Diversity Management

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Introduction

This essay explores as well as discusses diverse critical issues and factors linked with the diversity problem in Australia. For critical analysis the entire broad context of diversity based discriminatory practices have been taken into account here in this paper rather than just focusing on different discriminatory variables. In case of labour management policies, the diversity issues have more impact as those policies in Australian business environment are outdated as well as it fails to reflect the changing nature of demographics along with social trends on which diversity management mainly rely on (Braun, Kavaratzis& Zenker,2013). For in-depth understanding of the issue of diversity in terms of organisational behaviour perspective, the specific issues of diversity related to HR policies have also been described. Relevant solutions are proposed by the creative thinkers present in different industries of Australia which have to be focused so that all the issues related to diversity can be resolved at once. Roosevelt Thomas is credited for the concept of diversity management and in Australian business environment, diversity management focuses on two major components of the organisational behaviour, those are performance and inclusiveness (Cacciabue, 2013). In Australia, more emphasis is given towards inclusiveness as it expands social identity factors and these factors are legally protected by the Civil Rights Act (Crommelinck, &Anseel, 2013). It has been found by many of the researchers that there are different prime dimensions related to diversity and those are directly linked with some unchangeable factors, like- age, gender, race, ethnic back ground etc (Dent & Whitehead,2013). There are also different secondary dimensions associated with the issues of diversity that are known as malleable factors. Marital status, educational background, geographic location, work experience, socio-economic status and parental status are the malleable factors that have been experienced in the organisational behaviour of the business environment of Australia (Firth, 2013).

Issue regarding Diversity Management Paradigm

By analysing the study of David A. Thomas and Robin J. Ely, the issue related to diversity management paradigm can be understood more profoundly by considering the perspectives of two different themes, that are-

The Discrimination-and-Fairness Paradigm

The Access-and-Legitimacy Paradigm

However, the researches of Mor Barak mentioned that there are two different approaches associated with the diversity management paradigm, those approaches are-

The HR Paradigm (Human Resource)

The MO Paradigm(Multicultural Organisation)

In Australia, the implications of diversity can be seen mainly in the HR practices as well as in the organisational behavioural policies. For example- aged workers have been discriminated from many years despite the fact that they have more experience and skills than that of the young workers in Australia. Here, the fact is completely based on reversing the popular myths present in the business environment of Australian units (Hollen, Van &Volberda, 2013). Some of those myths are- in case of mature age workers, employment comes as a secondary consideration, most of the people in Australia in their 50s or 60s primarily focus on their retirement and mature age workers cope with the organisational retrenchment in contrast with the scenario of younger people. Same goes for other diversity factors, like-gender, ethnicity, race, work experience, socio-economic status, educational backgrounds etc.

Diversity Management

The concept of diversity management has become a bottom line issue in the organisational fields and industries of Australia. It is because, without considering this key issue, productivity along with effectiveness is just a dream for the modern-day organisations. For in-depth understanding about diversity and diversity management, the figureheads of the top Australian industries try to implement some educational sessions, training and development as well as role models. With this approach, certain imperative terms, like- diversity management, EEO (Equal Employment Opportunity), AA (Affirmative Action) etc can clearly explained to them as all of these terms have different meaning as well as use. Diversity management puts more emphasis on organisational performance all the way through recruitment and selection process, development strategies and retention. All of these components rise above the EEO and AA legal frameworks (Lee & Lawrence, 2013). However, the Australian organisations have to maintain full compliance with the regulatory bodies of the government so that affirmative action plans can be implemented whenever a case against the law is perceived. It has also been observed that most of the Australian organisations try to increase productivity along with organisational performance with the help of diversity management. It is because, Riccucci has already stated that diversity management

programs are frequently designed and developed by the top figureheads of illustrious organisations so that diversity can be accommodated in the workplace with the help of relevant policies (Leemans, Fahland& van, 2013). This program includes greater cultural sensitivity, awareness development, diversity issue recognition, reduction of issues of inequality present among the minorities as well as in case of women and improvement of communication among different groups. Diversity management in Australia also reflects revising the leadership practices along with cultural perspectives in the organisational standpoint (Nielsen &Abildgaard, 2013).

The discrimination-and-fairness paradigm proposed by David and Robin reflects equal opportunity, recruitment and selection process, employee treatment as well as compliance with the EEO requirements applied by the Australian government. On the other hand, the access-and-legitimacy paradigm respects all the multicultural workers belong to different regions of the world in an equal manner (Pettigrew, 2014). In Australia, the new ethnic groups are gaining rapid consumer power, so the organisations from different industries want their workforces demographically increased by complying with diversity management in the differentiated segments of the domestic, national and international market. Here, skills of the workers are evaluated at the top of all other characteristics.

Work place flexibility in case of diversity management

Another new emerging paradigm is there in Australian business environment that has brought the diversity factor into the work perspectives. The new paradigm exceeds more than that of the two key paradigms of fairness that promotes equal opportunities and access that promotes cultural differences (Robbins et al.2013). The new paradigm is known as learning and effectiveness paradigm and it generally integrates both of these paradigms by surpassing the traditional style of diversity management in the workplace.

According to William Kahn, by engaging psychological aspects in the workplace, greater flexibility can be achieved that goes beyond the thinking of diversity as it supports the activities related to better performance level. It has also been noticed that, the firms in Australia that utilise the human resources by giving them roles and responsibilities up to their capabilities and with equal opportunities, competitive advantage in different industries is harnessed (Sheridan, 2013). Globalisation is another issue that makes diversity competency, a very essential factor for diverse organisations and establishments as all the giant players and

the small ones also want to invest significant portions of the profits in an entirely different portion of the world to successfully conduct international business expansion (Williams,2015). So, it can be stated that with the help of robust workplace flexibility which can only be driven by effective diversity management, future competitive environment is possible.

HR paradigm in case of diversity management

Human Reassure paradigm is a key issue while critically analysing the diversity management issues in terms of HRM practices, outcomes and workforce diversity, as per the research project of Kossek, Brown and Lobel. In Australian units when it comes to international industries of diverse businesses, four major approaches are considered while elaborating diversity management (Wilson, 2013). Those approaches are- diversity enlargement, diversity sensitivity, cultural audit and strategies to achieve expected organisational outcomes. It is not necessarily true that the diversity factors are the components by which the individual outcomes can only be calculated; rather the outcomes are directly proportional to the skills of the individual. The HR paradigm follows this principle while recruiting and selecting the capable candidates without considering the various issues related to diversity mentioned in the initial section.

Multicultural organisational paradigm in Australia

The Australian organisations have been creating multicultural environment so that diversity management will thrive. With this approach, the members can contribute towards the shared goals and objectives of the organisations with full potential despite of being worried about their socio-cultural backgrounds. Three different types of paradigm are followed by the Australian industries which have been found from the study of diversity management in Australian Units (Dent & Whitehead,2013). Those are monolithic organisation, plural organisation and multicultural organisation. In case of monolithic organisations, homogeneous nature of environment can be seen both demographically as well as culturally. Plural organisation follows heterogeneous workforce but the policies are not same at the top management levels as only sizable portions of minority groups have been seen who are working at the management positions in many Australian organisations. However, multicultural organisations in Australia have complete integration of diversity management at all the levels both structurally as well as in an informal manner.

Conclusion

After analysing all the theories, concepts, principles and case studies of diversity management, it wouldn't be wrong to state that the workplaces with full integration of the diversity management factors are free of bias as well as favouritism. In this case, the Australian units show very minimal level of intergroup conflicts which very often arise in the monolithic and plural Australian organisations (Hollen, Van &Volberda, 2013). The essay has comprehensively covered the various issues linked with diversity management going on in Australia with full fledge and for better understanding Mor Barak's proposed paradigms have also been included while describing the major issues of diversity management on an organisational point of view. The bottom line while critically analysing the issue of diversity is that- by holding the thought of differences in terms of multiple variables that are either unchangeable or malleable diversity factors, performance level or outcomes can't be improved.

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