

ETHNICITY AS AN ASPECT OF WORKPLACE DIVERSITY AT ORGANIZATIONS AND INTERNATIONAL SOCIETIES

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Abstract: *Ethnic diversity stands as a hallmark of human civilization, shaping societies, cultures, and interactions in profound ways. In an increasingly global company environment, hiring and managing a staff that is diverse in terms ethnicity is essential to accomplishing strategic business goals. The article begins by delineating the conceptual underpinnings of ethnic diversity, elucidating its complex interplay with factors such as history, migration, socio-political dynamics, and globalization. Through an exploration of various theoretical frameworks and empirical studies. Using a variety of databases, including Science Direct, Springer, Google Scholar, EBSCOhost, JSTOR, and Elsevier, this article employed a qualitative methodology to thoroughly evaluate the body of existing literature in order to find numerous research articles pertaining to ethnic diversity at workplace. This article's conclusion promotes a comprehensive understanding and appreciation of ethnic diversity and ethnic variety that goes beyond oversimplified narratives and embraces the diversity of human experience.*

Keywords: Ethnic diversity, Ethnicity, cultural diversity, workforce diversity, diversity management, human resources

JEL classification: J61, L21, L22, L25, M14, O15, O31, R23

Introduction

The acceptance of ethnic diversity has been significantly influenced by globalization and workforce diversity programs like affirmative action policies. Cities with varied populations may grow quicker for a variety of reasons. One of the most salient dimensions of team heterogeneity is ethnicity (Alesina and La Ferrara, 2005). Ethnic diversity can boost productivity through a variety of approaches to problem-solving or ethnic minority entrepreneurship, as well as draw in human capital, visitors, and businesses. Furthermore, ethnicity is one of the elements of diversity. It is among the most important aspects, traits, indicators, and components of a person's, a group's, or a community's identity (Žagar, 2019). Ethnic diversity has been a major economic force in international business because of its benefits. Makokolo (2005) defined ethnicity as a collection of tribalistic individuals. Migration and growing ethnic diversity's effects on social cohesion and in particular, generalized trust have been a contentious topic among academics, decision-makers, and the general public in recent years. (Campbell, 2007; Cheong, Edwards, Gouldbourne, and Solomos, 2007; Putnam, 2007; Schildkraut, 2007). Furthermore, the demographic developments that have coincided with the rise in ethnic diversity have a significant impact on the composition of the labor force (Oerlemans et al., 2008). Nevertheless, the degree of ethnic diversity is seen to have a big impact on a countries' political and economic growth (Ahlerup and Olsson, 2012). Most firms now have a workforce that is ethnically varied due to growing rates of globalization, development, and migration these organizations' human resource management must operate within the framework of a very ethnically diverse team. The composition of the workforce has shifted both domestically and globally due to

globalization and dispersed workforces. Global demographic trends suggest that low birthrates and elderly populations in many industrialized countries may lead to labor shortages that cannot be filled without bringing in immigrants and migrants, further diversifying the labor force (Heitner, 2018). Hence, a rising amount of study is being done on the advantages and successes of hiring employees from different cultural, nationality. The main objective of this study is to examine recent studies about ethnicity as a dimension of workplace diversity. In particular, thirteen articles published between 2011 and 2020 were analyzed.

Literature Review and theoretical background

1.1. Ethnicity definition

Ethnicity is a complicated term, encompassing not just physical characteristics but also aspects of culture including nationality, religion, and identity (Aspinall, 2009).

Heterogeneity in mother languages, religions, races, and civilizations is implied by ethnic diversity (Alesina and La Ferrara, 2005). It is typically determined by the person's or his or her parents' country of birth. Diverse conventions, knowledge bases, skill levels, and information sets are also coinciding with ethnic diversity (Lazear, 1999; Morgan and Vardy, 2009). A team that is ethnically diverse may have members from a variety of languages, faiths, races, and cultures (Katsiaficas et al., 2013). It may also refer to a socio-cultural team made up of several individuals from various ethnic groups inside a business or organization.

The definition of "ethnicity" is "the social group to which an individual belongs and with which they either identify or are identified by others, due to a mix of cultural and other factors, such as language, diet, religion, ancestry, and physical characteristics (Bhopal, 2004) that are shared by individuals in the same group (European Commission, 2017). Ethnic diversity is also called cultural diversity and it represents a group of individuals with different national and cultural backgrounds.

1.2. Benefits of Ethnic diversity

Ethnic diversity may improve corporate performance, through the introduction of a larger range of ideas, improved scrutiny, or improved access to international markets (Nathan, 2016). Furthermore, because a broader pool of talents and knowledge fosters complementarity and (mutual) learning, ethnic diversity would improve team effectiveness. For instance, teams with a diversity of ethnic backgrounds tend to be more creative and innovative because of their complementarities and learning opportunities (Alesina and La Ferrara, 2005; Lee and Nathan, 2011; Ozgen et al., 2013). Ethnic diversity has been widely adopted as a result of globalization and the use of workforce diversity programs like affirmative action policies. Ethnic diversity has been an economic engine in international business due to its benefits (Makokolo, 2005).

Additionally, increased productivity (Ager and Bruckner 2013), higher rates of new start-up intensities among highly skilled workers (Rodríguez-Pose and Hardy ,2015), and larger increases in wages and rents (Ottaviano and Peri 2006) are all effects of ethnic diversity on the performance of organizations in the regional economy. These effects are particularly pronounced in the presence of well-grounded informal institutions like social trust (Kemeny, 2012). Hence, effects of ethnic diversity increased productivity in the regional economy that impact the organization performance (Ager and Bruckner, 2013), greater rates of fresh start-up intensities among highly qualified workers (Rodríguez-Pose and Hardy 2015), as well as greater rises in wags and rents (Ottaviano and Peri, 2006). These effects are particularly pronounced in the presence of well-grounded informal institutions like social trust (Kemeny, 2012).

1.3. Ethnicity importance

Because ethnicity is a highly delicate political and social phenomena, researchers must assess the social context in order to determine the continued applicability of any study that uses ethnicity as a diversity feature (Pitts and Jarry, 2009). Organizational diversity in terms of race and ethnicity is rapidly increasing. Because of this, academics are becoming increasingly interested in the effects of growing diversity, and effectively handling ethnic diversity is now regarded as a crucial strategic requirement for organizations (Leslie, 2017).

The demographic changes that have coincided with the increase in ethnic diversity have a significant effect on the composition of the workforce (Oerlemans et al., 2008). Thus, diversity in ethnic and migrant is increasingly viewed as crucial to innovation (Ozgen et al., 2013; Østergaard et al., 2011; Kemeny, 2012; Nathan and Lee, 2013; Parrotta et al., 2014). Additionally, an alternative perspective posits that ethnic diversity could facilitate enterprises' access to international markets through personal relationships or local knowledge (Docquier and Rapoport, 2012). Additionally, ethnic diversity can increase productivity through a variety of approaches to problem-solving or ethnic minority entrepreneurship, as well as draw in human capital, visitors, and businesses (Lee, 2011). The sociocultural mixed embeddedness hypothesis (Kloosterman and Rath, 2001) states that interactions between people with various cultural backgrounds might result in advantageous results like more creativity, productivity and innovation (Ozgen et al, 2014).

1.4 Diversity and Ethnicity

Managing diversity in the workplace has become essential in the twenty-first century due to the rise in the number of varied persons, especially ethnic minorities, joining businesses (Carrim, 2019). The increasing ethnic diversity in organizations over the last 20 years has drawn more attention to this topic from academics. Businesses can only be successful if they can effectively courage ethnic diversity. Additionally, we live in a diverse world every day. We constantly interact with people from a variety of various backgrounds wherever we live and work. Here, "diversity" is used as a catch-all term to acknowledge that, despite their numerous similarities, people differ in their life experiences and attributes, including gender, age, race, ethnicity, physical ability, religion, and beliefs. Consequently, ensuring that ethnic diversity is fully embraced within the company in a borderless mindset and a core commitment are essential for any firm to succeed (Kirop and Wanjere, 2017).

The phenomenon of cultural diversity is growing across many nations due to migration and globalization. It is difficult for service providers in these nations to comprehend and meet the linguistic and cultural needs of varied populations. Because of this diversity, service providers must understand the cultural needs of their clients and be able to offer services that are appropriate for their cultural context (Stauss and Mang 1999, Sharma et al., 2009). Furthermore, migration, globalization, social justice movements, and other trends have made it a crucial issue for organizations in many nations to address the representation of diverse groups and their interactions (Choi, and Rainey, 2014).

Diversity is becoming more and more trendy in countless countries as the globe gets closer to becoming a more globalized place. Previous studies have addressed the reasons against and in favor of increasing ethnic diversity in the workplace (Ahmed, 2019). Figure (1) illustrates domains of practice for managing cultural ethnic) diversity.

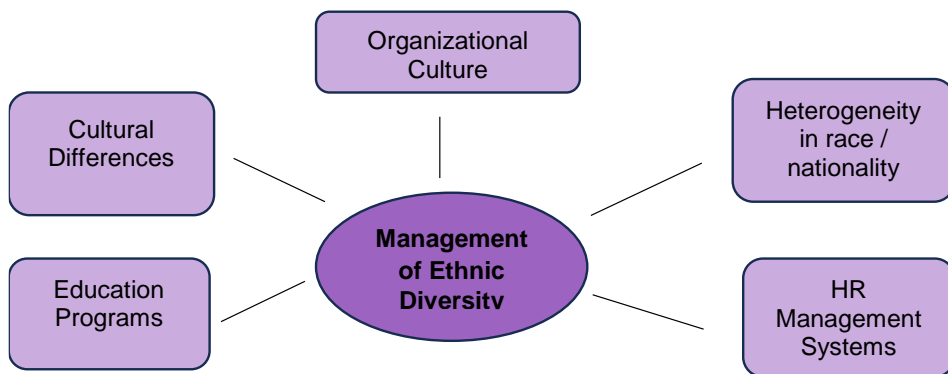


Figure 1: Spheres of Activity in the Management of Cultural Diversity

Source: Author construction based on (Cox and Blake, 1991) *The Executive*, Vol. 5, No. 3 (Aug. 1991), pp. 45-56,

1.5 Diversity management

The concept of diversity refers to the fact that people differ on a wide range of visible and invisible aspects, including gender, ethnicity, race, religion, age, marital status, social status, handicap, and sexual orientation (Kossek et al., 2006). Diversity management gives the organization a competitive edge in a number of areas, the primary ones being organizational flexibility, creativity, talent acquisition, and problem-solving (Botika, 2018). Furthermore, it poses concerns regarding how to quantify and operationalize the effects of ethnic diversity in businesses and society at large (Ozgen et al., 2013). Diversity management recognizes and benefits from individual differences, enabling each person to realize their greatest potential. Moreover, it has been suggested that addressing disparities based on personal characteristics, such as gender and race, will help to reduce labor market segregation (Tatli, 2011).

1.6 Challenges of Ethnicity

Research indicates that companies use ethnic minorities as a personnel tactic to maintain low salaries (Soni-Sinha and Yates 2013; Ortlieb and Sieben, 2013). However, employing immigrant labor is associated with higher profitability and reduce wage increases for businesses (Alt and Iversen , 2017). Minorities often have lower positions, temporary employment, and lower incomes than the majority, even in organizations that support and value ethnic diversity (Bendick et al., 2010; Romani et al., 2018). Accordingly, organizations can also create value by using only labor (Ortlieb and Sieben, 2013). Employers typically view immigrants as flexible, hardworking, and submissive, especially in entry-level positions without formal requirements, where they are perceived as less demanding than native workers (Waldinger and Licher, 2003; Friberg and Midtbøen, 2018; Orupabo and Nadim, 2020). Thus, Umblijs et al. (2023) find in their study imply that paying immigrants less than native workers in order to discriminate against them will not boost business productivity or promote economic growth. Since many immigrants these days are highly qualified professionals entering western firms, organizations now have particular challenges in embracing the ethnic identity of migrants into organizational cultures. They encounter discrimination and are not given the support they need to grow in their careers (Carrim, 2019).

2. Research Methodology

This research is a literature evaluation of academic publications published in the last fourteen years (between 2011-2020), with the goal of critically evaluating and summarizing

the peer-reviewed studies regarding ethnicity as dimensions of workplace diversity. This research uses qualitative methodology because it is a descriptive study. We conducted a systematic literature review to review the literature on ethnicity diversity. Thus, this study does a thorough evaluation of the literature on "ethnicity diversity" According to Tranfield et al. (2003), the creation of a systematic literature review is distinguished by the application of a rigorous and objective research process designed to reduce researcher bias.

2.1 Methods of Search and Sources of Data

This study has attempted to systematically analyze the existing literature on ethnic diversity. Initially, the data were extracted by first scanning through the abstracts of the study, before having an in-depth study to identify the appropriate themes (issues) as well as discuss them. The methodology is summarized in this section. In order to provide the most accurate and broadly applicable statements on a given topic, issue, or question, systematic literature reviews synthesize the available data in a transparent manner (Waddington et al., 2012).

The literature review method used in the current study involved five steps: identifying the time horizon, database selection, article selection, article classification and analyses.

Step 1 – Time horizon: The period of analysis covered the 14 years from 2011 to early 2024.

Step 2 – Database Selection: We used the most commonly used databases as a source to identify the relevant articles: Science Direct, Springer, Google Scholar, EBSCOhost, JSTOR, and Elsevier.

Step 3 – Article Selection: Since Ethnicity and ethnic diversity were the core of this literature analysis, they used for Kew words in addition, we used a combination of search terms with the word diversity management to identify as broad a sample of articles we could find. So, the stage of selection involved a careful screening of the identified articles, selecting the most eligible articles that seemed relevant to the goal of the study at the end of this stage, 12 articles were selected, while 45 articles were excluded.

Step 4 – Article Classification: The review's goal was met by classifying the articles into two groups: ethnicity related to economy, migrant and political issues, and ethnicity as workplace diversity.

Step 5 – Analysis of Classification: Comprehending ethnicity as workplace diversity research was the ultimate goal of the phase. In line with earlier evaluations of the literature Chen et al., 2012), the following sub-topics were generated (1) subject themes, (2) year, nature of research. Table (1) summarizes the selected literature for the research analysis and provides a general overview of many key findings.

Table 1: Summarizes the selected literature for the research analysis

Author/ Year	Research Outcomes
Abdullah and Ku Ismail (2017)	Ethnic diversity should be encouraged because the stakeholders, and more importantly the consumers, are from various ethnic groups.
Chaudhry and Sharma (2016)	The diversity in terms of gender and ethnicity both represents an opportunity as well as a challenge for the organization to make a significant place in the global market.
Janssens and Zanoni (2014)	The study demonstrated how important HRM is in ensuring ethnic equality inside the company.
Hsiao (2020)	The results supported the mediating roles of job satisfaction and affective commitment in the association between employees' turnover

	intention and their perception of ethnic diversity. The aforementioned study validated the value of ethnic variety in Asian hospitality establishments and underscored the global significance of diversity management.
Kirop and Wanjere (2017)	The study also demonstrated that employees from diverse ethnic backgrounds can provide a company with a greater range of solutions to issues related to resource allocation, sourcing, and service. In addition, ethnic diversity also positively affects the organizational performance
Kifordu and Ejindu (2022)	Banks should maintain and improve their ethnic diversity management since it will significantly boost organizational performance. Ethnic diversity has positive and significant effects on organizational performance
Leslie (2017)	The study revealed that differences in ethnic status are likely to enhance both the cohesion or social experiences and performance of the work unit.
Nathan (2016)	The research reveals favorable relationships between cultural (ethnic) diversity and performance for larger, knowledge-intensive businesses, as well as good firm-city interactions for both younger, smaller businesses in secondary metro areas and larger, knowledge-intensive businesses in London.
Ozgen et al. (2014)	For firms, the capacity to hire qualified immigrants from a variety of cultural backgrounds will boost their competitiveness and innovation-generating potential
Parboteeah, et al. (2014)	The outcome demonstrated the importance of HRM in managing ethics and ethnic diversity.
Verma (2020)	The study shows how various diversity factors such as age, gender, and ethnicity can impact and contribute to an organization's competitiveness by improving employee productivity, performance, and job satisfaction through enhanced attitudes, creative thinking, and inventive employees' abilities.
Zoogah (2016)	The findings demonstrated how human resource management affects both ethnic (tribal) diversity and organizational performance.

Source: Authors' editing

3. Discussion and findings of the studies

Based on the systematic literature review conducted for this paper, the results of the systematic literature review revealed the significance of ethnic diversity to organization's competitiveness employee productivity, organization performance, cohesion or social experiences and performance of the work unit and how important human resources management HRM is in ensuring ethnic equality inside the company also the results proved the influence which human resource management has on ethnic diversity. Total of 3 out of the 12 articles focused on the relationship between human resource management and ethnic diversity in different organizations, the rest of the articles (9) articles discussed focused on different issues about managing and adopting ethnic diversity those issues as follows:

- Ethnic diversity should be encouraged because the stakeholders, and more importantly the consumers, are from various ethnic groups.
- Ethnicity gives opportunities for organizations to make a significant place in the global market.
- job satisfaction and affective commitment in the association between employees' turnover intention and their perception of ethnic diversity.

-Employees from diverse ethnic backgrounds can provide a company with a greater range of solutions to issues related to resource allocation, sourcing, and service. In addition, ethnic diversity also positively affects organizational performance.

-The differences in ethnic status are likely to enhance both the cohesion or social experiences and performance of the work unit.

-Companies that adopt ethnic diversity boost their competitiveness and innovation-generating potential.

-Ethnic diversity can impact and contribute to an organization's competitiveness by improving employee productivity, performance, and job satisfaction through enhanced attitudes, creative thinking, and inventive employees' abilities.

In summary, these articles collectively emphasize the importance of ethnic diversity for organizational success and highlight HRM's pivotal role in managing ethnic diversity and fostering inclusive workplaces.

4.Limitations

While this study provides valuable insights into the benefits of ethnic diversity in the workplace, it is not without limitations. First off, the range of viewpoints and approaches that were taken into consideration might have been limited by the dependence on a systematic review technique. In order to gain a deeper understanding of the intricate dynamics surrounding ethnic diversity within businesses, future study could investigate different approaches, such as qualitative interviews or quantitative approach through surveys and questionnaires, and longitudinal studies. Furthermore, there is potential for investigating the difficulties and negative effects of ethnic variety, such as unconscious prejudices, intergroup disputes, and communication hurdles, even if the main focus of this study is on its benefits. To give a more thorough understanding of how ethnic diversity affects different organizational concerns, such as leadership, decision-making procedures, and organizational culture, social cohesiveness, sense of belongings connectedness, community ethnic diversity future research could focus on these areas. This is due to the importance of ethnic diversity in companies from all sectors and all international societies around the world.

5. Conclusion

Ethnic diversity in the workplace is crucial in an increasingly globalizing world as marketplaces are growing more varied and interconnected. It is clear from a review of several research findings which are presented in the table that encouraging ethnic diversity in organizations has several advantages and offers special unique opportunities.

As globalization, development, and migration continue to rise, organizations must deal with workers from a variety of linguistic, cultural, ethnic, and orientation backgrounds who must collaborate to achieve the organization's goals.

Additionally, it becomes clear that HRM plays a critical role in managing ethnic diversity in organizations. In addition to advancing equality and diversity, effective HRM techniques also create a nurturing atmosphere that allows varied talent to flourish. Research highlights how employees' perceptions of ethnic diversity are shaped by elements including job satisfaction, dedication, and cohesive work units, which in turn affect organizational outcomes. Moreover, the findings highlight the strategic advantage of ethnic diversity in enhancing organizational competitiveness and market adaptability. By leveraging diverse factors such as age, gender, and ethnicity, organizations can cultivate a dynamic workforce that drives innovation, productivity, and customer satisfaction.

Eventually We believe that this evaluation will help future scholars have a thorough grasp of the state of the field's research as well as potential directions for future investigations into ethnic diversity. Our findings will motivate additional worldwide research in the domains of diversity and diversity management.

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