

Cultural Diversity in Organizations and Human Resource Development Programs: A Psychological Analysis

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Abstract

Introduction: Managers make decisions about matters relating to cultural diversity using their cultural expertise since they are aware that cultural awareness and cultural diversity are subjective concepts. Human resource specialists are not supporting the procedures that allow managers to address cultural diversity because of organisational constraints.

Objectives: This study aims to examine the part that human resource management (HRM) plays in handling cultural diversity at the correctional service organization by using a qualitative technique and descriptive scheme. 24 managers were chosen by non-probability purposive samples from the population of 42 managers at the head and regional offices.

Results: This results in favoritism that lowers morale and increases turnover rates. Furthermore, managers lack the knowledge and skills necessary to integrate organizational strategies and policies into cultural diversity.

Conclusions: In summary, cultural diversity in HR development offers firms a wide range of advantages and opportunities. Companies may foster an inclusive and equitable workplace where people from different backgrounds can flourish and contribute their distinctive ideas and talents by accepting and fostering diversity of culture.

Keywords: Competency, Culture Diversity, Human Resource Management (HRM), Organisation development, Abilities, Psychological Behavior

1. Introduction

The concept of fostering an inclusive workplace for people from many cultures within similar organizations is at the heart of cultural diversity in the workplace. It permits the blending of varied abilities and viewpoints within the same organization. When maintained properly, this variation can provide a significant competitive edge. The cultural variety gives people a wider field of vision and comprehension, which enables businesses to approach issues in more creative ways. Diversity seems to be a crucial component required to find solutions. Workplaces have changed significantly over the past few decades, mostly as a result of globalization. Organizations increasingly reflect the diversity of their society (Amrutha 2019). HR development is a crucial part of business restructuring, regardless of whether the objective is to build organizational facilities, improve organizational skills, or encourage knowledge, creativity, or other organizational traits. Studies and business experts alike concur that in dynamic companies, spending on human resources pays off. This is particularly true right now, as companies that leverage innovations and skills are well-paid. In this circumstance, human resource development is a key component of sustained organizational performance (SOP) (Rasool et al., 2019). Stress, however, can cause someone to lose their life if it exceeds their capacity to survive as a physical, social, psychological, and spiritual being. Next, often without the individual even realizing it, her creative aptitude aids her in better managing anxiety. Following that, a person's capacity for creativity can "lead" them into some stressful situations which are related to the desire for their manifestation as well as to the clash among creative and reproducing (stereotypical) society patterns of routine. The job of an employee is very important, and the labor

market is always changing. When offered the choice of their work schedules, employees become more motivated and stay with a company longer. Since this paradigm shift, there has been a growth in employee autonomy, scheduling of interruptions for employee requirements, participation of employees in decision-making, modeling of work environments, and a growth in employee creativity and productivity. In redefining HRM to meet contemporary expectations, it is crucial to fully comprehend these elements because job efficiency and happiness have significant effects on the sustainability of HR procedures (Davidescu et al., 2020). The performance of a company is also greatly impacted by HR, and senior management views HR as a competitive benefit for organizational success. To reduce threats and hurdles and preserve market competitiveness, this can lead to innovation, sustainable efficiency, and the efficient use of company resources. To manage and use their resources sustainably, organizations have been compelled by quick technology advancements and active market changes that present numerous difficulties for both sustainable and economic development. The problem of achieving a balance among resource consumption and economic growth forces companies to adopt environmental friendly business practices which enhance their economic, social, and environmental efficiency (Mousa & Othman, 2020). The goal of cultural diversity in HR development is to establish an inclusive and equitable workplace that honors and respects employees' various backgrounds, viewpoints, and experiences. Cultural variety in HR development helps businesses in today's worldwide environment better comprehend and respond to a range of markets and customer requirements. The ability of a business to communicate efficiently, build relationships, and react correctly to the cultural quirks of various regions. In this study, we discussed in detail about the cultural diversity in HRM development.

2. Literature Review

Chams & García, 2019 established a sustainable workplace, SHRM is essential, as this extensive research study explores. Based on some empirical and conceptual research, this study explores the causes and effects of SHRM and demonstrates the obstacles to its sustainable implementation, both at the corporate level and globally. Pham et al., 2019 investigated the connection among GHRM procedures, supportive factors for a green organizational culture, and a company's environmental efficiency. They perform a thorough study of 204 workers in Chinese manufacturing companies. Our research indicates that green organizational culture can be enabled by employing pro-environmental HRM methods in hiring, training, evaluating, and rewarding employees. Sabuhari et al., 2020 investigated and evaluated the impacts of employee skills, organizational culture adaption, job satisfaction, and human resource flexibility on worker efficiency. The research also explores the relationship among job satisfaction as a mediator variable and the impacts of competence on employee efficiency to the indirect relationship among human resource flexibility and employee efficiency.

Yu et al., 2020 described the benefits of internal green human resource management (GHRM) and green supply chain management (GSCM) in fostering environmental collaboration with clients and suppliers. Macke and Genari, 2019 investigated the current state of SHRM and to pinpoint significant components, trends, and knowledge gaps, this investigation will first examine current practices. A corpus of 115 scientific publications was produced as an outcome of a comprehensive study of research utilizing the Scopus database that covered the years 2001 to 2018. The research (Stahl et al., 2020) explained the growing stress on industries to train corporate sustainability (CS) and corporate social responsibility (CSR) to report a recent business trust crisis, match their efforts with a bigger range of stakeholders' needs and preferences, and contribute to resolving the most pressing global challenges. Anwar & Abdullah, 2021 examined an HRM influence well government institutions that are executed. To compete and survive in the quickly changing economic environment, which is emphasized by trends like globalization, raised investors and customer needs, as well as developing product competition, government institutions continue to try to enhance their efficiencies by lowering costs, improving goods and procedures, and increasing high-quality. Yong et al., 2020 examined the relationship among GHRM and sustainability utilizing empirical data, the model provided in this article provides insightful information about the beneficial role of GHRM in the sustainability of manufacturing firms. The study is therefore crucial for academics and practitioners. A small set of factors that are contextual and unique to the Malaysian economy are used in this research, which has a focus on emerging economies. Carnevale & Hatak, 2020 concentrated on the impacts of COVID-19 on human resource management (HRM), which firms use to help employees modify

their altered working atmosphere, and it highlighted a few of these challenges. Young & Guo, 2020 explored the requirement of offering culturally competent treatment to the increasing number of ethnically diverse healthcare consumers.

3. Analysis of cultural diversity in HRM development

The efficiency of a company may be significantly impacted by cultural diversity. Companies may improve their capacity innovating, taking superior choices, and adjust to shifting market conditions by incorporating different viewpoints. According to research, diverse teams performs better than homogeneous ones in terms of innovation and problem-solving, which improves commercial results. The consequences, difficulties, and chances of adopting and handling cultural diversity within a company's human resources practices are all examined in a study of cultural diversity in HR development.

3.1 Viewpoints from the managing and organization of cultural diversity

DM is a multidisciplinary area that addresses the full spectrum of human systems by applying behavioral ideas from anthropology, economics, education, HRM, organizational behavior, company growth, politics, psychological research, social services, and sociologists. In HRM, there are four key jobs that human resource practitioners are responsible for handling: controlling employee tasks and prospective; handling employee proficiencies; controlling employee manners; and inspiring employees. Specific HRM policies and procedures are given to human resource practitioners, and collectively they determine whether strategic organizational plans and objectives are achieved. The activities assigned are intended to produce beneficial results, such as increased employee dedication, competence, connection, and cost-effectiveness, as well as increased organizational effectiveness and efficiency.

3.2 HRM Role in Cultural Diversity

HRM is portrayed as a dynamic fundamental driver for HRM's methods, rules, and practices when it comes to organizational and cultural alterations. This is so because HRM deals primarily with organizational procedures that entail how employees are handled inside an organization. In addition to valuing diversity for an organization's success, the DM notion acknowledges the purposeful incorporation of individuals, such as resources in terms of achieving corporate goals. Diversity effects are connected to results for individuals, teams, and company efficiency in HRM applications. Fairness and justice concerns are hotly contested as a result of changes to organizational structures like framework, protocols, and laws as well as to human personalities like attitudes, mindsets, and behaviors. The organizational culture and the power dynamics among HRM and organizational tactics are both significantly impacted by these modifications, which are seen as possible strategic variables by policies and procedures. Organizations that are unaware of their full potential and efficacy in terms of diversity report ongoing difficulties handling a diverse workforce. To enable the practice of emphasizing the value of people, those organizations must develop new cultures and methods of dealing with people. They should also focus on DM as a long-term investment that gives them a competitive edge. It is discussed if traditional HRM may handle diversity and promote workplace equity rather than aiming for efficiency by upholding homogeneity and conformity. Since there is minimal support for diversity performance and regulations for HRM and its importance, these types of concepts and conflicting viewpoints make it unclear if handling diversity is an HRM challenge in an organization. Because of this, organizations must match diversity objectives and strategies if managing diversity is an HRM problem. As a result, it's important to raise awareness of the value of variety among homogenous groups that are supported by the systems of a capable organization.

3.3 Various methods in cultural diversity management

Despite difficulties, some strategies can assist modern tourist and hospitality businesses handle cultural diversity. They are Diversity management training programs, dealing with a human resource program or strategy, overcoming stereotypes and increasing fairness, adopting an employee relationship system, and Blending cultural diversity with a dominant organizational culture.

In this sector, increasing justice and chances for equal employment are also crucial. Employers ought to value the skills of minorities in the workforce and provide minority candidates with managerial possibilities. They require to raise the fairness of pre-employment hiring screening and first combat harmful stereotypes. There should be more logic in the job description. The screening system must incorporate new criteria, such as structured interviews or culturally cognizant assessments. To guarantee that these methods are fair to candidates or workers with varied cultural backgrounds, HR departments need to regularly assess and reassess their present measurements and mechanisms for recruiting and evaluation. Cultural sensitivity is required in both the testing and the screening methods. Organizations must concentrate on the contributions which a diverse workforce and distinctive individuals may offer to the company in an effective diversity management strategy. A developmental approach will promote fairness, reduce prejudices, and make diversity a reality while addressing cultural variations.

Organizational culture is created momentarily when a member of the company, but it becomes permanent if a nation is involved. Worker values cannot be changed as a result, but organizational cultures can be partly controlled because they are made up of procedures rather than particular values that have been established within the corporation.

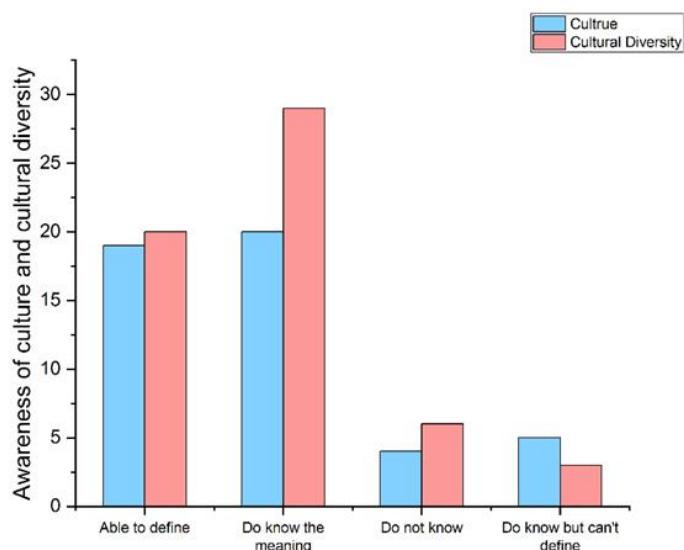
Given the expanding cultural diversity, managers need to understand how to handle people who are very various from each other to achieve their shared goals.

One-on-one talks with employees during downtime or at social gatherings are important ways for managers to get to know people personally and learn about their backgrounds. Young and independent people make up the majority of the tourist and hospitality workforce for minorities. They would much rather be respected and given a chance. To effectively win these employees' trust and loyalty, interaction with them should be increased, and they should work in an environment where they are valued and understood. Their output would increase in line with their increased self-motivation.

Employees learn about diverse cultures through multicultural education and diversity management training. By enabling participants to recognize cultural differences and the reality of different cultures, these training programs assist in reducing stereotypes. Through the training, staff members will demonstrate greater tolerance for persons from diverse cultural origins and develop a deeper knowledge of other people's beliefs and traditions. Numerous businesses in the hospitality sector have started Diversity Management Training Initiatives (DMTIs). According to a survey of lodging businesses that implemented DMTIs as practices, as employees get part, they begin to value the training program more. Both minority and non-minority personnel benefit from the training program's emphasis on communications and educational instruction.

4. Result analysis

The benefits of incorporating cultural diversity into HR development can benefit the company and its employees in some ways. The decision-making processes inside the firm are improved by cultural diversity in HR development. A deeper grasp of topics and more robust dialogues result from taking into account a wide range of opinions. This can aid in locating potential biases and blind spots so that better well-informed decisions can be made. Companies that place a high priority on cultural diversity in HR development and show a dedication to tolerance and equality typically have a good reputation both inside and outside the organization. This may draw top candidates from various backgrounds who are looking for an inclusive workplace. A company's capacity to draw in, keep, and grow a diverse staff can be aided by a strong employer brand based on cultural diversity. Managers must be able to deal with individuals who are extremely different from one another to accomplish their shared objectives in light of the growing diversity of cultures. When workers from various cultural backgrounds work together and share their perspectives, it can inspire fresh ideas, enhance decision-making, and promote creativity inside the company.



Source: Authors' contribution

Figure 1: Awareness of culture and cultural diversity

Figure 1 illustrates cultural and racial diversity awareness. If the response to the inquiry about if they understood the reason for culture and cultural variety was affirmative, a follow-up question requesting them to describe the concept included ensured clarification. Following are the comments. Just eighteen out of the twenty-two participants could give exact descriptions, while five respondents struggled to define culture and cultural diversity, and three respondents out of 24 said they had no concept of what the phrases meant at all.

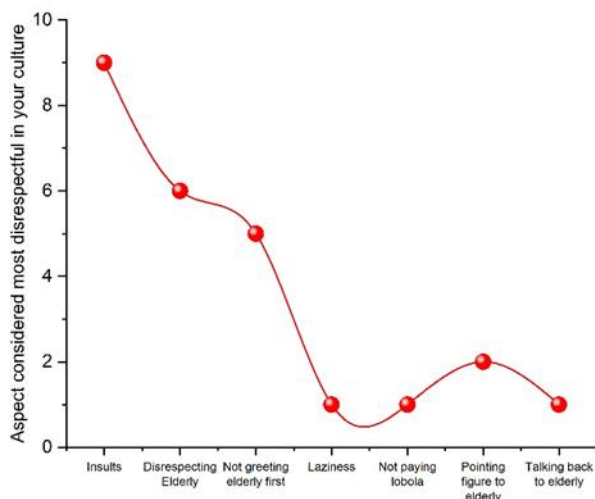


Figure 2: Feature that your culture finds to be the most insulting

The most disrespectful aspects of each culture are depicted in Figure 2. To acquire the proper perception, because these are susceptible to cultural variations, the respondents were requested to list the most disrespectful behaviors, sayings, or cultural norms. 9 respondents stated that insulting people or adults is the most disrespectful behavior in their culture, while 6 said that treating adults or the elderly with disrespect is the majority of disrespectful behavior in their society. The majority of disrespectful behavior in society, according

to five respondents, is not greeting adults. 4 each stated that the most disrespectful actions or behaviors in their culture are sloth, refusing to pay the women's parents' lobola, communicating to adults or the elderly while pointing a finger at them, and arguing with the elderly.

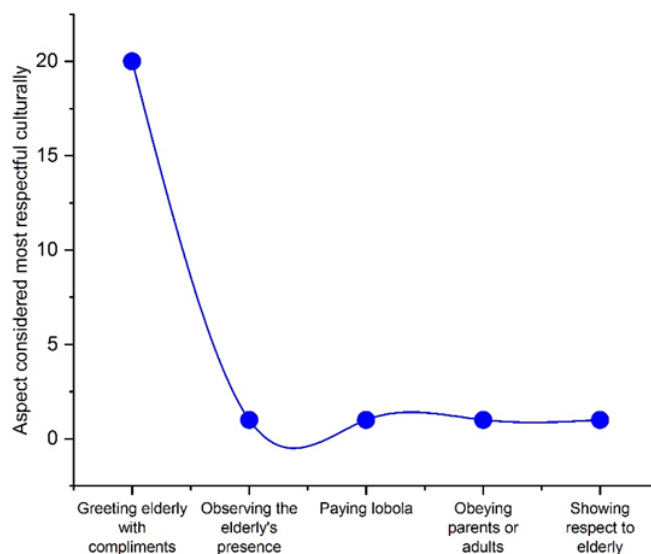


Figure 3: Aspect assumed the majority of respectful culturally

The culturally most respectful element is depicted in Figure 3. The most respectful thing, behavior, or cultural norm for the respondent to mention depends on their background and culture. According to 20 respondents, complimenting adults is considered the maximum courteous action in their culture. Each answer mentioned their cultural customs of expressing gratitude, such as men bowing their heads and women bending their knees, while others mentioned handclapping. A way, a seat, or other consideration should be extended to adults or the elderly when they are present by four respondents, who listed four different behaviors or customs that are seen as the most respectable in their culture. Paying a woman's parents a lobola before they allow you to live with them or establish a relationship, and obeying grownups. Respecting adults or the aged in general was seen in all spheres of life as being culturally appropriate.

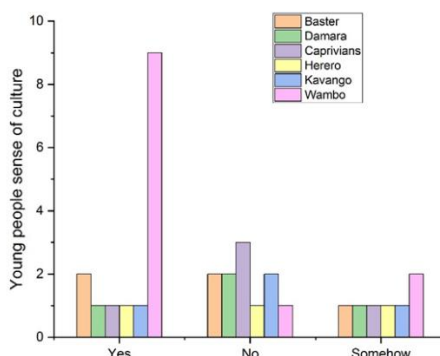


Figure 4: Awareness of culture for youth

Young people's perception of culture is reflected in Figure 4. Participants were requested to rate their perceptions of how much culture today's youth possess. The Wambo group responded on behalf of every ethnic

group. Nine people said that young people are aware of culture, whereas 2 said that young people are not aware of the culture in any way. Two respondents from the Baster group said that young people lack a feeling of culture, whereas the other two said that young people do have a sense of culture. All respondents from the Damara ethnic group said that young people lack a sense of culture. All three respondents from the Caprivian group said that young people lack a sense of culture. The two Kavango participants agreed that young people don't have a strong sense of culture. Young people do not have a feeling of culture, according to one Herero respondent, yet they do, according to another.

Table 1 details how and where the managers first learned about cultural diversity at work. Some referred to the year, while others to the platform. The investigator didn't care about the timeframe; instead, they wanted to gather all the comments on a single platform. The results were presented in the following table (Table 1):

Table 1: A management information system for cultural diversity

Policy	Responses
Orientation Programme	4
Meetings and Discussion	8
Nowhere Heard	8
Workplace	4
Basic Training	6

** . Correlation is significant at the 0.01 level (2-tailed).

Table 2 shows the areas where the diversity approaches are applied. Participants are provided the freedom to choose from a range of options while being provided with supporting information regarding whatever they had indicated as a plan for incorporating diversity (Table 2).

Table 2: Diversity approaches and their responses

Locations Where Diversity Approaches Are Used	Responses
Organizational Core Value	5
Organization's Mission Statement	5
Rules are not included	3
Policy Included And Inefficient	3
Haram be Prosperity Plan And Affirmative Action Policy	3
Integrated with Vision, Mission Declaration, Strategic Idea, And HR Practices	4
Organizational HR Practices	3
Organizational Strategic Plan	3
Do Not Know	4

Table 3 details the research of the inquiries utilized to discover that HRM practices effect preserving cultural diversity. Below is a collection of results organized by variables. The respondents placed a strong focus on the fact that the correction Service strives to adhere to its legal structures, which are solely mandated by the national legislative system. Managers lamented their inability to modify the situations regarding the policies that are in existence, but compliance is only partially achieved because of the executive leadership of the organization's independent power. In conclusion, it can be concluded that HRM is not performing its responsibilities as it must be and is also seen as an administrative directorate with the sole job of checking and auditing diversity to generate reports and data, not necessarily to control diversity (Table 3).

Table 3: Cultural diversity handling vs HRM evaluation

Constraint Responses Compliant with Organization Policies or Not	Training & Development	Transmission & Cycle	Efficiency Evaluation & Pay	Promotion & Dismissal	Recruitment & Staffing	Mentoring & Succession Plan
Somehow Comply	1.50%	16.67%	8.34%	17.66%	8.34%	14.51%
Negative and Not-in compliance	23.85%	42.67	43.66%	35.37%	13.51%	30.17%
Positive and In-compliance	69.64%	43.67%	51%	52%	81.16%	59.33%

5. Limitations of the study

The fundamental goal of the research, to look into how HRM may help manage cultural diversity in the Correctional services; is discussed in the presentation and assessment of the information in this part. The sub-objective is to identify the precise techniques and policies used by the business to handle cultural diversity and to look into the outcomes of HR practitioners' interpositions to provide executives more control over diversity in the workplace. To query respondents and analyze secondary information on the organization, the investigator was directed by the aforementioned aims when creating the interview protocol's queries. A thorough description of the results is provided in the succeeding paragraphs. To handle cultural diversity in any organization, managers must have a thorough understanding of diversity and its guiding principles. The majority of managers responded that complimenting adults or the elderly upon arrival is the most courteous behavior in their culture. In general, people want to be treated with respect, regardless of their age, gender, or position in society. Managers were extremely emotional while mentioning the characteristics connected with their race, although being fully aware of what other cultures called them. These problems are still very much on the minds and hearts of the employees, which is a sign that they exist. Even though the respondents are managers, these tendencies are showing up because of an absence of sensitivity to cultural variations, as evidenced by the pain, regret, and fury with which they addressed them. Yet, the few who could freely express themselves seized the opportunity to acknowledge that they felt alienated by others due to their gender or culture. The majority of managers equated diversity inclusivity with the factors that contribute to diversity in organizations and society. This shows that management anticipates the organization's strategies and policies to include diversity initiatives. They are unsure about how to apply and where these tactics are used, nevertheless. Lack of organizational strategy expertise suggests that managers lack the authority to handle cultural diversity inside the organization

which results in subpar diversity management. This method of managing cultural diversity is thought to be the most effective in terms of organizational procedures. They pointed out that the organization's organizational process, which is intended to be overseen by HRM, lacks change champions who can educate everyone about cultural diversity. When asked why HR procedures are unsuccessful, respondents emphasized the autonomy of authority in the organization's management over the process, which makes it simple for upper management to veto their judgments or actions. Because there is constantly a further choice being made for managers to see and it doesn't require their contribution, HR practitioners discovered that they had no power to empower managers, which is contrary to what they believed should be the case. The management of the company, not HRM, is the one that advocates for HR practices. The identity and social categorization concept describes how these give room for differences.

6. Conclusion and Implications

The research discovered that HRM's role in handling cultural diversity in a company is to educate managers about cultural diversity and its guiding principles, while its function in the company's strategy is to offer advice on different methods by which the company can adapt its strategies to the environment. Yet, there is always a positive aspect to cultural variations, particularly in uniformed forces when racial or ethnic origin, language, educational attainment, and gender are less important factors. As a result, cross-cultural management needs to move toward a more balanced approach to culture, and HRM must make sure that an all-inclusive strategy is used. The report added that an organization's approaches and policies determine its overall health and level of efficiency. Although having regulations in place is necessary, the business must also guarantee that all employees are aware of them and maybe accountable for their knowledge. The research also demonstrated that HR specialists drive the effort to change HR practices in every firm. The company's practices and policies, which must be applied to handle all staff, are the procedures that give HR practitioners influence. Because of this, HR interventions can only be effective if the organizational management supports them, allowing HR professionals to advocate for them and ultimately empower other managers. Each employee has psychological needs, and meeting those needs influences behaviour. Organizations must therefore make an effort to develop strategies that help HR professionals provide managers with the resources they require to handle cultural diversity successfully. The key drivers for managing cultural diversity within an organization are its strategy, policies, and HR practices, all of which must be a part of its HRM and adequately interact with all employees.

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