine the most appropriate course of action.

 H3: There is a significant impact of Discrimination when managing a diverse workforce.

Diversity must be an integral part of your company's culture. It's important to communicate the importance of Diversity to your team and set clear expectations through a diversity Code of Conduct. Your diversity objectives and progress should be shared with your employees throughout the entire employee lifecycle. This includes recruitment, onboarding, and team meetings. Make it clear that diversity and inclusion is a priority and discrimination will never be tolerated.

Figure 2: research conceptual model
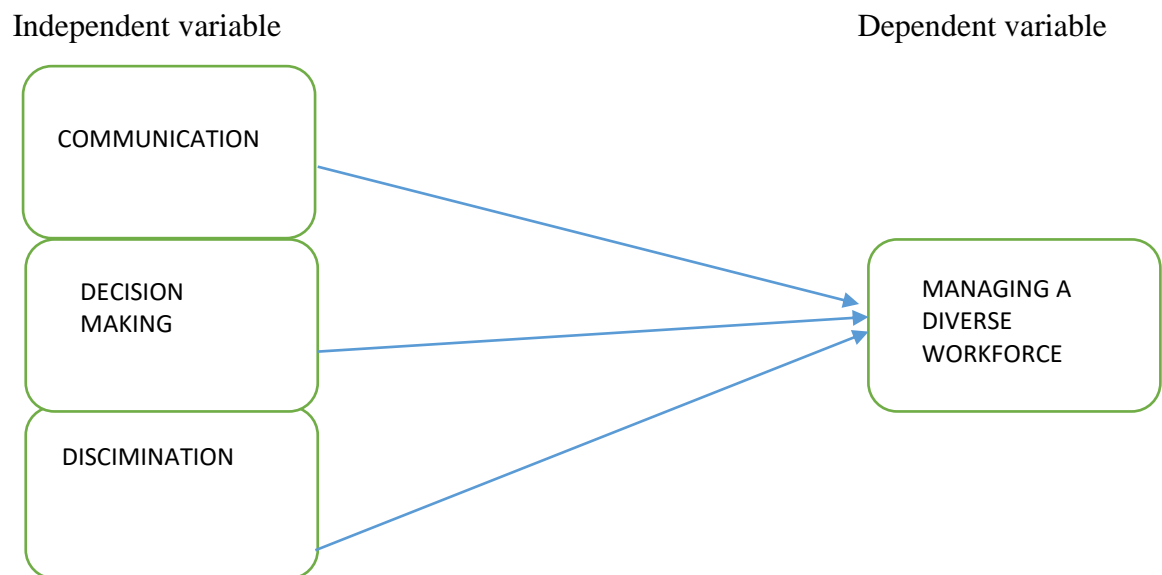
CHAPTER III

Methodology

Research Design

      Research design is a structural frame work of various research methods and techniques used in conducting research works. Specifically, this research undertook a descriptive approach in investigating the challenges in managing a diverse work force. A descriptive research design entails a systematic approach being utilized to observe and collect data from by the respondents in this investigation. The descriptive research design helped in identifying what a diverse work force is, what the challenges are in managing a diverse work force and how such challenges occur within such work environment etc, as well as offering further valuable insights on the research problems outlined in chapter one of this thesis. The data presented in the course of this investigation has been analyzed utilizing quantitative research method. Quantitative research is a research strategy employed during the course of the research for quantifying the collection and analysis of data. The process of quantitative research involves the collection of numerical information and the demonstration of a deductive relationship between theoretical and empirical research. As a result, quantitative research is characterized by random sampling and the use of structured data collection tools. This research strategy is centered on employing an objective empirical investigation of observable phenomena to test and understand relationships. It examines the relationships between numerically measured variables with the use of statistical techniques. In the context of this research work, the first variable in this research work pertains to having a diverse workforce and second variable relates to the challenges of managing a diverse workforce. Thus quantitative research enabled the researcher to identify whether there is any significant relationship between these two variables. This thesis also aims to decipher whether there is a relationship between the performance of a firm and the level of diverse employees that work for the firm and whether the level of diversity of the employees affect the firm's performance in a positive or negative manner. In quantitative research, the analysis of the data undertaken by the researcher provided an unbiased outcome that can be generalized to a bigger number population. Given the finite amount of time allocated to undertake this research work, the collection

of the data in investigating the challenges of managing a diverse work force had been centered on two jurisdictions and the results of the data will enable the researcher to gain insight as to the challenges of managing a diverse work force generally and the results of the data may be used to ascertain to a reasonable degree of certainty, that these challenges are also synonymous and common in other jurisdictions, even though specific data was not collected from those jurisdictions.

Participant/population & the sample/ study group

A group of individuals with a specific set of characteristics is called a population, in research our population is the random convenience sample of the companies chosen in north Cyprus and United Kingdom with regards to the questionnaire. Target sample is a subset of the population. The target sample for this research work will be group of employees in North Cyprus and the United Kingdom that work in companies who take cognizance of the fact that they are of a diverse workforce in dynamic environments. Specifically, the investigation of this research problem has been analyzed by collecting data from employees in two jurisdictions- The two jurisdictions chosen to be the subject of this study are the United Kingdom and North Cyprus. Primary data has been utilized for the study conducted in North Cyprus and United Kingdom. Whilst also obtaining secondary data from the firms in the United Kingdom, given that the finite amount of time allocated to conduct this research study, did not allow for sufficient time to be had to travel to the United Kingdom and obtain primary data for the interviews. Nevertheless, the online questionnaire data was obtained from employees who reside in those states respectively. With respect to the questionnaire, a population is the group of companies or organization this was obtained from the statistical website called infroclipper it's a website that published a list top companies in North Cyprus in the last month. It provides a total number of companies of 290 however according to the statistic explanation obtained from the reference of tools 4devorg which says to obtain an ideal sample, it sample size it should be 10% of the total population. In this case 10% of our population is 29 due to the random and convenience sampling we have chosen 50 companies as 50> 29 to give a more accurate results the total number of employees obtained from the statistical website is 4752 and total number of respondent is 475. The

same principles applies to United Kingdom the total number of employee is 4914 and the total number of respondent is 490. The sample consisted of 2 categories of employees. The first category of employees are individuals who assume a position in the upper management level in the organization, who are mainly senior managers or middle managers of any age, gender, race and cultural background and experience this respondent took part in the interview. The second category consisted of general base line employees of any age, gender, race and cultural background and experience, this category took part in answering the questionnaire. The first data collection will be the responses given by the senior managers and middle manager. The collection of this data had only one criterion-which is predicated on the work experience and position of the participants. Specifically, the individual participating in the investigation should assume the position of an upper management staff and such individual should have assumed such role for a minimum of 3 years. Before the commencement of the data collection, each participant read and signed the consent form which communicated to the participants that their responses will be collected using a tape recorder before the interview takes place. The interview took place in the organization and lasted for a period of 15-30mins. This process was only applicable companies with respondents in North Cyprus.The second data collection consisted of 13 questions aimed at a randomly selected convenience group of base line employees of any age or gender etc. The only criterion for the selection of this particular group is that the individual is required to have worked for a minimum of 1 year with their present organization. The question was sent to their various emails which was accessed via a link provided in the email, instructing only employees who fit the criteria to respond and a statement requesting the participants' consent was Included and was required to sign it before answering the questionnaire. The participants was reminded that their names will not be used in the findings and that all interview notes would be destroyed upon period of the completion of investigation. This process was only applicable companies with respondents in North Cyprus and United Kingdom. The data obtained from the online questionnaire will be kept and stored in a password protected email, opened specifically for the research purpose and the data obtained from the interview will be transferred from the voice recorder to a password protected laptop device. All data was stored and kept, only for

the duration of the investigation. After the completion of the investigation, the data will then be destroyed.

Data collection tools/materials

For the investigation to obtain primary data, data collection was conducted using 2 types of materials. For the first primary data collection tool, an online questionnaire was utilized. This questionnaire was conducted using qualtrics xm which also used to create your questionnaire online, which is free and available to utilize and it was distributed and made accessible to the participants via a link provided, as soon as was created. This research tool will be utilized to preserve the validity and quality of the findings. The questionnaire will consist primarily of 13 questions. The questionnaire was designed to have two parts. The first part of the questionnaire consisted of general questions about the identity and demographic of the respondent such as questions pertaining to the gender and sexual orientation of the participants and close ended questions was asked for the first part of the questionnaire. The second part of the questionnaire comprised of open ended questions that border on how the participants feel about working with a diverse group of individuals and their responses will be presented using a likert scale. A likert scaling is a bipolar scaling method that will be employed to evaluate the participant's positive or negative responses. The likert scale in the investigation ranged from strongly agree, agree, disagree and strongly disagree, in order to obtain a holistic view of the participants' opinion. The second material that was utilized during the course of this research investigation was an interview which will consist of six base questions and will be specifically posed to the senior managers and middle managers of the respective firms. The interview employed an open ended questions and it was semi-structured, in the sense that the questions will be predetermined and the style of questioning will afford the respondents the opportunity to express themselves and substantiate their opinions on diversity and the challenges surrounding the management of a diverse work force. The questions asked during the course of the interview was intentionally posed, in order to gauge the conscious and unconscious ideas or beliefs, attitudes and feelings of the respondents towards issues experienced within the workplace. The interview was allowed for further investigation of each participant's personal life, identity, values and feelings and the interview will be

conducted in a familiar environment with ethnographic features to impact on the participants (schostak 2005 26-30). A consent form was developed and give to each of the respondents to sign before they participate in both the interview and questionnaire. The secondary will also be used, it was provided by Analysis of research containing 336 data obtained in the United Kingdom conducted by McKinsey & company, this is a secondary source of the research to be to draw a comprehensive comparison based on past and present situation and as well as comparison with North Cyprus.

Data collection procedures

The first step of the investigation entailed the conduction of a short interview primarily for employees' who assume the position of senior managers and middle managers in their respective firms. The collection of this data had only one criteria for this category of employees. The individuals participating in the interview should assume the position of an upper management staff and such individual should have assumed such role for a minimum of 3 years. And must have led a diverse team and each interviewee must have a diverse background. At the commencement of the interview, each participant will read and sign the consent form in order to validly obtain a valid consent from the participants and will be indicative that every participant who signs the consent form has done such voluntarily, in the absence of any employment of any coercive forces that might vitiate the consent of the respondent. The content of the consent form was also ask the participants to consent for the researcher to utilize their responses for the purpose of research. Once this part of the form has been signed and consented to by the participants, the researcher were reserve the legal right to utilize their responses for the purpose of data analysis. The respondents was reminded that their responses will be collected using a tape recorder before the interview commences. The interview took place in the firm's building of which, a room will be allocated for the conduction for the interview upon request for the interview. The interview was undertaken for a period of 15-30minutes. Each participants will also be reminded that their names would not be used in the finding. This will in turn protect the identity of the partisans by providing anonymity and prevent biasness and inaccuracy of responses. The participants was finally be reminded that all interviews notes will be destroyed as soon

as the investigation has been concluded. The interviews was scheduled on a weekly basis to allow the researcher to compare and contrast the data collected from the respective participants. The purpose of this interview is to ascertain what a diverse work force looks like and feels like for the respondents who work with each other and decipher the challenges of having a diverse work force and whether such has a relative impact on the performance of the firm. An in depth interviewing strategy was adopted for the data collection of this study. This type of interview method has been observed to be the most effective because it allows for the participants to give in depth responses and in turn a wider view of the subject matter will be obtained because the participants will be free to express their opinions on different areas and have an open discussion. The second procedure involved a questionnaire, created by qualtrics xm and distributed via a link. The premise for this is to merely obtain the personal opinions of employees who assume a lower position in their firm with regards to working in an environment with diverse individuals. The target population will be identified by obtaining information from the human resource department of the companies chosen examples of such companies include fast food restaurants like kfc burger king hotels cooperate offices etc. The identified individual will receive an email containing a link and attached to it will also include a consent form the only criteria for the selection of this particular group is that the individuals is chosen must have worked in that organization for a minimum of a year.

Data Analysis Plan

The research utilized the quantitative research method in analyzing the primary data obtained in the jurisdiction of North Cyprus and United Kingdom especially with regards to the questionnaire. It provides a comprehensive overview of the purpose of the study. The researcher will employ a likert scale of strongly agree, strongly disagree, agree etc. for the choice options to be able to obtain data which can be analyzed relatively easily. The aim of the designed interview which is for only North Cyprus was to collect all the information to summaries and preform an examination of all the data collected. The analysis will be done by comparing the results obtained from research literature with the interview and questionnaire by analyzing the main ideas and concepts involved with a diverse workforce from the point of view of the participants which are

of 2 categories. The researcher employed a coding system of 2 types. The first being the open coding- which will be used to identify the names and categories of the participants along with description of the activities that occurs within the organization while the second coding which is called priori coding -will be used to identify the strengths, challenges, opportunities and benefits of diversity in the organization. The interview analysis approach is an inductive style, which will involve two methods. The first being a thematic content analysis, this means that rather than approaching the data with a predetermined framework, the researcher aims to find common patterns across the responses of the respondents. The second method is the narrative analysis which involved an analysis of the responses and stories given by the participants. This was utilized at any unstructured stage of the interview. The purpose of employing this is to highlight important parts of the participant's; responses and compare the answers given with the critical points embedded in this research investigation. Careful storage of confidentiality of data finding will be applied. This means that the data will be stored in a secure location and kept only for the duration of the investigation after which it will be destroyed.

The secondary data which will be collated from various firms in the United Kingdom will be taken from research conducted by McKinsey & Company, who obtained data from 336 consultancy organizations across different countries, amongst these organizations a quarter of them were consultancy firms based in the United Kingdom. Research was conducted to determine whether there is an association between a company's performance and gender diversity. The investigation also centered on whether employees believed that their firms had put the necessary mechanisms in place to enable them raise complaints about any incidences of discrimination that occur within their organization. This secondary data will be analyzed by utilizing a qualitative research method. Given that the investigation was not collected by the researcher first hand, the analysis of the secondary data will entail the use of the qualitative research method given that this type of research method relies on the direct experience of human beings. In this context, the direct experiences of the employees who work in a diverse firm will be obtained from the investigation. This research subsequently aimed to analyze whether the experiences observed by Mckinsey & Company, support or negate

the assertion that there are challenges in managing a diverse workforce. Qualitative research, on the other hand, is a naturalistic approach that seeks to understand social phenomena in their natural environment. Rather than focusing on what, qualitative research asks questions about why people do things, what they believe, and what motivates them. This type of research is often used to explore a complex phenomenon such as managing a diverse workforce. In this context of this research work, the aim of the analysis of the secondary data is to understand the experiences of the employees and their perceptions and conclusions on how accommodating in employing employees with different cultural and racial backgrounds and whether they believe their firms have put the necessary mechanisms in place to be able to eliminate the social and cultural biases that exists with working with a diverse employees. Thus the primary aim in analyzing the secondary data, is for the purpose of deciphering whether firms in the UK have taken the necessary steps to create an inclusive work environment for their respective employees and whether diversity management strategies have been employed to enhance the performance of their firms as a whole.

CHAPTER IV

Findings and Discussion

Introduction

In the previous chapter, the research methodology adopted for this research work was analyzed and this included data collection and procedures which was used to obtain the results that will be presented and discussed in this chapter. This chapter will present and illustrate the data obtained from the questionnaire and interviews and all results will be presented utilizing tables, figures, and chart format. The results displayed are divided into 2 parts. The questionnaire of which the data was collected were arranged to include demographic, identity and diversity inclusion and will be analyzed using descriptive statistics. While the data obtained from the interview will be presented in the table and chart figure format and will be analyzed in a thematic and narrative analysis.

Table 1: Breakdown of the participant of the questionnaire for North Cyprus and United Kingdom

NORTH CYPRUS			UNITED KINGDOM		
COMPANY	TOTAL NUMBER OF EMPLOYEE	NUMBER OF RESPONDENT	COMPANY	TOTAL NUMBER OF EMPLOYEE	NUMBER OF RESPONDENT
AB	33	8	PO	54	6
BC	80	9	LP	38	11
DC	161	17	KM	98	12
FB	111	12	NJ	50	7
BH	123	13	BH	150	17
HJ	133	14	VG	29	12
MN	54	6	CD	37	7
KL	263	7	XZ	68	11
OU	107	8	AS	42	7
QA	187	9	DF	63	7
SS	101	11	GH	39	15
DX	84	9	HU	54	13
FV	83	10	JK	66	9
SA	20	11	OP	30	6
WE	93	9	PU	10	5
YT	143	13	PY	19	9
GB	140	14	TR	33	14
NJ	198	12	EW	76	7

XV	109	10	QA	53	8
RT	88	11	PO	13	7
YI	39	8	YT	70	9
PL	61	13	RE	45	15
MG	70	8	UI	65	8
XD	101	11	PO	77	10
VM	167	5	LE	95	8
PO	75	6	MU	13	5
LU	64	7	BY	92	11
RE	38	9	TE	73	10
WQ	43	12	AR	457	7
DX	188	9	TV	38	12
YG	81	9	QA	45	9
KL	94	4	DX	64	14
OL	177	7	XZ	345	7
LY	85	14	GV	185	12
AR	50	12	BH	203	6
TQ	205	16	JU	113	15
DS	33	12	LM	140	13
ZX	76	6	LY	116	9
RQ	88	8	RF	44	17
MK	91	10	WC	333	4
WY	66	6	AZ	61	9
OL	19	9	AV	97	13
PR	53	5	CB	73	11
TF	141	4	MH	656	7
XS	18	8	RE	19	16
VB	33	9	GS	54	7
KZ	71	7	DP	49	13
XP	88	8	GP	42	9
DC	105	5	UG	189	11
DD	21	15	YH	39	3
TOTAL	4752	475	TOTAL	4914	490

The total companies chosen from population with company names displayed in alphabet codes as explained in the methodology, which took park in the questionnaire

4.1 **Demographic breakdown of collected data**

At the commencement of the investigation, online questionnaires were given to the respondents and they were asked to identify themselves by providing answers as it pertains to their race or ethnic group, gender and sexual orientation. The bar graph below merely demonstrates the respondents' demographic.

below merely demonstrates the respondents' demographic.
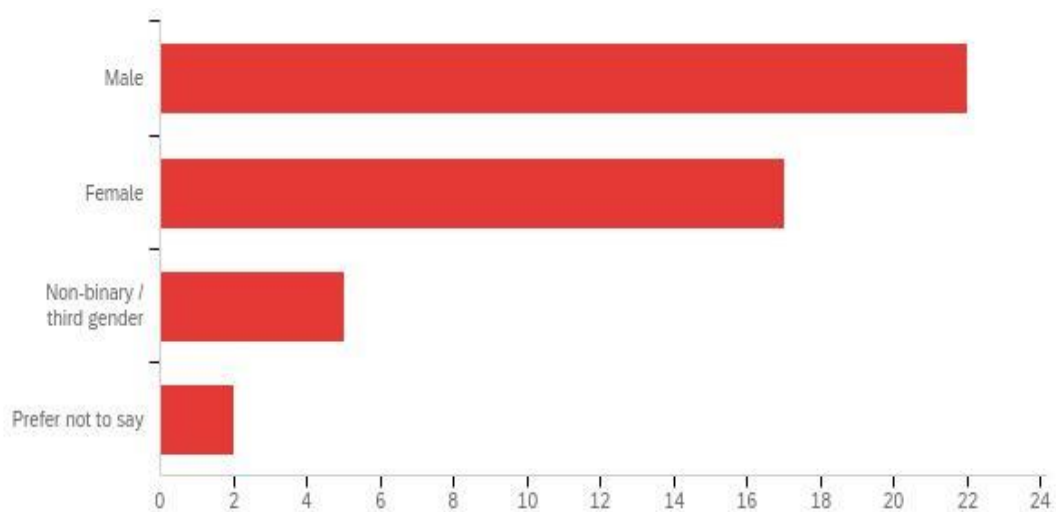
Figure 3: Distribution of respondents in terms of gender

Source: Author

Figure 3 indicates the gender distribution of respondents to the online questionnaire.

Gender is one of the criteria used to assess workforce diversity and measure the level of diversity within an organization. The male respondents who participated were 48%, while the number of females that participated in the questionnaire were 37%. 11% were non binary, this means that they do not identify themselves to a specific gender and 4% preferred not to reveal their gender.
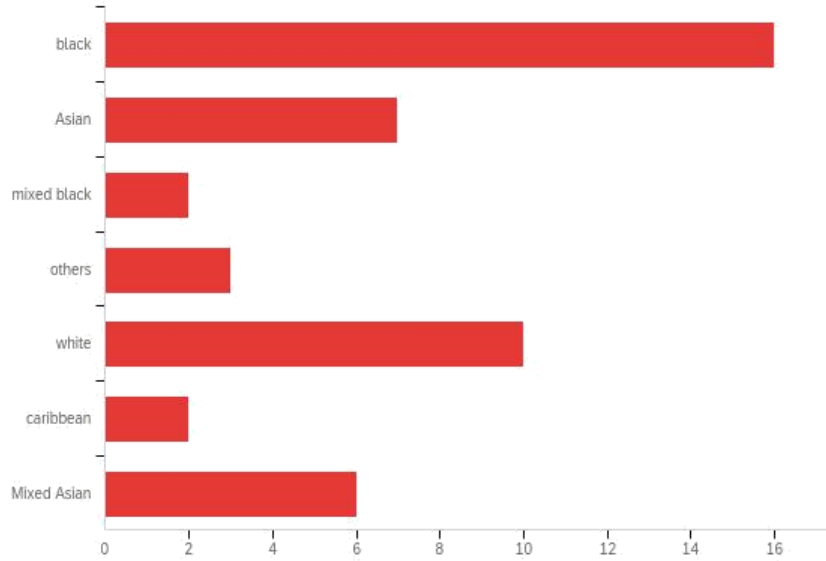
Figure 4: Distribution of Respondents in term of

race/ethnicity Source: Author

The graph above shows another criteria used to asses workforce diversity in the workplace. The online questionnaire conducted presents the following results. The graph depicts that the highest number of respondents were of black origin with a percentage of 35% while the lowest percentage of 4% were of mixed black and Caribbean origin. The second highest were respondents who identified themselves as white, with a percentage of 22% followed by the Asian race having 15%. 13% of the e respondents identified themselves as mixed Asian and finally 6.6% of respondents identified themselves as being   from   other   races   not   itemized   in   the   questionnaire.
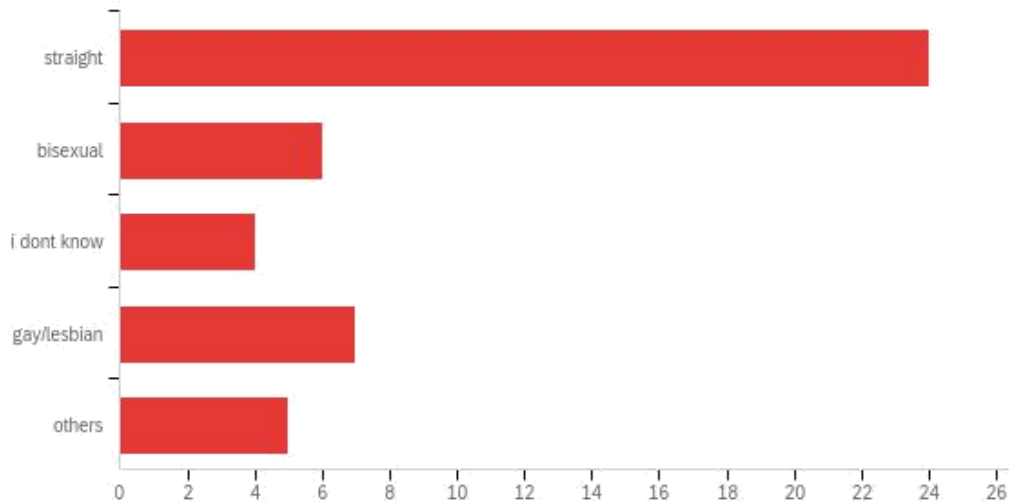
Figure 5: Distribution of the Respondent in terms of sexual orientation

Figure 5 depicts the sexual orientation of the respondents. The results of the online questionnaire indicated that majority of the employees who participated from the chosen organizations, were straight as 52% of the respondents identified themselves as heterosexual. Whilst 15% of the respondents identified themselves as Gay/lesbian with a percentage 15%. On the other hand, 13% of the respondents identified themselves as bisexual. Whilst 11% and 9% of the respondents had no knowledge of their sexual orientation and identified themselves as identified themselves to have a different sexuality from the ones listed in the questionnaire respectively.

Analysis of the online questionnaire of respondents regarding the level of agreement toward diversity issues in the workplace

The workplace diversity issues experienced by the respondents were recorded and predicated on the level of agreement of the respondents towards the affecting factors. All the responses were analyzed by the mean and standard deviation measurement, to give a general consistency of the responses and to give an overall level of agreements. The following statement were analyzed and the result are as follows:
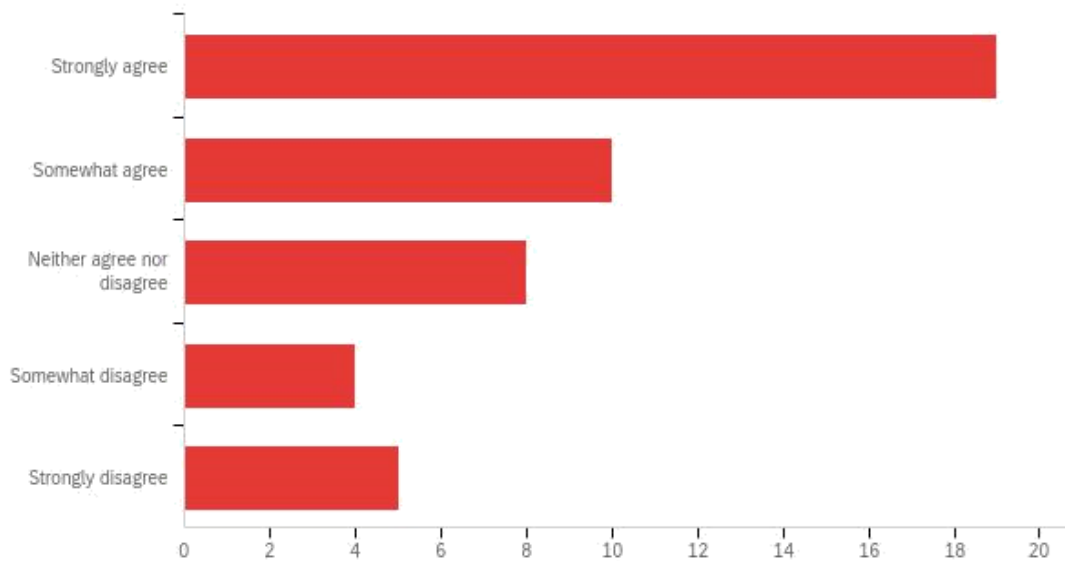
Figure 6 diversity ratings in the workplace

Source: Author

The researcher asked employees in the chosen organization about the level of diversity within their work environment. 63% of the respondents "strongly agreed" that diversity is rated highly in their organization. More than half of the respondents rated diversity highly. The implication of this is that it can be deduced that diversity within the workplace in most organizations is very apparent. This is indicative that the elements of diversity is visible in that particular organization. The results of the above data produced a mean of 2.26 and a standard deviation of 1.26. Given the fact that the difference between the numerical figures is small, this is suggestive that there was consistency in the responses provided by the participants.
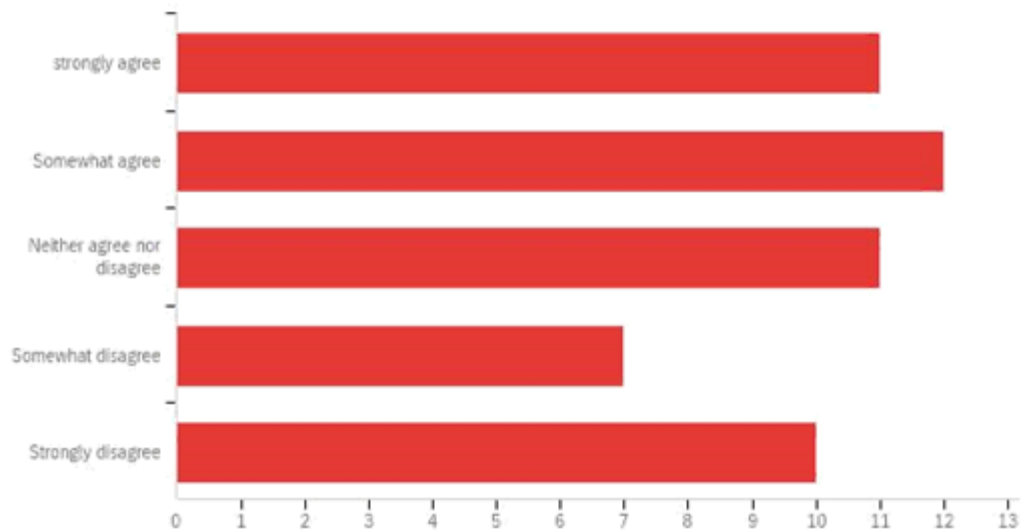
Figure 7: Respectfully of unique background and experiences

Source: Author

The graph above depicts the answers the respondents gave when asked the following question. "Does your organization value or respect your unique background. 'Unique background' in the context of this research pertains to the employees' cultural and racial background. Thus, the researcher was investigating into whether the firms understand the cultural identify and racial backgrounds of their employees and the extent to which the employers pay close attention to their unique background. The purpose of this question was to create a safe space for the employees to share their experiences in respect of whether they feel heard and seen in their respective organizations. According to the results, 24% of the respondents agreed that their organization values and respects their unique background. However, the percentage of the respondents that "strongly disagreed" was relatively close to those who strongly agreed. This is an indication that although diversity and inclusion is popular in some firms, it is also unpopular in some other organizations, as some employers have been ignorant towards their employees' unique cultural and racial background.
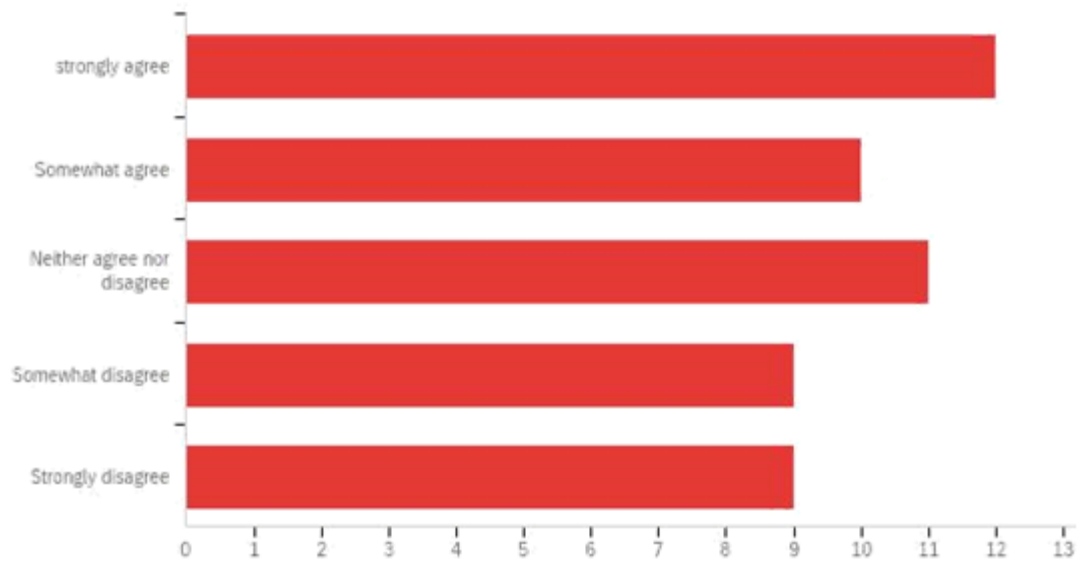
Figure 7 equality for growth within the organization

Source: Author

This graph depicts the response of the participants who were asked about equity in relation to their growth in the organization. Thus, the aim of this line of questioning was to investigate into whether their employers promoted them on the grounds of merit, to enable the employees grow in their respective careers. For a respondent to answer this question, he or she has to compare the effort they individually put into performing for their firm and contrast it with the efforts of their peers, in order to ascertain whether their firm has treated them without any element of bias, discrimination or prejudice. According to the results of the data, the respondents who "strongly agreed" that their organization promoted them on the basis of their own merit, were the highest responses with 24% of the participants agreeing to this fact. The responses are an indication that there's a platform for growth based on the merit of the employees in their respective organizations. However, the proportion of respondents who strongly disagreed to the assertion that their organization promoted them on the basis of their individual merit was only 18. The difference between the two responses is only 6% which is a very small margin. This indicates that a lot of biasness, discrimination and inequality is still apparent and ongoing within many organizations. Thus the growth of some employees in their firm is prejudiced by cultural and racial biases in most firms.
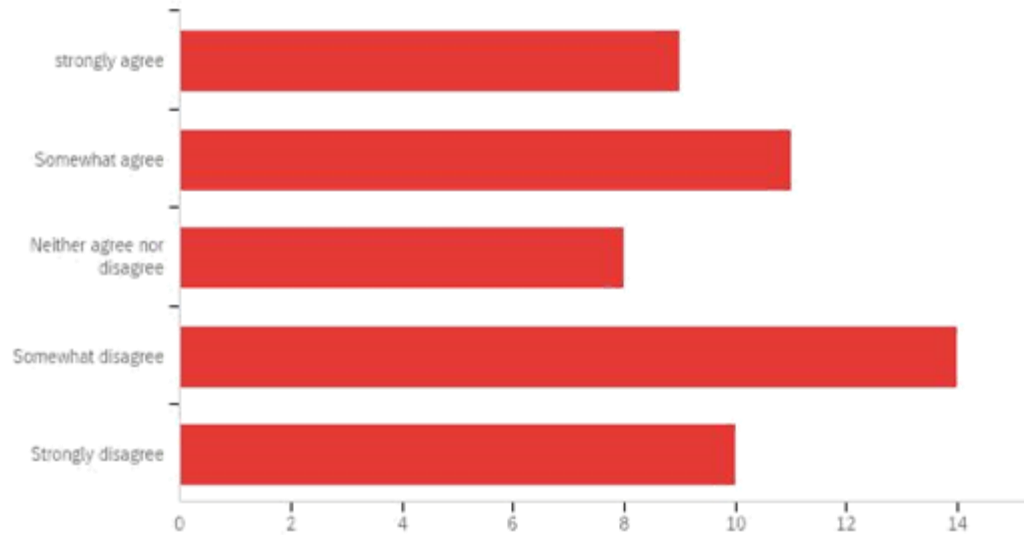
Figure 8: provision for complaint regarding some form of discrimination

Source: Author

The above graph represents the results obtained from the respondents after being posed the question of 'whether provision has been made by their respective organizations as it pertains to reporting any incidence of discrimination'. The researcher asked the aforementioned question to the respondents for the purpose of investigating into the level of discrimination that exists within the workplace. The researcher used the common terms 'harassment' and 'racism' to specify the type of discrimination in question, in order for the individuals to easily comprehend the context of the discrimination. The result obtained above depicted that organizations do not provide a safe space or platform for such kind of situations to be reported. Thus the number of respondents that somewhat disagreed "somewhat disagree" was the highest at a percentage of 27. These results are indicative that the organizational culture in most firms is not predicated on eliminating any form of discriminatory behavior that will affect the performance of the individual employee and the performance of the firm in totality. Many firms have not created the appropriate and necessary mechanisms that will afford the employees with the avenue to report or make a complaint about any discriminatory incident, where they are being victimized. Many employees often stay silent because they are afraid to report it, in order to avoid being labeled as a 'troublesome' or 'problematic' employee. The lowest number of respondents were those that neither agreed nor disagreed with the assertion. The percentage of those participants

was at 15%. This result is suggestive that it is a common practice for many employees not to make a complaint about such discriminatory incidences and it is also indicative that there is absence of a legal machinery within the workplace to obtain justice, in the circumstance where the employee is unfairly discriminated against.
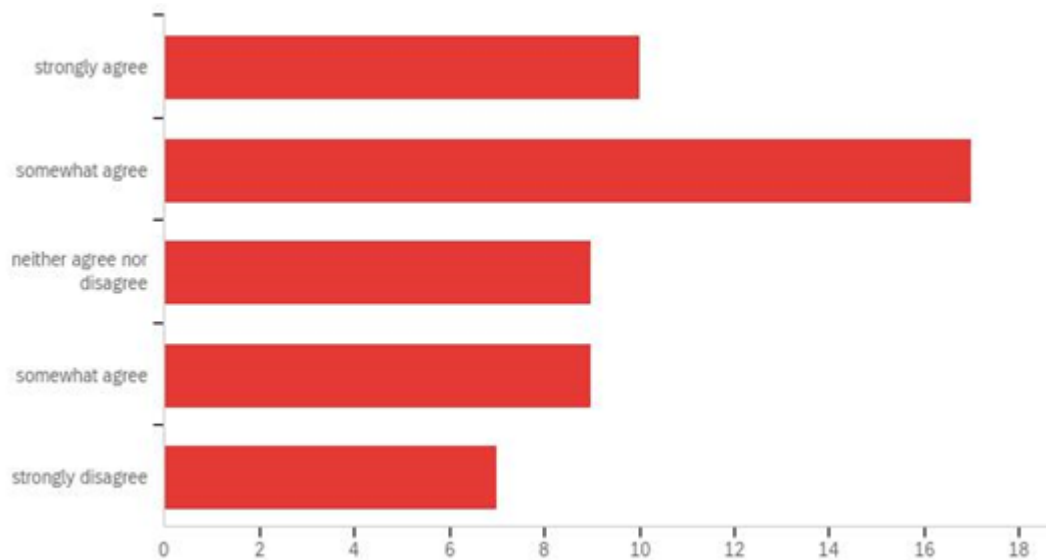

Figure 9 Equal opportunities

Source: Author

The last question posed to the respondents in the course of the investigation was pertaining to deciphering whether organizations have taken the necessary steps to create equal opportunities to their individual employees. The purpose of this question was to ascertain and measure the issues of diversity in the workplace, to determine the degree to which employees are given equal opportunities in their respective organizations. The opportunities that were intended to be investigated by the researcher was whether the employee was given an equal opportunity from the moment they applied for a position in the firm application, getting the role and subsequently growing in their position whilst they assume that role. 33% of the respondents (which were the majority) somewhat agreed that such opportunities exist, however there might be some slight hindrances. The lowest percentage (13%) of respondents "strongly agreed" with the above assertion. This is suggestive that which means that there are opportunities available in some organizations, based on the merit of the employee's individual

performance. The above results have a striking similarity with the previous data obtained when the question about the growth within the industry was posed to the respondents.

4.2 Interviews

The second method used for the collection of data for the investigation of this research was an interview. This interview was done through the medium of physically interacting with the respondents in person, in combination with the medium of a phone conversation for participants who were physically unavailable due to cogent reasons. An interview style approach was considered by the researcher to be the best method in obtaining varied opinions from the participants of the interview about diversity at the workplace, in a manner that afforded the respondents with the opportunity to express their individualized experiences in a safe space. One of the purposes for the adoption of this style of research method, was to enable the researcher gain a wider perspective and insight as to the level of workplace diversity within the management hierarchy in the firm. The interview method was chosen in order to afford the individuals who assumed a position in the management sector of the firm, the opportunity to express themselves freely and open a dialogue of discussion about the debilitating issues experienced by the management as it pertains to diversity, without any judgment or prejudice towards the formulation of their opinion. A semi-structured interview style was adopted as opposed to a structured interview style of questioning. This was because in a semi-formal interview, interviewees were able to share their views and ask questions of the interviewer throughout the interview, prompting them to provide more valuable information, such as their opinion towards the sensitive issue of the challenges faced when working with a diverse set of employees. The structured part of the semi-structured interview gave the researcher reliable, comparable qualitative data as well and allowed the researcher to draw an objective comparison from the opinions expressed by the interviewees. Whilst the unstructured part of the interview allowed for the respondents to ask for clarification of answers and to express a free flow of thoughts. The interview was also structured in a manner that also gave room for the interviewer to deviate from the line of questions originally prepared. The reason for this was for the researcher to create an environment where the conversation had with the respondents

was more authentic and naturally flowing as opposed to an overly formal and stoic style of questioning. This enabled the researcher to understand the practical responses given by the interviewees in a better manner and obtain credible and accurate information.

The main criteria that was to be satisfied for the participants to be eligible to give their responses, was predicated on the requirement that each participant must have a position in the senior management level of their firm and have an experience in such level of management, for a minimum period of 3 years. Companies were selected and chosen randomly; in order to obtain an unbiased data result. After the participants were chosen, an email was sent out to each individual participant in order to validly obtain their consent to the interview process. Some of the interviews were conducted physically in the corporation's office whilst others were conducted through the medium of phone call interviews. The researcher chose to keep the identity of the participants anonymous through the medium of a special coding technique using alphabetical symbols. The profile of some of the participants are represented below.

Table 3: interview profile
Source: Author

Characteristics/ interviewee	Field of activity	Work experience years	Current position	Number of subordinates	Age	Gender
Person A	Health Care	5	Admin manager	7	30	M
Person B	Sales	3	Sale manager	9	36	F
Person C	Media	10	Communication on manager	18	49	F
Person D	Scientific Research	20	Business development manager	21	52	M
Person E	Marketing	11	Purchasing manager	34	42	M
Person F	Education	9	Human resource manager	4	38	M
Person G	Hotel Manageme	12	Human resource	30	47	F

			nt	manager			
Person H	Business	7	Customer relations manger	4	60	F
Person I	Tourism	16	Customer relations manager	25	61	M
Person J	Property	10	Business development manager	12	56	M
Person K	Construction	15	Quality control manager	6	36	M
Person L	Real estate	7	Purchasing manager	6	43	M
Person N	Mobile	15	Sales manager	5	55	F
Person M	Electronic repair	4	Customer assistant manager	2	41	F
Person O	Restaurant	18	Customer assistant manager	30	40	F

All interviews were held for a duration of fifteen minutes with six short questions for each participant to answer. The same questions were posed to the participants in the same sequence, in order to enhance the accuracy of the results. The interview started with a basic identification of the interviewee, for the purpose of building the profile of the respondents which has been itemized in the figure above. All the questions were designed by the researcher with the intention of obtaining ideas of how diversity is viewed from their individual perspective and the perspective of the organization and what is or what was the difficulties faced by the management, when managing a diverse workforce. All the questions posed to the participants during the course of the interview, aided the researcher to identify the common challenges and decipher what methods organizations used to tackling problems associated with managing diversity in the workplace. The results of the interview are essentially a representation of what was

discussed during the course of the interview. Some of the respondents held similar opinions.

**Figure 10: Updates on General Diversity Practices**
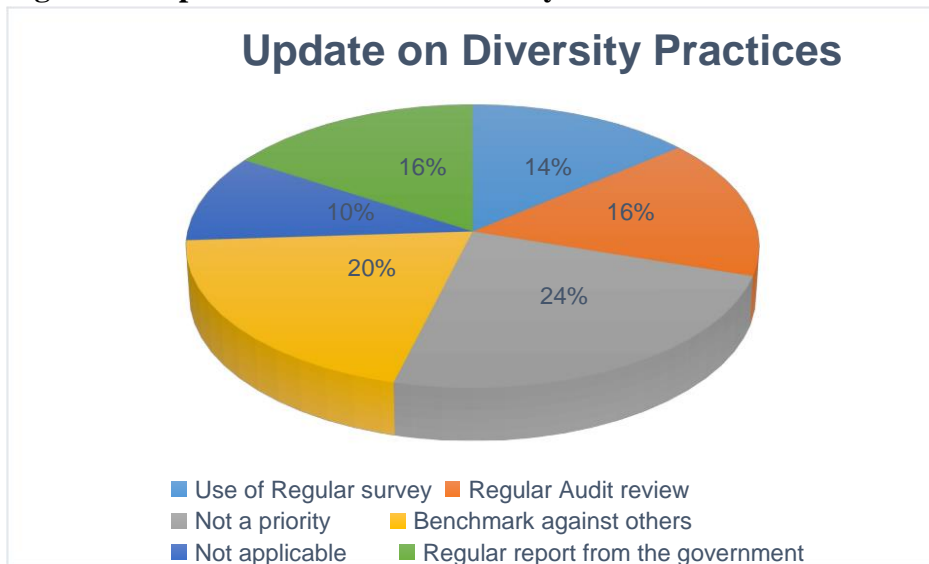
Source: Author

The first interview question was asked with the intension of investigating into whether the respondents' organizations were compliant with the generally practices related with diversity and inclusion. This takes the form of new rules and regulations imposed on the employees to comply with or new updated training programs implemented in the firm.

Some of the responses included the following: some management opined that the organization was too occupied with the day to day running of the firm and consequently they had failed to prioritize diversity in the workplace and as a result did not incorporation such contemporary regulation or training programs. This feedback was a common consensus shared amongst majority of the participants as it had the highest responses at level of 24% of the respondents who shared similar views. 14% of the respondents used regular survey to find out about new polices and attempted to provide them for the other employees in the firm but took cognizance of the fact that there was still room for improvement. 16% of the respondents reported that they adopted the mechanism of utilizing regular audit reviews and the conduction of periodic evaluation reports, to ascertain the performance of the firm using quantitative and qualitative data on both diversity and inclusion, and to decipher where the barriers existed within their organization. This shared a percentage with the use of regular reports from the

government. Benchmark also had a high percentage of 20% which was the second highest percentage. Benchmark involves comparing the progress of their individual firm against other organizations and exploring what approach other firms are adopting in order to adopt ideas where appropriate and network with other firms, in order to keep up with the contemporary corporate trends of diversity inclusion.

Figure: 11 Biggest Challenges
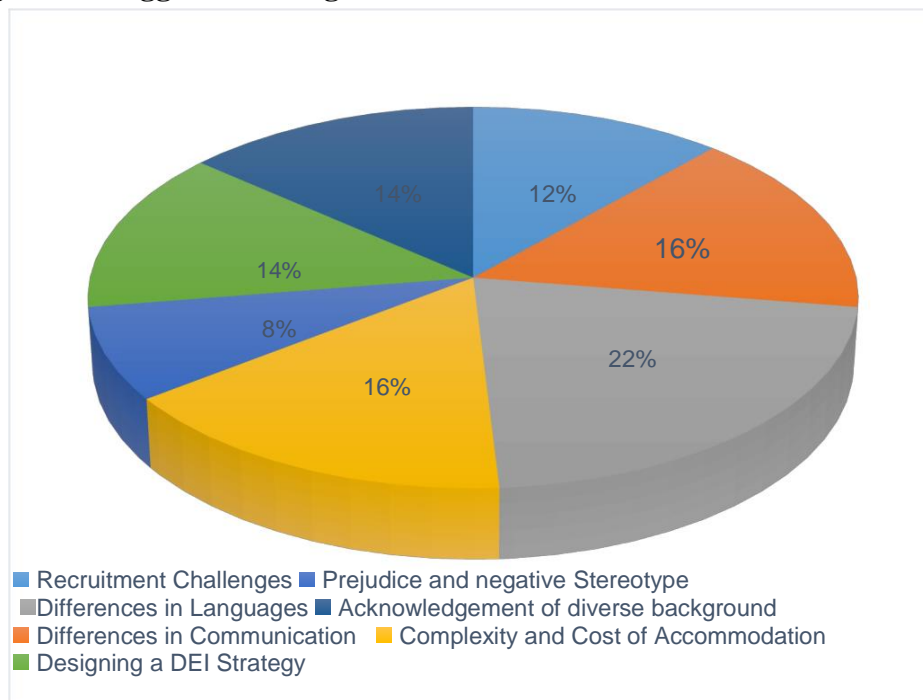
Source: Author

The second question that was asked by the researcher to the respondents was 'what are the biggest challenges of having a diverse workplace and how does the management deal with such challenges?' Some of the responses includes the following:

One of the common issues identified by the respondents was in relation to the recruitment of employees. Organizations find it difficult to adopt a recruitment practice that they are not familiar with- the "unknown". One of the common solution provided by some of the respondents in relation to how they have dealt with this is through a collaborative hiring. This means that the hiring process is not merely for the human resource department. It is rather a process that allows for every individual irrespective of the role they could play in the organization, to be involved. However, the common practice adopted by the management when recruiting for employees for their firm, is to

adopt the "higher employee retention" practice. This basically means that they would hire the individual based on how they usually hire their staff and such is often done by offering internship to target groups and encouraging diverse employees to refer an individual to their firm. This had the lowest percentage of 8%. Differences in communication behaviors' had a percentage of 15% and was identified as another challenge by the participant. The manner in which individuals communicate is influenced by the environment and cultural upbringing that the individual was subjected to. It shapes an individual's behavior and precisely; it is not always easy to change the behavior of an employee to suit the culture of the organization they are working at, owing to the fact that not every individual can easily adapt to a new environment nor can they easily compromise their beliefs and values especially when they have held such for a long period of time. An employee changing their behavior to suit the culture and practice of their firm does not entail an individual employee suppressing their identity but rather exhibiting an accommodating mindset and attitude, in a manner where they try to respect, understand and develop tolerance towards other employees who may exhibit behavioral patterns that are different to theirs. This was observed by some respondents as the strategy they often apply. Some opined that management and employees often undergo training to train their staff on how to build a better relationship with their employees and deal with challenging behaviors in the work environment.'Difference in language and non-verbal communication' had the highest percentage of 21%. This denotes that such is a very common challenge when dealing with a diverse workforce. There are several strategies that some organizations have attempted to use when trying to resolve this challenge, some respondents reported that the only way companies were able to resolve this, was to ensure that the individual could speak the common language, before being offered employment, to reduce the challenge in language barrier. The solution they adopted was to employ individuals who had the ability to speak multiple languages and pair them with others who could not. This would allow for the ones who could speak to help others that were not fluent, at the same time -offering language courses to help them learn to speak the language that is common within the company. Another strategy suggested by some of the respondents was to utilize the strengths of the employees. For instance, people have the ability to communicate verbally in another

language whilst some may not be so accurate in writing the language. Thus, using multiple forms of communication is often convenient. For instance, if the company wishes to plan an upcoming meeting, an agenda will subsequently be sent out prior to the day of the meeting. Those employees who are better in understanding written English will be at an advantage. Another solution identified by the respondents was to engage the services of a translator or interpreter, to aid translate the ideas of the company on a particular project, especially where the project the company is working on is complex and technical. However respondents also identified that although this method was beneficial, it was also cost intensive. Finally the last solution the participants observed was, to develop an organization culture to resolve the challenge of a diverse workforce, for example with the use of visuals. For instance, in order to aid the employees who were not conversant with the common language of the firm, photos and diagrams were utilized to aid the employees understand the concepts that the company wished to communicate to the employee. This has developed into a "presentation culture". 'Acknowledgment of diverse backgrounds' was another challenge identified; 14% of respondents observed this to be a challenge in managing a diverse workforce. Multilingual workforces not only speak different languages but also have different cultures and customs. Often times, individuals' exhibit a lack of willingness to observe and acknowledge and respect another individual's race, custom, religion, sexual orientation etc. The solution mostly suggested by the respondents was that if employees who are more self-aware of the fact that other cultures need to be respected and in the work environment and that there should neutrality in the way we treat other individuals who are not from the same race or cultural backgrounds as us and conform to the common language of the firm, particularly in the case where we are fluent in it. Being aware of other employee's cultural backgrounds and respecting it accordingly, can help promote a more cohesive and understanding workforce. Another fun way to learn about the culture of others, is to celebrate their cultural events and holidays with them. Encouraging employees to celebrate other people's holidays within the workplace, is likely to create an inclusive environment-whilst simultaneously learning about the cultures of others and will in turn show that they are valued members of the team. 'Complexity and cost of accommodation' was the second biggest challenge of diversity

identified by the respondents with 16% percent of participants taking cognizance of this challenge. Some companies experience financial challenges when hiring a non-citizen, as such demands the submission of the necessary applications to immigration to ensure that the non-citizen obtains the necessary legal rights to work for that particular organization in the country in question. The cost for the visa application and provision of accommodation of the foreign employee also has to be taken into consideration. For these reasons, many organizations shy away from hiring individuals that are foreigners because of the cost that the organizations would have to bear, in order to ensure that the non-citizen conforms to the immigration rules of that particular country. This is why many firms often do not have a diverse workplace. 'Prejudice and negative stereotypes' was another common challenge identified with 14% of respondents identifying this as a factor that hampers a firm from having a diverse workforce. Negative assumptions and perceived conclusions about other individuals, s create a toxic culture of "unconscious biases which adds to the challenge of managing a diverse work force. Some respondents proposed a solution to this challenge; some of the firms that have experienced this suggests that they implement a collective leadership practice, where the purpose of such act is to engage clients and other employees to create awareness in order to deliver quality services through initiatives obtained from a diverse environment such as breaking the biasness in hiring, breaking the unconscious biases deeply ingrained within the walls of the organization. Some other respondents suggested that the firms should create a clear plan to track the company's progress. For instance, often times tech companies are a male dominated industry, in the sense that many individuals that are working in such companies are males. In order to ensure that there is a diverse workforce within such industry, such could be achieved if the tech company collaborates with non-profit organizations who recruit girls that are acquainted with the skills to work in a tech company or possess the skills to undergo a career in coding. If such partnerships happen more often, it would allow for organizations to break the stereotypes and push boundaries of was is considered as traditional in a particular work industry. This would create a shift towards acceptance of a more diverse work force and will create a greater opportunity and outcome for both the business and the employees. Establishing a welcoming and inclusive environment that emphasizes the prevention of

implicit biasness will contribute to the development of a forward-thinking, immersive and meaningful workforce that is prepared for the future. Another challenge that was identified during the interviews with the respondents was the absence of a 'DEI (diversity equity and inclusion) strategy' implemented within the workplace.14% of respondents took cognizance of this challenge. The global understanding of what DEI is, encompasses more than inclusiveness as it pertains to gender and race. If DEI is adopted as a core strategy of the business and industry, it would allow for an open minded culture and a greater pathway for individuals to eliminate unconscious biases. If inclusive language training is adopted in many firms, such is likely to provide incentives like sponsorships and scholarship programs for individuals who wish to be employed. Respondents observed that this strategy is likely to be sustainable and effective in the long term. They opined that the focus should not solely be on gender but on other cultural and personality difference as well and rather individuals within a workplace should learn to accommodate and embrace the differences of their co-workers In order to foster a work atmosphere that is inclusive of a diverse workforce. In order to foster the cultural competency required for DEI inclusive, organizations should provide equitable experiences and inclusive workplaces for their employees. They should provide an anti-bias principle for the foundation of their firm. This means that the responsibility is shared between the employee and the management.

Figure 12: Type of diversity and inclusion training for you and the employees
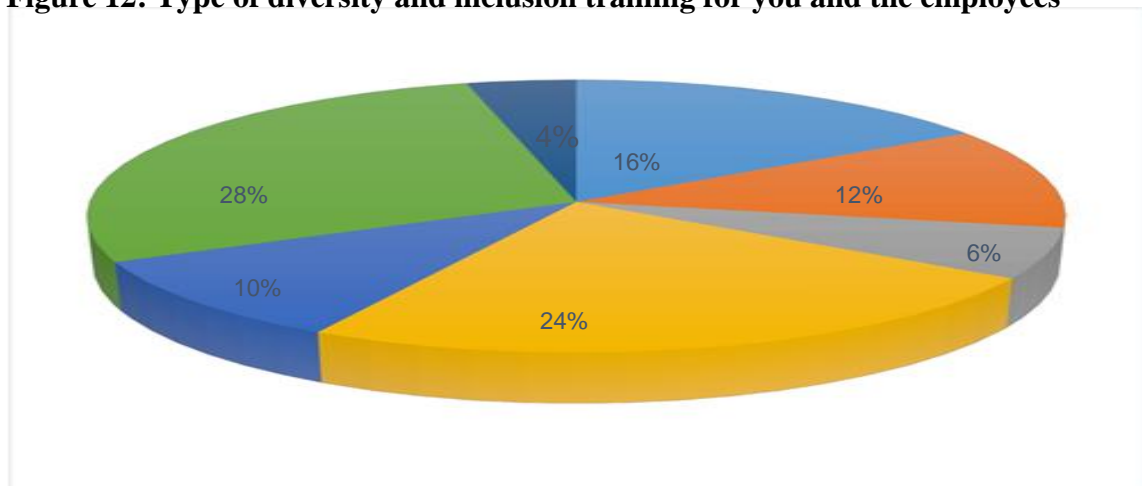

Legend:
- Awareness Training
- Basic Training
- Anti-oppression Training
- Skilled based Training
- Diversity Audit Training
- Religious sensitivity Training
- No Training

The above date presented was obtained from another question posed to the respondents during the interview. The question was designed to decipher if the organizations consider the issue of diversity to be an important one. The results from the above data indicate that many organizations were aware of the different types of diversity and inclusion training that could be adopted and implemented within the work environment. However, 28% of the companies asked, did not have any training available for their current employees and for the few that did, they only implemented basic training to that effect. The different types of training that firms could adopt include: cultural sensitivity training human, resource compliance training, racism training and anti-sexism training. According to my research, the most popular type of training was the awareness training. This type of training gives the employees an overview of workplace and organization demographic. It provides valuable opportunities to drive the awareness of the benefits of having a diverse organization to everyone in the company. Having a diverse workforce allows for employees to exhibit their best skills within the organization. The next common training was the skilled training with 12% of respondents taking cognizance of it. This class of training involves a concentrates on the specific activities of individuals at various levels of the organization. It assists the employee in the awareness phase to progress to the proficiency phase when it comes to managing diversity in the work environment, as this typically involves communication. Religious sensitivity training was third in popularity with 10%. This type of form motivates employees and management to be welcoming of all types of persons irrespective of their religious backgrounds. The training also helps managers and leaders to establish polices to accommodate religious holidays, multi-faith prayer rooms perfect for any organization that wants to get to know different religious beliefs and practices. The last type of trainings identified was diversity audit with 6% of respondents, taking cognizance of this type of training. Diversity audit is usually undertaken by managers, it involves understanding what type of relationships are built within the workspace. It helps to strengthen the relationships between the employees and the work environment in general by identifying different types of discriminations, encouraging employee transparency, "psychological safety" so that employees will be able to communicate their feedback to the management on the issues that occur within the work environment,

if they feel safe to do so. An important part of anti-oppression training is teaching employees about the different types of oppression that have been around for a long time and how power and work privileges interact with each other. It provides them with a history lesson and actionable advice on how to become active allies and stand up for marginalized groups. This strategy is helpful for organizations who have diverse employees and wish to effectively manage them in a better manner.

Figure 13: Formation of a Diversity team
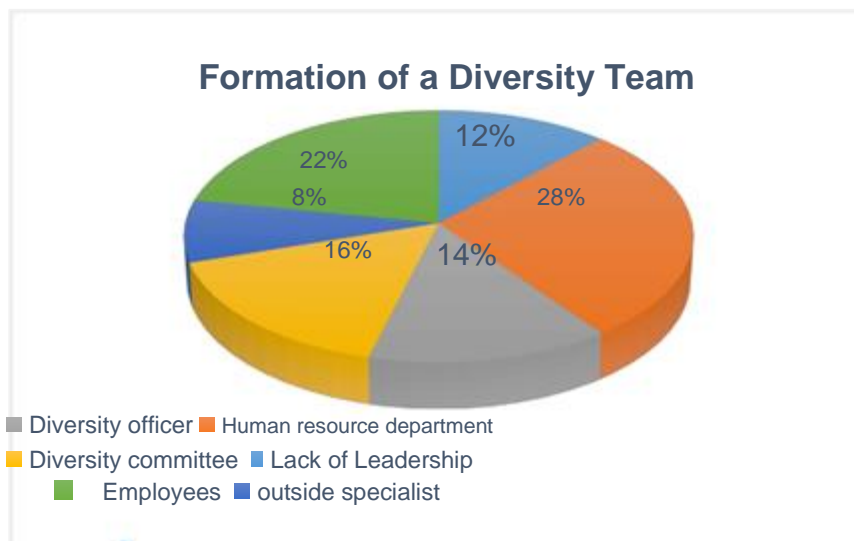
The question posed to the respondents for the purpose of obtaining the above data, was to inquire into how well organizations value diversity. The researcher observed that if an organization values the importance of a diverse workforce, the firm will take the necessary steps to will designate a department to cater for the needs of diverse employees. Thus the aim of the question posed to the participants was to decipher what the formation of a diversity team entails as well as the persons that form it. According to the results of the above data, most companies vests powers on the human resource department to be in charge of any issues centering on diversity within the firm. The reason why the human resource department is often asked to execute this function is because in most cases, the human resource does not require much training to undertake this role. 28% of the respondents supported this assertion and this was

followed closely with 22% for the respondents opining that the formation of a diverse team should include all the employees. This result indicates that 22% of respondents believe that the employees can self-regulate themselves when working with other diverse group of individuals. Consequently, it is not necessary for a special diverse team to be created to manage the diverse group of employees. Some companies acknowledged the fact that diversity was very important for the company and such would require individuals who have undergone some specific type of training to be able to manage a diverse setof employees and for this to be done, the organization would need to create a separate diversity committee which includes members of the organization. This was the third common response from the research conducted with 16% of respondents holding this view. The response was followed by some other respondents opined that a diversity officer should be appointed within the firm, to handle the affairs of diversity and a specialist should also be employed to work within the organization and assume similar responsibilities with the diversity specialist. The only difference will be that the individual will be employed by the company on a consultancy type of contract. This was the lowest as response from the data collected.

In summary, the most effective to promote diversity within the workplace is to make it a continuous process for the firm to accommodate the culture of different employees, build a safe place for employees to exhibit their diversity-for instance- nursing rooms, prayer rooms and gender neutral bathrooms should be provided for. furthermore encouraging employee feedback, educating mangers, setting up mentor programs to enable employees to be aware of unconscious biases, will allow for an effective diverse workforce to be realized.

FINDINGS IN THE UNITED KINGDOM

Analysis of online questionnaire regarding the level of agreement towards diversity issues in the workplace
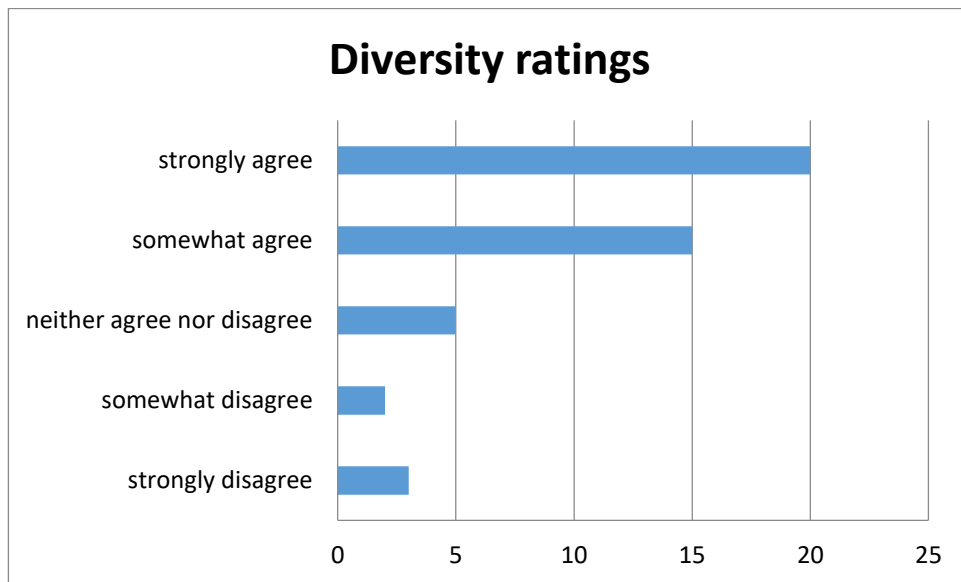

Figure 14: diversity ratings in the workplace

Source: Author

The researcher asked employees in the chosen organization about the level of diversity within their work environment. 80% of the respondents "strongly agreed" that diversity is rated highly in their organization. More than half of the respondents rated diversity highly. The implication of this is that it can be deduced that diversity within the workplace in most organizations is very apparent. This is indicative that the elements of diversity is visible in that particular organization this is in the same in comparison to North Cyprus which suggested that there are a lot of organizations with diverse individuals
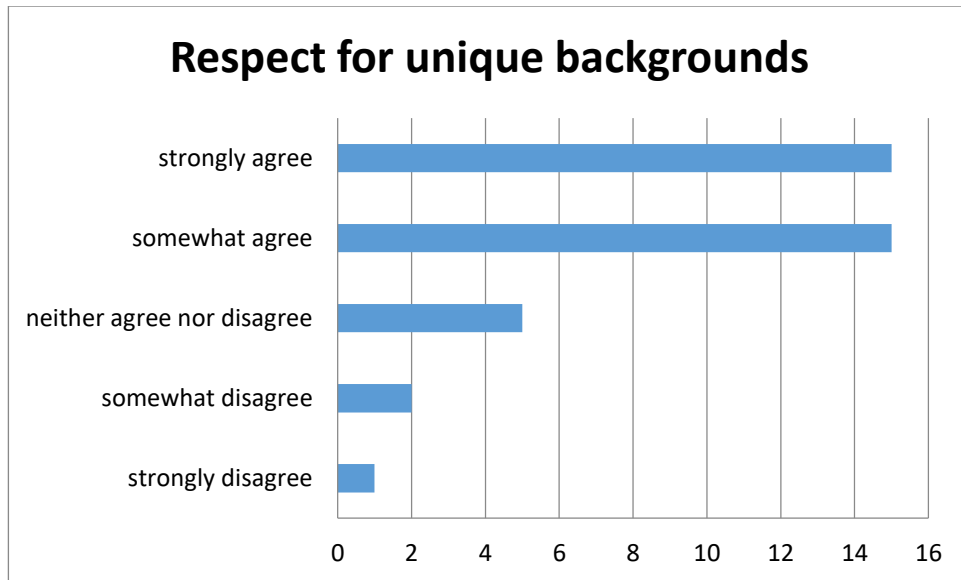
Figure 15: unique background and experiences

Source: Author

The graph above depicts the answers the respondents gave when asked the following question. "Does your organization value or respect your unique background. 'Unique background' in the context of this research pertains to the employees' cultural and racial background. Thus, the researcher was investigating into whether the firms understand the cultural identify and racial backgrounds of their employees and the extent to which the employers pay close attention to their unique background. The purpose of this question was to create a safe space for the employees to share their experiences in respect of whether they feel heard and seen in their respective organizations. According to the results, 30 % of the respondents agreed that their organization values and respects their unique background. And also 30 % somewhat agreed which suggested that even though their backgrounds are respected there's is still little room for disrespect which suggested that some problem is still need address this result is also similar to North Cyprus.
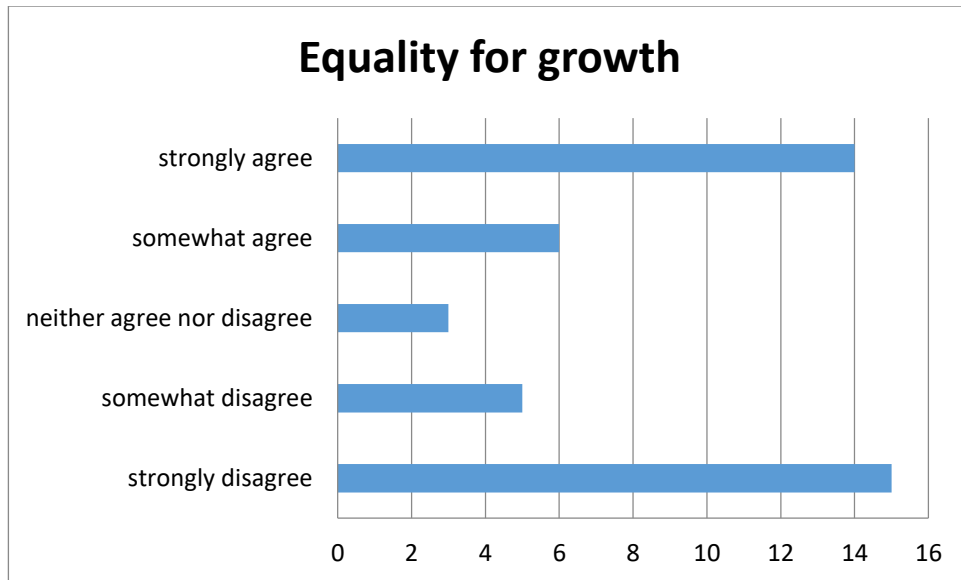
Figure 16: Equality for growth

Source: Author

This graph depicts the response of the participants who were asked about equity in relation to their growth in the organization. Thus, the aim of this line of questioning was to investigate into whether their employers promoted them on the grounds of merit, to enable the employees grow in their respective careers. For a respondent to answer this question, he or she has to compare the effort they individually put into performing for their firm and contrast it with the efforts of their peers, in order to ascertain whether their firm has treated them without any element of bias, discrimination or prejudice. According to the results of the data, the respondents who "strongly disagreed" that their organization promoted them on the basis of their own merit, were the highest responses with 40% of the participants agreeing to this fact. The responses are an indication that there isn't a platform for growth based on the merit of the employees in their respective organizations. However, the proportion of respondents who strongly agreed to the assertion that their organization promoted them on the basis of their individual merit was only 35% this is not similar to that of north Cyprus this shows that there's a problem in terms of equality
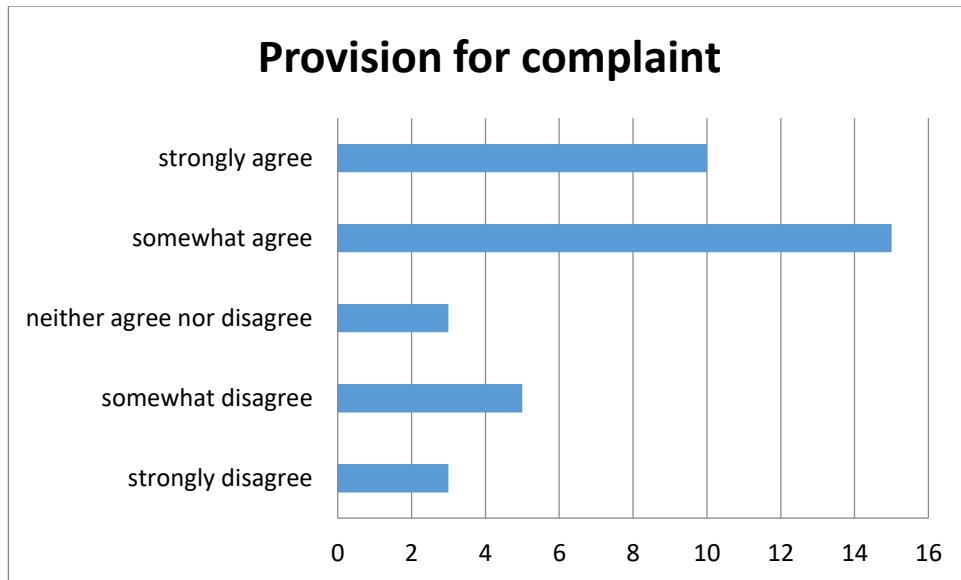
Figure 17: provision for complaint regarding some form of discrimination

Source: Author

The above graph represents the results obtained from the respondents after being posed the question of 'whether provision has been made by their respective organizations as it pertains to reporting any incidence of discrimination'. The researcher asked the aforementioned question to the respondents for the purpose of investigating into the level of discrimination that exists within the workplace. The researcher used the common terms 'harassment' and 'racism' to specify the type of discrimination in question, in order for the individuals to easily comprehend the context of the discrimination. The result obtained above depicted that organizations provide a safe space or platform for such kind of situations to be reported. Thus the number of respondents that somewhat agreed "somewhat agree" was the highest at a percentage of 30. These results are indicative that the organizational culture in most firms is predicated on eliminating any form of discriminatory behavior that will affect the performance of the individual employee and the performance of the firm in totality. However to a certain degree this could also imply that there might be allocations made however those allocation might not be the right fit in tackling all the issues surrounding diversity. This correlation is not the same in North Cyprus
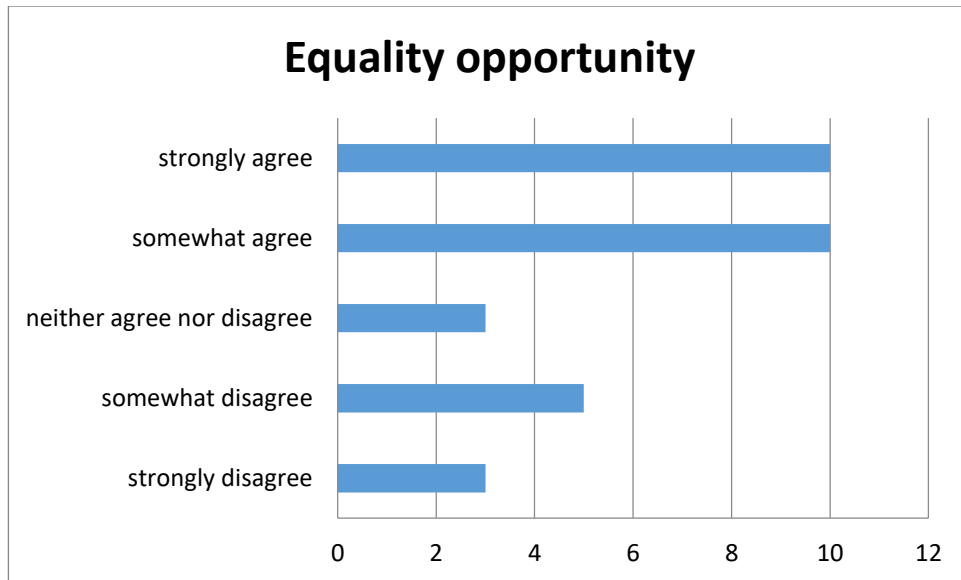
Figure 18: Equal opportunities

Source: Author

The last question posed to the respondents in the course of the investigation was pertaining to deciphering whether organizations have taken the necessary steps to create equal opportunities to their individual employees. The purpose of this question was to ascertain and measure the issues of diversity in the workplace, to determine the degree to which employees are given equal opportunities in their respective organizations. The opportunities that were intended to be investigated by the researcher was whether the employee was given an equal opportunity from the moment they applied for a position in the firm application, getting the role and subsequently growing in their position whilst they assume that role. 35% of the respondents (which were the majority) somewhat agreed that such opportunities exist, however there might be some slight hindrances. However we had the same percentages in the option "strongly agree" which is suggestive that there are opportunities available in some organizations, based on the merit of the employee's individual performance. The above results have a striking similarity with the previous data obtained when the question about the growth within the industry was posed to the respondents.

Analysis of research containing 336 data obtained in the United Kingdom conducted by McKinsey & company, this is a secondary source of the research. The Research on the relationship between diversity (measured as a higher percentage of women in leadership

positions and a more diverse ethnic/racial mix) and financial performance of large companies (measured as an average). According to their analysis, companies in the highest quartile for gender diversity had 15 per cent higher financial returns than the national industry median; companies in the high quartile for race/ethnicity/race were 35 per cent higher than national industry median financial returns; and companies in the low quartile for gender/race were below the national industry median in financial returns. The results of the data obtained indicated that In comparison to US companies, UK companies were more likely to experience an increase in the number of women on the senior executive team.

An investigation was further undertaken to decipher whether there was a relationship between gender diversity and the overall performance of a firm. The results obtained from the research indicated that suggests that Consultancy In the United Kingdom, firms with a higher percentage of gender diversity in senior management positions outperform the sector average. This suggests that gender diversity may have a positive impact on firm performance, however, this does not necessarily indicate that diversity has a direct causal relationship with performance. Furthermore, controls for firm size or other variables may invalidate any positive relationship between board gender diversity in terms of financial performance. The findings also indicated that gender-balanced teams are often more likely to foster creativity and foster a greater sense of psychological stability. Secondary data was further analyzed by the researcher to gauge the state of diversity within organizations in the United Kingdom and some of the findings were as follows. Firstly, the researcher found that prejudice and biasness (whether unconscious or not) still exist in many workplaces in the UK and this is as a result of discrimination. This suggestion is associated with negative outcomes for employees. Biasness and discrimination are two of the biggest obstacles to diversity and inclusion. A small percentage of about 8% employees did not know how to raise a complaint and to whom to make the complaint to. This indicates that companies in the United Kingdom view problems associated with diversity as an important issue. The fact that the percentage of employees that are unaware of how to make a complaint about discrimination issues in their organizations is 8%, this means that 92% know where and how to report complaints. This high percentage depicts that companies in UK have

employed the necessary mechanisms in most cases, in order to protect their employees. When dealing with conflict situations, According to the survey, 72% of employees agreed or strongly agreed that managers should handle any kind of discrimination, bullying, or harassment in a timely, serious, and confidential way. This is also a high percentage, however there are still 18% of employees who observed that the management of their firms, do not deal with the issues effectively. In the course of research, the researcher also identified the three most common management practices utilized in the United Kingdom. Firstly, 25% of firms train their managers in how to address conflict in their teams and deal with key concerns or complaints. 23% of firms train managers in adopting a strategy that allows for fair and inclusive people management system. 23% of firms also offer training or awareness sessions for all employees on inclusion and diversity. With regards to training and education the percentages are relatively low, this indicated that companies prefer to introduce their own initiatives as it pertains to encouraging inclusivity and diversity within their organization. Consequently, it becomes difficult to decipher whether firms in fact know the right procedures and processes to use. Another reasons for the low percentages as it pertains to firms making provision for training programs to educate employees and management staff, could be due to the cost of providing such training. From the findings of this research, 7% of organizations have a specific inclusive and diversity budget which means that companies hardly allocate budget for diversity training which explains the low percentage in training and education. This research observed that most organizations in the UK do not take intentional steps to make provision for such training programs, in order to reduce the cost of operating, they rather view such as 'unnecessary spending'. 20% of employers identified that activities are funded via the wider training learning and development budget. More than two-thirds of employers (21%) reported that their leadership isn't very focused on having a diverse workforce, and 17% say they don't have an inclusive workplace. Though the percentages are low, the problem still exists within some firms in the Uk. It is apparent that certain organizations do not care about a management's experience with diversity, hence why only 30% of firms, include inclusive and diverse objectives as part of their management's performance objective. This indicates that only a small percentage of firms make intentional efforts to have a

diverse set of employees who work for their firm. 57% of employees identified that their organization has put the necessary mechanisms in place, as it pertains to the promotion of diversity. 58% of employees opined that their company could take more proactive steps in relation to adopting diversity and inclusion practices in their work environment. Whilst 15% of employees hold the view that their company is taking sufficient steps to promote diversity and inclusion polices. The results of the investigation in totality is that having a diverse and inclusive workplace is desirable and acceptable for organization but it does not necessarily mean that organizations are interested in adopting such strategies. Firms adopt it in order to comply with the standards of other firms who adopt it, it is not taken as something of interest or priority. When employees were asked if they would recommend their workplace as a firm that accommodates diversity, 80% of employees agreed that they would recommend their firms.

One of the major challenges for both managers and employees is "classism" which is a form of discrimination this is created as a result of the social categorization and stereotyping and the prejudice we formulate about other individuals. This occurs both consciously or unconsciously. Other common forms of discrimination include unequal pay, insufficient support for disabled employees. Classism and gender inequality. This research identified that such forms of discrimination emanated from the system put in place by the owners of the organizations. If the owners are ignorant and don't have a policy that encourages equality, a value system that promotes equality will be missing within the organization. On the other hand, classism is based on the different environments that individual employees come and when they try to categorize themselves, such leaves room for classism to occur.

Table4: Regression analysis

Model	R	R SQUARED	SYX	F
1	0.9608	0.9233	11.95	578.2
2	0.6868	0.4718	6.909	42.88
3	0.9061	0.8211	11.23	220.3

To know about the issues faces when managing a diverse workforce we use the regression analysis. 95% confidence interval was applied to our model. The regression was informed by the research question; the issues mangers face when managing a

diverse workforce. The regression will be analysis using the r squared to measure the level of accuracy to the goodness of the research model. The regression findings shows that communication issues had an r square of 0.9233 hence the hypothesis of the impact. This implies that managing a diverse workforce comes with difficulties in communication for the research showing that the communication issues are of different types which will be explained in the next chapter. With regards to decision making it had a value of 0.4718 which was rejected this implies that having a diverse workforce doesn't not have an impact in the decision making because its below 50% so there isn't enough impact to suggest that this model is right. To improve it, we can suggest the impact of training on the mangers should be examined as it during trainings managers are thought about how to make decision quickly and accurately. Finally the third hypothesis of discrimination had a value of 0.8211 which implies that there is a significant impact in managing a diverse workforce from discrimination.

CHAPTER V

Discussion

Introduction

The contemporary work environment can be characterized as an amalgamation of heterogeneous individuals possessing distinct experiences, viewpoints, and proficiencies. Emphasizing equality, diversity, and non-discrimination in the workplace can result in a multitude of advantages for organizations, including enhanced productivity, innovation, employee morale, and job satisfaction. In order to establish a positive and all-encompassing work atmosphere for every employee, employers must develop a comprehensive understanding of the intricacies involved in workplace equality, diversity, and non-discrimination. In this chapter I will provide an analytical guide that delves into the significance of workplace equality, diversity, and non-discrimination and offers pragmatic advice on cultivating these values within an organization. It encompasses various subject matters such as optimal practices for fostering a diverse and inclusive work setting and strategies for adhering to equality and non-discrimination legislations. Furthermore, the guide examines potential challenges employers might encounter while advocating for equality and diversity and offers counsel on circumventing prevalent obstacles. If we break down the subject matter we have two tunnels of addressing the situation, in chapter 2 we provided theories which gave us a foundation of what diversity is and from this theories we were able to understand how the challenge of having and managing a diverse workforce arises. Some of this theories include equity theory which talks about fairness, social theory which talks about individuals putting themselves into a social class which then lead to the problem of stereotyping and prejudicing which basically means seeing your social or cultural class as more superior and then forming a disapproving opinion about others and then acting and those opinions. The majority of this theories formed a foundation of why we face challenges in the workplace and why it's difficult to manage the challenges in the workplace. When we involve a group of people we then start to look at multicultural theory which is a picture of what a workplace depicts, which is basically living together without discrimination and learning to recognize connection and learning

about the cultural knowledge of others. It has been identified as where we are lacking which causes the problems we are facing now and what we are trying to solve. Pluralism is where will start to solve this situation because we are trying to find out diversity with regards to the workplace pluralism suggest, that power is shared among different groups and this tend to offer representation as to what qualifies them to have a greater influence. Different groups have different ideas in terms of allocation of tasks and reward, which could become a likelihood of conflict so management needs to find a way to adjust that power in other to provide a balance for organizations. It all starts with how we view ourselves and the ideas we have is what starts to create the problem.

Key theories for understanding the challenges of diversity

After we have understood where and what brings about the general challenges of diversity now we want to understand how we can help the manager find out how this challenges happens in the workplace with the help of some major theories. A large number of theories applicable to managing the diverse workforce centre's on an individual's reaction like we described in chapter 2 for example categorization, assessment etc. Let's attempt to under some view point from the mangers perspective. Mangers perceive diversity as a negative outcome and so find it difficult to solve the challenges of diversity this theories below gives reasons as to how the managers view diversity from a negative standpoint.

Social cognitive theory tries to demonstrate how diversity can harm a group or organization. Social cognitive theory recommends that individuals use classification to rearrange and adapt to a lot of data. Individuals are often classified according to their observable characteristics, including race, gender, and age, which allow us to organize data in a convenient and efficient manner. Consequently, when an individual perceives a person of a certain race, automatic processing occurs and preconceived notions about that race are formed. Programmed classification begins to take place in a situation when and individual is apparent. This categorization is closely related to Stereotypes and this implies overgeneralization of characteristics regarding large groups. A hiring manager, for example, may participate in gender categorization while searching through resumes because the person's name offers information about their gender or racial categorization

because the person's name provides information about their race. (Bertrand, et al 2004) Generalizations are the reason for bias and separation. When making employment-related decisions, categorization and stereotyping are frequently considered illegal. This approach is incompatible with a valuing diversity approach, regardless of whether it is illegal. This theory is the most important theory for explaining the challenges of what goes on in the workplace it combine our basic ideas explained in chapter 2 which stereotyping, self-categorization, which is a recipes for discrimination because of the view point of both the employee and the mangers. The next is the Social identity theory, this theory is one more clarification of why variety might be seen as an adverse result. According to social identity theory, when we first meet other people, we tend to classify them as members of an in-group (those who belong to the same group as us) or an out-group (those who don't).On the other hand, we tend to classify members of our out-group as homogeneous. That is, we believe that members of the out-group share similar attitudes, behaviors, and characteristics (also known as conforming to stereotypes). My research suggests that this perspective may be caused by the range of interactions that we have with members of the in-group compared to those from the out-group. In-group favoritism is often very strong, and out-group members may sometimes be treated poorly. However, minority group members may not always favor members of their own group (Goldberg, 2005). This may be due to their frequent exposure to preconceived notions about certain minority groups and women, as well as preconceived notions about the advantageous characteristics of White males and females. When in-group preferential treatment occurs, the majority group members will be favoured in terms of hiring, promotion, and remuneration over minority group members, often in violation of applicable laws. This theory work hand in hand with the schema theory which explains how individuals decrypt information about other based on certain characteristics sure as demographic (Fiske, 1991). The units of information and knowledge that people experience are stored as having patterns and interrelationships, which results in the creation of schemas that can be used to evaluate oneself or other people. Individuals form categorizations of individuals, occurrences, and objects based on their pre-existing understanding or preconceived notions embodied in such categorizations. These categorizations are then utilized to evaluate new acquaintances and determine how to

interact with them. In view of pattern hypothesis, representatives foster constructions about associates in light of race, orientation, and other variation of qualities. In addition, they structure. Blueprints about authoritative strategies, administration, and work environments. The attitudes and behaviors of employees toward one another will be influenced by the formed schedules, which can be positive or negative. And finally the Justification-Suppression Model, this settings is in which prejudiced persons may act on their biases are explained by the justification-suppression model. According to the prejudice theory, everyone has some form of bias, which they learn from an early age and find difficult to overcome as they become older. This process is referred to as a "two-step" process individuals who harbor prejudices against a certain group or person struggle with such prejudices and are driven to repress their prejudices rather than act on them.(Christian & Eshleman,2003) People defend their prejudice in a number of ways and they frequency reinforce prejudice by intimated others. The majority of individuals will strive to conceal any visible evidence of bias. This suppression might be caused by empathy, compassion, or personal ideas about how to treat people. Social pressures may also result in suppression; Prejudice-full outbursts are no longer socially acceptable and may even be illegal. Now and again, in any case, biased people will search because of motivations to legitimize following up on their biased convictions. According to research, when people are in a state of physical or emotional exhaustion, when they can express their opinions without fear of repercussions, or when societal standards are low enough that their prejudiced attitudes will not be perceived negatively, they are more likely to act in a prejudiced manner.

The economic benefits and performance of diversity within the workplace

Before we explain the benefits, let's refer to the two questions in the questionnaire that allows us to provide this economic benefits. The questioned asked to the employees about the equal opportunities in terms of promotion within the organization had an answer of 24% strongly agreeing to the preposition and the second question with an indication of yes or no for opportunity for growth within the organization had an overall whelming response for "yes". This indicates that there

are some economic benefits I will try to suggest some of those benefit as a way of providing a reason for this result;

Greater opportunity for professional growth

Companies that foster an inclusive culture where employees act as ambassadors for the company by embracing ideas and practices from a variety of perspectives attract talented, ambitious and diverse professionals through internal company advocacy. Furthermore, diverse teams can be professionally rewarding as colleagues are exposed to novel skills and work styles. Furthermore, colleagues have the chance to build international networks. As a result, teammates will naturally learn about each other's cultures. This can lead to a deeper understanding of the world, which in turn filters different perspectives into one's own thinking, resulting in the formation of new ideas and perspectives. Furthermore, unique modes of thinking and ideologies can aid in making decisions, brainstorming and enhance workplace etiquette.

Better decision making

Research has demonstrated that diverse teams are 87% more likely to make decisions than non-diverse ones. Diverse teams provide a broader range of perspectives and more information to the decision-making process. As diversity increases, our hardwired biases are reduced, and the voices from diverse teams are more likely to be heard. This diversity in decision-making is linked to a greater likelihood of profitable growth in the global economy, with a 70% chance of capturing new markets for companies that have a diverse workforce. By having diverse teams, companies are able to better meet the needs of their diverse customer base. Understanding the distinction between decisions that require more creative approach and those that can be made automatically can help a team stand out from its competitors. It is important to listen to the diverse voices of different cultures in order to determine what the next step as a team should be. Having a diverse group of people on your team makes it easier to get past any cultural barriers and see what's

really important and relevant to a certain group of people. By using diversity, businesses can get to know other cultures better and become "insiders" instead of "outsiders."

Diverse Teams Boost Creativity and Innovation

Diversity has been proven to increase creativity. It's no surprise that companies are always searching for their next big idea. In my opinion, that "dynamite idea" usually comes from thinking out of the box. When people come from different places, have different life experiences, and view the world in different ways, they bring different perspectives to the table. People from a diverse range of backgrounds offer a variety of solutions, as opposed to one uninspired solution based on a cultural voice. Diversity teams naturally eliminate the traditional approach to problem-solving. An increased level of creativity within the workplace helps to inspire innovative marketing strategies. Companies that embrace diversity have been shown to be 1.7 times as innovative as those that do not. Customers feel more connected to, and are more likely to buy from, companies that use diverse and ethnically diverse advertising. Diversity in advertising boosts a company's reputation, raises marketplace awareness, and results in a more diverse, more diverse, and therefore, a larger client-base.

Diversity in the workplace capturing a larger portion of the consumer market

By bringing together individuals from a variety of backgrounds and experiences. This can lead to more effective marketing to consumers from a variety of racial and ethnic groups, as well as to women and consumers who identify as gay or transgender. Therefore, it is not surprising that research has shown that workplace diversity can help businesses expand their market share

Problems of having a diverse work force

The theories above show a general perspective of the how the challenges start to occur. It start from the individuals viewing themself differently, classing themselves differently, categorizing themselves differently and act on this categorizations. With all that's being said, let's provide examples of some of the challenges that happen as a result of the foundation of theories we have explained above. Despite the advantages of diversity, managers must also confront specific challenges necessitating and adopt leadership. Common impediments identified within organizations and scrutinized in scholarly research encompass decreased organizational commitment and misinterpretation of workplace diversity initiatives and programs.

Legal challenges and challenges diversity:

Firstly it's important to note that the legal system has always been provided to address basic issues with diversity management. The legal system serves as a mechanism to counteract discriminatory practices. Example includes equal pay act of 1963. Based on the research conducted in the United Kingdom and North Cyprus. The most common type of challenges facing organizations in the management include the just 2 major types several forms discrimination and classism this 2 lies challenges are the introduction to the problem.

Reverse discrimination:

Research studies indicated that gender and race or ethnicity-based workplace discrimination are pervasive phenomena. The concept of reverse discrimination refers to circumstances where individuals belonging to a majority group perceive experiencing prejudice according to their race or gender. Although infrequent, this form of discrimination typically arises when predominant group members perceive that individuals from a legally protected (diverse) class receive preference in professional or educational situations, not due to their abilities or merits, but as a result of a predetermined favorable treatment based solely on race or gender factors. Individuals belonging to majority demographics, such as Caucasians and males, tend to perceive a reduction in personal opportunities as workplace diversity increases. However, our

research data from United Kingdom indicates that corporate workforces predominantly consist of both White and male employees. This shift can be attributed to anti-discrimination legislation and advancements in equitable access to education, which have facilitated possibilities for minority groups to have access to opportunities that were previously unattainable. The research hypothesis is align with the result describe above and as a result we will provide several forms of discrimination. Matrimonial discrimination is a form of discrimination that is based on a person's marital status. For instance, a person may experience workplace discrimination based on the characteristics of their spouse. Discrimination may also take place when the perpetrator of the offence is on the same marital status as the victim, such as on the basis of origin.

National origin Discrimination. This happens as the result of Neglect or ill treatment of a person based on their nationality, accent, race, or physical appearance. Certain regulations prohibit the implementation of employment practices or policies that are applicable to all employees if they have an adverse effect on an individual from a particular national origin. For an example and organization cannot institute an "English only" policy except if it's essential to provide a safe and efficient operation of the business. It's so important for individuals to have proficiency in English as we are increasingly in a world dominated by English speaking countries. Race/colour Discrimination this means treating an employee or applicant unfairly because of their physical characteristics typically connected with race such as skin colour hair colour hair texture or certain facial features. When it comes to discrimination based on national origin, some policies that apply to everyone in the workplace can be illegal if they unfairly put employees of a particular race at a disadvantage. For example, policies that say certain hairstyles should or shouldn't be worn, such as black hairstyles, are illegal unless they're necessary for the business to function.

When an individual, employee or applicant are treated unfairly because of their religious beliefs, is called religious discrimination. The law protect those who are part of a traditional organized religions and those who do not belong to organized religions but hold strong religious ethical or moral beliefs of some kind. Employers usually should make sensible adjustment to accommodate employees religious beliefs and include

flexible working schedule and modify the workplace they should also be permitted to dress according to their religion .Employers should also be protected from having to participate in certain religious parties as part of the requirement for the employment.

Classism or class discrimination can be defined as a way individuals are treated differently based on their actual or alleged social class. Classism means a comprehensive abuse of a lower social group in other to benefit and strengthen the higher social groups. It the systematic evaluation of characteristics of worth and aptitude according to social class.

Categorizing individuals according to a set of cultural values and ideas could be based on their employment status, socioeconomics position, education, ancestry and other factors that implies classism. People of disadvantaged and working class are looked at as being intelligent and well-spoken than those of middle class and those belonging to owning or ruling classes.

This means that the middle class and the wealthy who are in positions of power decide for others what is considered "normal" or "acceptable" behavior within the context of the class system. This type of discrimination stems from self-categorization which is the ability to see other based in a particular stereotype. It's subconsciously built inside of us natural but can be evoked with the help of the environment we are belonging to. This type was the second major type of challenge facing the United Kingdom.

Challenges of managing a diverse workforce

The first thing that comes to mind is Cultural competence is the capacity to effectively communicate and interact with individuals from a variety of cultures. This is achieved through an awareness of one's cultural world view, an understanding of other cultural practices and world views, an attitude towards cultural differences, and cross-cultural skills. The development of cultural competence leads to an ability to comprehend, communicate with, and effectively interact with individuals across the board, as well as to work with different cultural beliefs and schedules.

Communication: according to the research we conducted the major challenge was difference in language which means the ability to understanding each other which had a high percentage of 22% followed by communication itself. This is in agreement with the

research hypothesis which was state that "there is significant impact of communication issues when managing a diverse workforce" according to our regression analysis using the r squared had a value of 96% which mean our hypothesis is accepted it also further provides reason to communication issues being a problem when it comes to managing a diverse workforce. Communication is the practice of delivering information in a timely and accurate manner. This is essential for the successful completion of work and the performance of the team. This is especially pertinent when a project necessitates immediate remedial measures. However, individuals from different cultures may differ in the way they relate to bad news, for instance, people from certain cultures may be hesitant to convey bad news to supervisors, while others may overstate it.

Decision making: Having a diverse team comes with a multitude of perspectives and feedback. This can lead to a feeling of being overwhelmed. Furthermore, when each team member approaches a task from a different perspective, the decision-making process can become seemingly endless. This can impede the ability to make informed decisions, which is one of the primary obstacles to achieving workplace diversity. If you allow these challenges to impede your progress, you risk losing significant revenue. This is due to the fact that decision-making is responsible for 95% of a business's performance. Integrating new ideas can be difficult, but these varied perspectives give diverse teams an advantage over other teams. Research has shown that diversity alone can impede decision-making, foster conflict, and do more harm than good. However, when combined with inclusion, diversity can lead to increased growth, innovation, and faster decision-making. This model was tested with our hypothesis and it had a value of 47% this is too low for the model to be accepted however in reality decision making does affect managing but this could be indirectly as suggested before "training" could better explain the reason for this in the sense that if the training does not included decision making criteria which means decision making will be slow and it will affect managers when managing diversity. So the include of training as a suggestion should allow the model to be accepted. So solution to slow decision making include the following; Inclusive decision-making is a key part of diversity in the workplace. Slow decisions are always going to be a problem if you don't "include" your team's perspectives. Diversity adds 15% to friction, but inclusion adds 60%. Having different

perspectives helps you make better decisions and tackle the issues you face during execution. Follow this hack to make inclusive decisions. For instance, including a woman, a man, an older person, and a younger person or someone from a different country or region can change the decision-making process. Overcome the unconscious or conscious bias against women by including them in decisions. Gender diverse teams made 6% better decisions. The more diverse your team is, the more likely you are to make better decisions.

Discrimination (recruitment issues): This happens when an individual or applicant is treated unfairly at the work or in the hiring process of a job. Recruitment issues was one of the biggest challenges we found when we were conducting our research in North Cyprus 8% this was tested with regards to our hypothesis model which stated "there is a significant impact of discrimination when managing a diverse workforce" this model was also accepted as it provided and R squared value of 82% which is above the required more specially when it comes to recruitment we found hiring difficult and we came up with a solution called collaborative hiring. As a result of an identity group condition or personal characteristics such as the ones previously stated above.

Teambuilding: Another challenge is teambuilding the practice of teambuilding should be a diversity practice however according to the research done this would be seen as not a priority 24% of the respondent did not see it as a necessity. Some cultures are more individualistic and want to do things their way. Others value collaboration within or with other teams. As teams are made up of people from different backgrounds, team-building problems become more problematic. Good cross-cultural team building benefits an organization as a whole. Other challenging factors include;

Time: when we look at the question relating to how and individual is valued one way of looking at it could be in relation to the understanding of one another this is in regard to respect the most popular answer was somewhat agree which means people are respected to some extent then I will recommend a "corporate culture" is developed in regards to the issue of time. Different cultures have different ways of looking at time. For instance, they look at time differently when it comes to work and family life and when it comes to the mix of work and social life in the workplace. There are also differences in how

people look at time when it comes to overtime or when it comes to meeting a deadline exactly. Different people's ideas of time can lead to misunderstandings in the workplace when it comes to scheduling and deadlines.

Due to the complexity of managing slower decision making can occur as one of the problem of managing a diverse workforce however the impact of it is very small to provide a concrete analysis. Other words it can be directly tested

Action plan to addressing the challenges of managing a diverse workforce

This first step required to solve the challenges identified when managing a diversity workplace is to come up or create an action plan which describes the exact steps that an company will have to follow to tackle diversity challenges that have been identified a simple action plan include: Goals: Obviously characterize the general objectives of the variety and uniformity drives and how they line up with the general mission and upsides of the association. Objectives: lists the particular goals for promoting diversity and equality, such as reducing the pay gap, boosting underrepresented groups' representation, and enhancing the workplace culture as a whole.

Strategies: Create employee resource groups, modify recruitment and selection procedures, and implement diversity and inclusion training programs as examples of specific strategies that will be used to accomplish the goals. Things to do: Make a list of the specific steps that must be taken to put the strategies into action, such as assigning duties for each task and establishing deadlines for every job completion. Evaluation and Monitoring: Set up a system for evaluating the diversity and equality initiatives' progress and success, including regular reporting of metrics and employee feedback. Continual Development: Include regular self-evaluations and employee feedback as a way of ensuring that the organization continues to improve on equality and diversity within the company. It is essential to construct the action plan with employees in mind, as they often possess the most valuable insights into the obstacles to diversity and equality in the workplace. In addition, it is essential that the action plan is conveyed to all employee members in a clear and concise manner, so that they are cognizant of the

specific actions being taken to resolve any potential problems and that they understand the organization's dedication to diversity and equality.

Strategic solutions to solving diversity management challenges

The Solution starts from the owners or shareholders in the form of an **Affirmative action.** Through education and employment the goal of affirmative action to promote diversity and fair opportunity in education and employment by addressing historical discrimination against and the less representation of specific groups, including women, people of colour, disabled individuals, and veterans. It is intended to remove obstacles that may have been brought about by prior prejudice and to offer equitable access to educational and career opportunities. In order to increase the representation of less represented groups in a given business or academic institution. Affirmative action programs may involve specific policies or practices, specifically identified recruitment, outreach, and training activities, and also other measures.

How we go about implementing an affirmative action is by coming up with an action plan which should be developed by the owners, we want to try to solve the challenge of managing diversity this step has been identified in the strategy part of our action plan which we are going to elaborate in more details the a major issue we have identified is discrimination but we are going to solve specific common discrimination problems which will applies to other types. To start solving the issues we have to start from where discrimination in the workplace first occurs disregarding our beliefs experience and culture which is the beginning of the process of getting into the employment which is the recruitment process. Both the United Kingdom and North Cyprus had an overwhelming agreement that discrimination does occurs at this stage of the workplace, so how do we solve this issues? Hiring and performance-based pay practices should be closely monitored by those in managerial or supervisory positions. Decisions should be based on relevant information, and race-based stereotypes should be avoided. no guarantee reasonableness for all candidates, associations ought to utilize profoundly organized interviews during the choice cycle to keep away from predisposition in light of race or gender.(Mccarthy et al.2010) To perform an

exceptionally organized interview to eliminate biasness and favoritism comprises of following accompanying 15 qualities: "(1) job examination, (2) identical questions, (3) restricted prompting, (4) good and engaging questions, (5) longer interview, (6) control of auxiliary data, (7) minimal questions from candidates, (8) numerous rating scales, (9) secured rating scales, (10) detailed notes, (11) different interviews, (12) constant interviews, (13) no conversation between interviews, (14) training, and (15) factual forecast. "(Mccarthy et al.2010) When you're interviewing someone, you might find that they have a lot in common with you. That's called similarity bias and as a result the interviewee obtains certain privileges. If each job applicant consistently demonstrates each of the 15 characteristics of a structured interview, businesses can lessen this obstacle.

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Integrated Approaches effective management of diversity

Prevention is better than cure discrimination in inevitable and instead of trying to solve the issues of discriminations that occurs in the organization, management should try to prevent it from happen from the beginning. We have identified the first steps of solve the issues of the challenges which are the challenges that start at pre-employment which is at the recruitment phase, the precautionary measures provided were made to soften the problem as are beliefs and attitudes are in steeled right from our environment and cultural background we can unconsciously cannot be remove at the recruitment stage. Now we will attempt to provide preventive measures to solve discrimination issues.

Providing procedures and policies to prevent discrimination: Managers can assist with forestalling separation by executing hostile to segregation strategies and methodology that plainly frame what types of separation are unsatisfactory in the work environment and what steps representatives ought to take assuming they experience or witness separation. One of the easy ways of doing so is through legitimacy which means it's done in accordance of the laws of equity and the other are created by what the organization deem is reasonable.

Provision of training on diversity and inclusion: Diversity and Inclusion (D&I) training can provide employees with an in-depth comprehension of the importance of diversity in the workplace and the necessary steps to ensure a positive and inclusive environment for all employees. This can assist with forestalling segregation by instructing representatives about the various types of separation and how to recognize and forestall them. However even if the recommendation is for employee to have a training the challenge should star with the management and it should be compulsory for mangers to pass the training as one of the requirement for taking up the management role. Since the Civil Rights Act of 1964 encouraged to include diversity training with the organizational objective of basically complying with the law, multiple debate have occurred regarding the effectiveness of such training. Diversity training has evolved over time to become an important component in assisting employers manage diversity, despite previous research showing that it can be effective, ineffective, or definitely harmful to employees. Since the late 1990s, the focus of diversity training shifted to cater to the requirements of women and minority workers as they entered the labour force at a higher rate than ever before. Sadly, White men and women believed that this kind of training

Targeted them as the problem; White employees could even participate in these kinds of training sessions in the form of "confession" sessions to admit their complicity in institutional racism. Not out of the blue, this sort of preparing would frequently blow up and would additionally isolate representatives from one another, the specific inverse of its aim. In recent years, diversity training has shifted its focus to three areas: (1) developing cultural competencies for coworkers,

(2) appreciating distinctions, and (3) understanding how diversity aids in quality business decisions. Rather than concentrating solely on the root causes of racial disparities and historical patterns of discrimination, a more comprehensive approach is required, the training should specifically tailored to accommodate all types of issues some of which include; Racial minorities Bias and the impacts of bias, Sexual orientation, Sexual harassment in the workplace, Micro acknowledging and Responding to Discrimination, Unconscious Bias, and Its Impact on Society Planning for Diversity People with Disabilities Bullying and Exclusion Developing a Diverse Vision Statement

this approach to diversity training is more effective. Even though knowing how to follow the rules and legislation is still important, training has a greater impact paying attention to more factors. Participants in a recent study were asked to participate in activities that focused on goal setting and perspective taking. As part of the perspective-taking activities, participants were required to compose a few sentences describing the obstacles they perceived minority group members to be facing. Exercises related to setting goals included making clear and measurable goals related to different types of work environments, like deciding what to do in the future or engaging in regular behaviors. Pro-diversity attitudes and behaviors were found to persist months later when these activities were employed as means of diversity. After this training programs have been addressed for managers then we have some approaches for employees which can include things like skill building sessions, interactive and experiential training and awareness workshop above all, it's important for all organizations to have.

Always keep an eye on the workplace: Standard checking of the working environment can assist with distinguishing occurrences of separation and to make a brief move to address them. This could be accomplished by conducting surveys of employees, with the use of focus groups, or provision of regular trainings and meetings for employees to talk about diversity and equality issues.

Create a procedure for filing complaints and reports: Employees who have witnessed or experienced discrimination may be able to report it and seek assistance if there is a clear and accessible procedure for filing complaints and reports. This strategy ought to incorporate the means that workers ought to follow, the timetable for answering grumblings, and the help that representatives can get assuming they experience segregation.

Conduct investigations and take action: Employers should investigate any reported instances of discrimination as soon as possible and take the necessary steps to address them. Supporting the affected employee, disciplining the offender, or making adjustments to policies and procedures in order to avoid such incidents in the future are all examples of this. Even after coming up with the solutions to managing the challenges of a diverse workforce there are also some difficulties of implementing those challenges. I believe they include 5 basic difficulties and they include the

following; resistance to change if the organizations does not had any affirmative action from the beginning it becomes difficult to implement, some employees may be unwilling to accept changes to the workplace's culture, policies, and procedures relating to anti-discrimination, equality, and diversity. This could be brought on by apprehension about the future, a lack of comprehension, or discomfort with novel concepts and viewpoints. Employers can tackle this by including workers in the planning and implementation process and outlining the advantages of fostering equality and diversity in simple and understandable terms as soon as employment has been offered to the individuals. Another challenge is lack of resources; setting up a successful program involving diversity, anti-discrimination and discrimination and equality might be expensive, necessitating expenditures for employee education, training, and support. For small and medium-sized firms with tight funds, this might be difficult. Employers can get through this obstacle by prioritizing activities, utilizing technology, and utilizing available resources at the beginning of when company budget is formed. Unconscious bias is the third reason, Unconscious biases are ingrained prejudices and stereotypes that unintentionally shape our opinions, emotions, and actions. Employers may find it difficult to achieve a more inclusive and diverse workplace, as even good-intentioned employees can be influenced by their own unconscious biases. This is the biggest problem because it's our environment that shapes the way we behave. The best way for employers to address this is by offering unconscious bias education and challenging employees to confront their own preconceived notions. Legal requirements can be challenging for companies to be compliant and up to date with the laws relating to equality, diversity, and anti-discrimination because they can be complicated and continuously change and finally Limited representation, to ensuring that proper representation of individual who are employed are involved in workplace programs and activities can be difficult for employers, Particular attention should be paid to the representation of certain groups in the workforce, particularly if they are underrepresented.

CHAPTER VI

Conclusion and Recommendations

Conclusion

Businesses and organizations with a diverse workforce are well-positioned to service a wide range of external clients in an increasingly globalized market, as they possess a greater understanding of the requirements of political, socio-economic and cultural contexts. One of the major benefits researcher have found with having a diverse workforce is competitive advantage which is the greatest benefits any organization. The ability of a company to produce or provide service more effectively than its competitors is referred to as competitive advantage. Having a diverse workforce allows an organization to bring innovative ideas and problem-solving approaches to problem-solving, which can improve the organization's performance. Additionally, having a diverse workforce also helps companies to understand and interact with diverse customer groups, leading to higher customer satisfaction and market share growth in the global market. Companies with a diverse workforce will also have an inclusive culture which means that they have high levels of employees satisfaction and finally competitive advantage, is a commitment to helping a diversity in the workplace is always perceived as being approving by customers, employers and investors and this could result to improving brand recognition and image potential causing an increased market share and profitability. However for all this to happen it has to be controlled by a leader or management with good leadership because if the negatives cannot be controlled it can overwhelm or overshadow the benefits. Managers and those in leadership positions must possess the necessary skills and knowledge to effectively manage a diverse workforce in a manner that is advantageous to all. I would suggest appointing managers who are also from mixed racially and ethnically background to create a cooperate culture where everyone is represented. The researched focused on the challenges and discovered that discrimination was the most frequently challenged faced by management. The major strategies adopted by organization to manage the challenge is the training and if the shareholders understand this they be become world leaders in

diversity but firstly they should have affirmative action where training is basically to encourage sensitivity cross cultural difference and acceptance of others

Recommendations

Recommendations According to Findings

From our investigation recommendations were created to suit to a diverse organization

The organization should continue the increase in employing individuals from diverse background and experiencing as our world is increasing becoming multicultural, global and diverse with the help of migration. Having a diverse workplace will be increasingly popular trend so in other for companies to compete comfortably it becoming a necessity for companies to represent the population of their increasing diverse countries.

The leadership should start from the top which are the owners/shareholders and attention should be paid when electing leaders and hiring employees it should be a collaborative effort and don't be afraid to change and trust relationship buildings which is a building an environment where all voice are heard respected and considered.

The importance of effective communication in a diverse workplace should be a primary main focus and this doesn't have not to include just only verbal communication. Organization should find ways to promote good communication either through mentorship programs or employing or having interpreters or linguistic individuals to help effective communication because it reduces the conflicts in the environment organization. Clear precise and effective means of communication allows everyone from different background to understand each other effectively. Training should a compulsory and a priority and should be practiced in the organization. Solutions to prevent and solve all issues relating to diversity. Training will also provide feedback to facilitate the efficient operation in the organization to solve the problem presented and met specific updated training programs as diverse is constantly dynamic.

Recommendations For further research

Primarily the research included just confined to only 2 countries which were the United Kingdom and Cyprus. This means that our research findings might not show the true reflection of the other challenges that is going on around the world. There could have been challenges different for profit and non-profit organization and challenges could also be different for different parts of the world like the United

States of America? We could also compare with countries that didn't have or practices diversity culture to see if the challenges were the same. Also some of the challenges found could increase or decrease with the size of the firm? These are recommendation we could explore according to our findings.

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Appendices
<u>Consent form for the interview</u>

You may keep a copy of this form for your records.

Statement of Consent:

You are making a decision whether or not to participate. Your signature indicates that you have read this information and your questions have been answered. Even after signing this form, please know that you may withdraw from the study.

_____

_

I consent to participate in the study and agreed to be audio-taped.

_____

Signature of Participant Date

_____

Signature of Researcher Date

Informed Consent Form- Questionnaire

You are invited to participate in a research study about... An investigation into the issues faced when managing a diverse workforce.

This study is being conducted by [Dickson Nnanna

Ekwo] The research is self-funded.

There is only one criterion to participate in this study: (1) minimum of a year working experience with current organization

Please read the following statements fully and carefully. By proceeding to take the questionnaire, you are giving your consent.

I volunteer to take part in this MSC research questionnaire. I understand that the research aims to collect data on the issues faced when managing a diverse workforce. The data collected in this questionnaire will be used in a MSC thesis investigation.

1. I confirm that I have been given a copy, and read, the Participant Information above and fully understood the information it contained.

2. I understand that my participation in this project is voluntary. I and upon completion I will be rewarded with a 10-dollar apple gift card for my involvement.

3. I am free to withdraw from the project at any time, without reason.

4. I have read and understood that all data provided will be treated in strict confidence, and that my name and organization will be anonymized. I understand that my data will be kept, securely, for a period of 1 year after the interview, in accordance with the Data Protection Act 1998.

5. I understand that this research has been approved by Near East University Ethics Committee.

6. I have read and understood the explanation of the research project provided to me. I have had the opportunity to ask any questions and they have been answered to my satisfaction.

By proceeding to take this questionnaire, I agree to take part in this research project and to the above 5 statements. Any statements I have concern with I will discuss with the principle researcher prior to commencing.

*Please print or save a copy of this form for your records.

Appendices B

Short interview questions

An investigation of the issues faced when managing a diverse workforce

1. How do you and the company keep up to date with the latest news and practices in diversity and what resources do you apply?
2. What are the biggest challenges in having a diverse workforce? And how do you deal with them?
3. What diversity and inclusion training have you received and do you implement any training for employees
4. Who forms part of your diversity and inclusion team members? And how are they selected? What are the criteria for being selected? and how do you ensure everyone knows their responsibilities?
5. Please describe the ways you have promoted diversity in your current position?
6. How would you describe a typical day of a diverse manger?

Questionnaire

1. What racial/ ethnic group do you belong to? Please select the option that best describe you

White   Asian   Asian mixed   Caribbean   mixed
Caribbean
Mixed black   Black   other ethnic group

2. How do you describe your gender identity? Please select the option that best describe you

Female   male   transgender female   transgender male
gender variant   non-conforming   not listed   prefer not to say

 3. How do you like to describe your sexual orientation identity?

Heterosexual or straight   bisexual   I don't know   gay/lesbian
Something else

4. How would you rate diversity and inclusion in your workplace?

Strongly agree   somewhat agree   neither agree nor disagree   Disagree   strongly disagree

5. Do you feel that this organization values your unique backgrounds and experiences?

Yes   No

6. Do you think your organization offers equal opportunities for growth?

Yes   No

7. People of all cultures and background are valued here?
Strongly agree   somewhat agree   neither agree nor disagree   disagree   strongly disagree

8. If I had a concern about harassment or racism, I know where to make my complaint
Strongly agree   somewhat agree   neither agree nor disagree   disagree strongly disagree

9. When I speak up my opinion is valued?
Strongly agree   somewhat agree   neither agree nor disagree   disagree strongly disagree

10. I would recommend this organization as a great place to work?
Strongly agree   somewhat agree   neither agree nor disagree   disagree strongly disagree

11. I feel I am respected by my colleagues?
Strongly agree   somewhat agree   neither agree nor disagree   disagree strongly disagree

12. Your organization gives people from all backgrounds equitable opportunities to advance their career?
Strongly agree   somewhat agree   neither agree nor disagree   disagree   strongly disagree

13. I give permission for my response to be used for the purpose of this research?

Appendices C

Request for approval email documentation

NEAR EAST UNIVERSITY

SCIENTIFIC RESEARCH ETHICS COMMITTEE

02.03.2023

Dear Dickson Nnana Ekwo

Your application titled **"An investigation into the issues faced when managing a diverse workforce"** with the application number NEU/SS/2023/1501 has been evaluated by the Scientific Research Ethics Committee and granted approval. You can start your research on the condition that you will abide by the information provided in your application form.

Prof. Dr. Aşkın KİRAZ

The Coordinator of the Scientific Research Ethics Committee

Plagiarism Report

thesis

Yazar Ekwo Nnana Dickson

thesis

ORİJİNALLİK RAPORU

%7	%6	%2	%
BENZERLİK ENDEKSİ	İNTERNET KAYNAKLARI	YAYINLAR	ÖĞRENCİ ÖDEVLERİ

BİRİNCİL KAYNAKLAR

1	archive.org İnternet Kaynağı	%1
2	ir-library.ku.ac.ke İnternet Kaynağı	%1
3	dtpr.lib.athabascau.ca İnternet Kaynağı	%1
4	calssassignment.blogspot.com İnternet Kaynağı	%1