Workplace Issues and Organizational Performance: A Critical Literature Review

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Abstract: *This study is aimed to critically examine the theoretical framework of human resource diversity along with prevailing issues. It underlines various ways to resolve these pertinent issues resulting in improved organizational performance. The paper attempts to highlight the mediating factors between employees and organization (inclusive environment, motivation, mentoring, training, team building, better coordination, management support, better communication, etc) to make a strong relationship between them.*

Keywords: human resource Diversity, Employees' Need, Organizational need

1. Introduction

Diversity is considered to be important not only in organizations but also in other sectors like service, manufacturing, etc. It has been posited by authors that while working together, there is an interaction among different individuals in terms of their innovative and creative insights that will lead to accomplishing the organizational objectives (Fujimoto, Y., Hartel, C. E., & Hartel, G. F.,2004., Van Knippenberg; Guillaume, 2012). The human resource diversity is the study of applied behavioral science which includes economics, management, anthropology, education, political science and organizational development, etc that is applied as a group level, organizational, individual and societal level (Michael Brazzel, 2003). Each coin has its two sides similarly in the case of diversity which has both the positive as well as a negative impact on the organizational performance.The researcher has delineated that diversity is intrinsically good for the organization to achieve improved coordination and decision making in the organization (Dessler, 2000; Rice, 1994; Sheridan, 1992). According to the Harvard Business Review, (2018) on an employee retention inclusion is important than the other factors of diversity like gender, disability, age, language, etc. For instance, people belong to a certain religion were not allowed to offer prayers in the working hours similarly in case of anindividual who hides their identity because of losing their jobs. For a peaceful environment, the workplaces should be healthier in terms of the various aspects like sexual harassment, sexual assault, gender discrimination, threats, and punishments, etc so that employees may work more efficiently in the organization (McDonald, P. 2018)

2. Diversity and Diversity Management

The concept of diversity was originated from the U.S in the 1980s (Meena and Vanka, 2013). A good organization is a mixture of teams and their work. Diversity refers to the differences in the perception of one employee to the other employees (Jackson, 1992; Triandis, 1994; Williams and O' Reilly, 1998). These differences in perception are found due to the different variables of diversity like age (Richa Gupta, 2013), gender (Kavita Meena, 2013), educational background, religious orientation, race, ethnicity (Williams

and O' Reilly et al., 1998).Diversity creates innovation, creativity, productivity, and flexibility in the organization (Kundu, 2003).Diversity management is viewed as utilizing, allocating, understanding and analyzing the individual differences among the employees to accomplish the organizational goal and directed towards a benefit (Kundu, 2004).Diversity Management makes the development among employees with different backgrounds people possessing diverse people, skills, innovation, ideas in the organization.

3. Literature Review

India is one of the fastest-growing sectors which contributes to the GDP from 3.7% in 1961 to 7.1% in 2018. With the diversity along with enhanced human capital. Supreme Court in 1966 gives a chance for "right to travel" where skilled, unskilled and qualified individuals migrated from India. But several issues have been found like hiring overseas employees in Indian companies, immigration issues with the changes in the US policies and outsourcing issues of different individuals, US companies forced the Indian companies to hire the employees of its own country in the US. The localization issue where Indian companies which were set up in the US demands to hire their employees. Over this Infosys has declared to open the large center in Hartford with 1000 American employees in the recent (2022), Analytics India Magazine. Meena, K., & Vanka, S. (2015) has discussed the sociocultural differences along with the demographic factors. Sociocultural factors may consist of caste, religion, and language. Apart from it, the demographic factors may consist of gender, age, physical disability, region of origin, sexual orientation. (Meena, K., & Vanka, S. 2013) the study categorizes the diversity as visible, partially visible, partially deep and deep. Visible diversity may consist of gender, age, and physical disability. Partially visible include religion, a region of origin, physical disability. Partially deep are language and caste and deep include the sexual orientation which affects the organization. (Meena, K., & Vanka, S. 2013) identified HR practices into the soft and hard approaches.Both of these approaches benefit the organization in terms of the performance and attitude of people. It also includes mentoring, training, recruitment and other initiatives to the employees which surge the performance of women and the LBGT group.As the condition of these two is not that satisfactory.

(Rothboeck, 2001) identified that the women at a higher level in organizations are less in numbers similarly in the case of minority employees. Many organizations like IBM, Wipro, Genpact, PepsiCo, etc focus on the diversity and hiring women, disabled people, minorities, LBGT (Shen,2009). Diversity also refers to the differences within the group, individual and peer (Harrison & Klien, 2007) and these differences may lead to the threat and difference in opinion that ultimately affecting the organizational culture and performance (William & O'Reilly, 1998).An organization cannot work alone itself but a team and its coordination of employees lead to better productivity and increases the organizational performance. (Van Knippenberg, 2007). Diversity is positive when both employees and organizations share their views and attitude towards diversity. Similarly, diversity is positive when both employees and organizations value diversity management (Soni, 2000). Better organizational policies their practices serve the organization its value and care for them (McKay, 2009).In business, the support of the employer and employee impacts the organization's performance.As a consequences stress comes into the life of an individual. A better personal life of an employee and its family factors improves the quality of work-life balance. Work-life balance can be quantified in terms of employees' time saved, employee retention, increased motivation, lower absenteeism, increases productivity and finally decreases health cause, illness, stress Lockwood, N. R. (2003).

4. Studies on the issues of diversity

Author	Aim of the study	Method	Variables studied	Discussion
D.L Van Knippenberg (2007)	Understanding diversity	Conceptual paper	Social Categorization modelis elaborated	Group performance enhance the performance at the workplace
Harold Andrew Patrick and Vincent Raj Kumar (2012)	Diversity issues and challenges	Empirical paper	HR practices independent and performance is dependent	Employees performance increases by eliminating workplace discrimination
Richa Gupta (2013)	Workforce diversity and its relation with organizational performance	Review paper	Ethnic, Age, Gender are independent variables	The mediating factor affects performance like an inclusive environment, motivation, mentoring, team building, etc.
Kavita Meena and Prof Sita Vanka (2013)	Practices and strategies adopted by the company in managing diversity	Theoretical paper	Hard and Soft approach like recruitment, selection, career development are dependent variables and training, mentoring, workshops are dependent variables, etc	Positive effect and uplift the women and physically disabled
Subhash C. Kundu, Jahanvi Bansal and Arshinder Singh Chawla (2015)	Diversity management through HR strategies and policies	Review paper	HR diversity management practices like recruitment, selection, training, etc	Diversity positively impacted on an individual, group and organizational performance
Subhash C Kundu and Archana Mor (2017)	Workforce diversity and organizational performance: A study of IT industry	Empirical paper	Organizational culture and its factors are independent while performance is dependent	Employee perception is positively related to the organizational performance
Handayani, S. Suharnomo Yuniawan, A. Wahyudi, S. Udin Wikaningrum, T	Managing workplace diversity for sustaining organizational competitive advantage	Review paper	Workplace diversity factors are independent and organization is a dependent variable	Managing diversity is important than the race and gender and other variables of diversity

5. Diversity issues in the workplace

There is a low-level female representation at a senior level similarly in the case of minority employees in the organizations (Rothboeck, 2001). (Parasuraman, S., & Greenhaus, J. H. 2002) the other challenges which are found at the workplace are raising children, care of family pressure, less support, personal issues, single mother child-woman, etc which makes an ultimate consequence of stress and conflicts between the families. There is also a need for an inclusive environment of diversity where every individual feels comfortable to express their views and being accepted, being valued in the environment of the different organizations (Nishii, 2012). Communication and language are also one of the issues while working in a different environment. For instance, South Indian while working in an organization are not swiftly comfortable to join the company of the North Indian because of the language and communication barrier. Gender inequality is one of the most prevailing issues in India which is evident by looking at unequal pay to women at the senior positions. Furthermore, sexual harassment (Berdahl, 2007), bullying, exploitation are also found (Singh, 2019). The various factors behind the growing gender inequality is in the form of economic factors like (social inequalities, right in property for man only), social factors (dowry, gender violence in the form of rapes, sexual harassment, sexual assault) cultural factors (son got a priority in religious ceremonies, the title of family names, qualities, and its status), legal and political factors (discrimination for women in terms of education, employment, empowerment,partiality in terms of property and legal rights as per the Hindu Succession Act 2005). According to the 2011 census of India, the female literacy rate is 65.46% as compared to men 82.14% which means that women are still lacking behind. Unequal pay and job discrimination is also a major issue that leads to a decrease

in performance appraisal of employees like job dissatisfaction, mental stress, breakdown, etc.

6. How these issues can be resolved

Table 1: Workplace Diversity Issues

Low female representation	Inclusive environment	Communication and language	Unequal pay and job discrimination	Sexual orientation
recruit at every level i.e. top, middle, lower	better ideas, opinion,	training, mentoring,	Policy implementation against discrimination,	strict actions and laws,
benefits like maternity leaves, safe environment, etc	good decision making lead to a stress-free environment	programs for increasing productivity and coordination,	Train and educate workers against discrimination,	Counseling,
	giving equal respect leading to a sense of belongingness.	Language courses,		

Source: Prepared by Researcher

6.1 Low-level female representation

State Street Global Advisors (SSGA) states that across the globe it has been criticizing the low representation of the females and stressed for increasing the female participation in companies but the SSGA further announced that around 500 companies failed to show its progress that represents the diversity report. To resolve this serious issue there is a need to recruit the female employees at all levels in the organization i.e., top-level, middle level, and lower level. Maternity leaves shall be granted to them because mothers also take care of their children. A big issue of low female representation is the sexual harassment, abuse, mental torture has found at workplaces and this serious issue must be controlled in a manner that the female employees work peacefully and also help the women to come forward and prove their talent.

6.2 Inclusive environment

The employees who are working in the organization not always being motivated by the bonus, incentives, rewards, etc but the sense of getting an equal respect in terms of employees belongingness, respect and being valued is necessary for them to work efficiently in the organizations in simple words climate for inclusion (Nishii, 2012 ; Shore, 2011). There must be also a stress-free environment in which every individual feel free to share its opinion, ideas without fear of fire from the job because creative ideas lead to a better decision in the organization.

6.3 Communication and language

According to the 2001 census of India, there are around 120 major languages out of which 22 languages are listed under the 8th schedule of the constitution of India. Language is the major barrier while working together, for instance, Koreans were not readily accepted to join the company of the US individuals and Indians informally because of their native language. For the better results in the organizations, the cooperation among employees is necessary. It has been found that employees who used their native language while working together may create a problem of coordination hence reduces productivity. In Japan, Korea employees work in their native language so, those employees face difficulty if their first language is English. For increasing productivity and coordination in the organization, there is a need for training, mentoring, short term classes, a language course

that will give benefit to employees to learn the other language.

6.4 Gender Inequality

Gender Inequality means discrimination between the man and women at the legal, social, economic, and organizational aspects. This is one of the major barriers in the workplace. New laws enacted in Companies Act 2013 that every public company appoints one woman director that makes women into power. Sexual Harassment of Women at Workplace (Prevention, Prohibition and Redressal) Act 2013 states all the complaints, gender sensitization at workplace inclusion and gender diversity. For every successful nation, equal participation of men and women is necessary. Women need to be education sensitive. Equal knowledge shall be imparted among women. The proper valuation of women needs to be focused on. Women also get into power at a political level, social level, economic level, and cultural level. This will upgrade the women's condition in India.

6.5 Sexual orientation

This is one of the issues that India is suffering from.A brutal attack on women, rape, murder, bullying, sexual harassment (Berdalh, 2007), mental stress, exploitation, etc have found at the workplace. The government should show its serious concern towards this issue.This can be resolved only if strict laws and actions were taken up, filing complaints, proper counseling center, awareness among people, etc. For this concern, many MNC's and IT organizations give vantage to LBGT groups. Society is now accepting this group and starts collaborating with them. Proper awareness campaigns on social media and the internet elevate their status. Supreme Court also considers them as 'third gender'.The Unique Identity numbers and voter card facilities are also open to them.

6.6 Mediating factors between employees and organization

An organization works effectively and efficiently when both the forces collaborate which is employees and organization. Diversity leads to higher performance (McKay, 2008). (Nishii, 2012) for employees' inclusive environment is the foremost need rather than a top position and manages diversity efficiently (Groggins & Ryan, 2013). In addition to this, respect, being valued and equal treatment among employees in the organization is also necessary for

employees. Furthermore, motivation leads to better organizational performance. Intrinsically motivated employees work freely and share their thoughts whereas extrinsically motivated employees perform their work in pressure and also not share their valuables view with others (Meyer, 2004, 2006). Working as a team or as a group requires proper training which is in the form of orientation training, refreshers training, etc given to the employees so that their morale of doing work will be high and reduce differences, conflicts (Coleman, 1994). Training is categories into an awareness-based (employees' knowledge, diversity issues) and skill-based (employees behavior and its dynamics). Mentoring excels in a career of employees in terms of job satisfaction, commitment (Ragnis, 2000). Diverse team building enhances organizational performance and better decision making because a team can work efficiently rather than an individual. Management support includes each level of management that is top, middle and lower-level support.Framing policies and executes it properly. Similarly, good communication between a peer and the different individual groups helps in decision making. The table mentioned below would explain the relationship between employees and the organization.

Table 2

Employees	Inclusive environment Motivation Mentoring Training Team building Better coordination Management support Better communication	Organization

Source: (Richa Gupta, 2013)

7. Discussion and Conclusion

This paper presents a theoretical aspect of some prevailing issues of diversity in India. This paper highlights the key problems like low female representation, inclusive environment, gender inequality, communication and language, and sexual orientation, etc. It also explains how these issues can be resolved effectively and efficiently so that organizational performance can be increased. Other issues provide scope for future research in this area. A good organization would have a better commitment and coordination of employees. The mediating factors between employees and organizations build a strong relationship between them. Employees need an inclusive environment, motivation, mentoring, team building along with better management support and good environment policies. Rather working on different schemes, programs, and commission for women.If proper and valid actions are taken then these issues will change into a better society and a good environment. This study should also be empirically tested for better future results. India needs to look forward to these serious issues and take strict actions against it. As an educated woman will educate a generation in the same way if issues like discrimination, sexual orientation, rape, murder, stress, exploitation, etc will be reduced than a workplace is said to be healthy.

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