

Diversity And Inclusion At Work Places

Dr. Vishal P. Deshmukh¹, Mrs. Jyoti Yadav²

¹Associate Professor Bharati Vidyapeeth Deemed to be University Yashwantrao Mohite Institute of Management Karad.

²Assistant Professor Rajarambapu Institute of Technology, Rajaramnagar, Islampur.

Abstract:

Diversity and inclusion (D&I) is more than policies, programs, or headcounts. Equitable employers outpace their competitors by respecting the unique needs, perspectives and potential of all their team members. As a result, diverse and inclusive workplaces earn deeper trust and more commitment from their employees. Inclusion is the practice of providing everyone with equal access to opportunities and resources. Inclusion efforts in the workplace help to give traditionally marginalized groups, like those based on gender, race or even those with physical or mental disabilities, a means for them to feel equal in the workplace. Inclusive actions, like creating employee resource groups or hosting information sessions, make the workplace a safer, more respectful environment for all employees. This paper overviews the diversity and inclusion in the workplace. This paper also covers the difference between diversity and inclusion. This paper also states the benefits of Diversity and inclusion.

Key words: diversity, inclusion, unique needs, gender, race

1.1 Introduction:

Diversity and Inclusion refer to the set of strategies, policies, and missions adopted by a company to create and encourage an inclusive workplace that attracts a diverse pool of talent from various cultural backgrounds.

Apart from being a business advantage, companies with D&I policies and practices are more creative and supportive of different voices, thus attracting the top talent in any industry.

Although clubbed together, diversity and inclusion are two different terms.

1.2 Diversity

The 2018 Gallup Report defines ‘Diversity’ as the “full spectrum of human differences.” It refers to unique characteristics in people along the lines of gender, sexual orientations, religious beliefs, age, ethnicities, races, geographical locations, cultures, class, physical abilities, etc.

Diversity in the workplace refers to an organization’s workforce comprising people from different genders, sexual orientations, religions, races, ethnicities, ages, etc.

Diversity can be of many types.

1.2.1 The Different Diversity Types in the Workplace

There are different types of diversity in the workplace. While some are visible to the world, others are much more internal. Some can be controlled and changed, and still, others remain the same. Here are the different types of diversity dimensions that you will find in any workplace:

1. Internal
2. External
3. Organizational
4. World Views

1. Internal Diversity Types:

Internal Diversities are the various diverse factors that a person is born into or belongs to. In most cases, a person has no control over changing these diversities. These include factors like:

- Race
- Age
- Ethnicity
- National Origin
- Cultural Diversity

2. External Diversity Types:

External Diversity is those diversities or characteristics related to a person; however, they are not born into it. In other words, these characteristics can be changed or modified by a person.

External diversities include:

- Education
- Skills and Interests
- Religion
- Geographical location
- Relationship Status
- Socioeconomic Status
- Experiences
- Citizenship

3. Organizational Diversity Types

Organizational diversities are the different diversity factors that pop up in any organization or workplace. The different types of Organizational Workplace Diversity are:

- Work location
- Job function
- Department
- Management Status
- Level of Seniority

4. World Views

World View Diversity is precisely what the term suggests: the difference and diversity in people's world views. Our unique experiences, knowledge of history, beliefs, political philosophies we subscribe to, etc. can shape our world views.

World view diversity might include the following:

- Political Beliefs
- Knowledge of History
- Cultural Events

1.3 Inclusion

“Inclusion is not a matter of political correctness. It is the key to growth.” — Jesse Jackson, Politician and Civil Rights Activist.”

SHRM defines ‘Inclusion’ as “the achievement of a work environment in which all individuals are treated fairly and respectfully, have equal access to opportunities and resources, and can contribute fully to the organization’s success.”

Inclusion in the workplace means ensuring that every employee feels included and a part of the team. An inclusive workforce will feel valued, seen, heard, and respected. Consequently, you will notice a boom in innovation, higher cooperation, and increased employee engagement.

Johnny C. Taylor, Jr., the CEO of the Society of Human Resource Management, mentions that many companies are now swapping the D&I label for I & D so that the primary focus is on implementing inclusion policies at all levels.

1.3.1 The Four Stages of Diversity & Inclusion

The first step in growing your company’s commitment to diversity & inclusion (D&I) is to assess where it now stands. Most diversity & inclusion strategies in corporate America reside in one of four common stages of evolution, from working to meet EEO and legal requirements to integrating diversity philosophy into the business mission of the company.

Stage I: EEO and Legal Compliance

Diversity & inclusion initiatives, once unheard of in corporate America, have come a long way to become a central part of the critical business function. The early corporate emphasis was on equal employment, legal mandates, and reporting to the Equal Employment Opportunity Commission (EEOC). Original diversity initiatives were reactive because they aimed to prevent discrimination and litigation. Today's diversity & inclusion initiatives must be proactive and viewed as a business imperative by company leadership—a core function that fuels a company's competitive edge.

Stage II: Affirmative Action and Hiring of First Diversity Officers

In this stage, Affirmative Action becomes a serious goal. Companies begin to name diversity officers and spend money on scholarships and community activities to support a growing minority workforce. For these companies, such diversity & inclusion initiatives follow closely with community relations and corporate philanthropy, yet only under Stage IV do we witness a sophisticated approach to community and philanthropy.

Stage III: Targeted D&I Recruitment and Retention

In stage three, diversity & inclusion becomes a recruitment and retention tool, helping human resources seek out the best and brightest employees from all backgrounds. Companies tout diversity and inclusion as a workforce imperative, building their companies as microcosms of an ever-diversifying world. For many, this emphasis proves vital to match the workforce changes with those of the marketplace.

Stage IV: Integrating D&I into the Corporate Business Model

Functional integration with recruitment, retention, and work/life, along with the other key functions—such as customer and marketplace, community outreach, corporate philanthropy, government relations, marketing, and supplier diversity—allow companies and organizations to make diversity & inclusion central to their brand, business practices, and culture. Diversity and inclusion is managed in a far more strategic way, typically including the measurement of the entire process and of specific D&I components. In this stage, the CEO and Board of Directors lend support and endorsement, of which the most important is the recognition that diversity and inclusion increases revenue while decreasing costs and is a competitive advantage. Diversity and inclusion is a management imperative of company leadership and well-articulated in every aspect of the organization and companies establish employee resource groups to unite different groups of employees and diversity councils to help guide the company's diversity and inclusion efforts.

1.4 Managing Diversity and Inclusion

Due in part to the gains of Affirmative Action, organizations increased the diversity of their workforce; however, this success revealed the natural tension and challenges that often accompany such change. Two phenomena often accompanied the more representative workplace environment: The “revolving door” syndrome, with newly recruited underrepresented employees

not staying with their employers very long; and second, people neither working well together, nor trusting each other across cultural lines. To address the problems that accompanied the new workplace, organizations began to offer D&I training with the expectation that if employees could better understand, become more aware, and more sensitive to others, they could get along better. Such training yielded limited success but led to the concept of Managing Diversity, a main goal of which is to enable and tap into the potential of all employees. Organizations began to develop and implement strategies for organizational change—change that would produce a more inclusive culture. This concept was a multifaceted approach that addressed both individual and organizational responsibilities for building inclusive environments. New systems, procedures, and training to enhance, support, and encourage opportunities for previously underrepresented groups were recognized as essential to organizational success. It is also in this stage that the Chief Diversity Officer role began to be recognized as a major value-add for organizational success.

Diversity and Inclusion as Strategic Imperative Organizations that recognize that diversity and inclusion is critical to their long-term business success have begun to adopt strategic initiatives that are aligned with and central to overall organizational goals. Chief Diversity Officers often have a seat at the strategy table, holding individual managers and senior leaders accountable for achieving diversity and inclusion objectives. These organizations are at the forefront of developing best practices and are using a growing body of research on topics, ranging from the efficacy of diversity and inclusion training to implicit bias to micro-messaging, to inform their business practices.

1.5 Difference between Diversity and Inclusion

The 2018 Gallup Report said that the first step in creating a diverse and inclusive culture is acknowledging the fact that diversity and inclusion are two different concepts.

Companies must not confuse diversity with inclusion. Although clubbed, and talked about together, both the terms are not synonymous, and one does not automatically imply the other.

Let us understand the differences between the two.

Sr. No.	Diversity	Inclusion
1	Refers to the differences in social, racial, cultural, socioeconomic backgrounds, geographical locations, age, interests, physical and mental abilities etc. that makes individuals unique.	Refers to the conscious efforts, behaviors, policies and norms to make every person feel seen heard and valued with their unique differences.
2	The concept of bringing different people together in the same place.	The strategies and methods that help diversity work in an organization.
3	Achieved when hiring managers and	Achieved when team members feel

	recruiters strived for heterogeneity combating bias in the hiring process.	psychologically safe and included in the workplace.
4	Relies on inclusion in order to work.	Is crucial for diversity in the workplace to be successful.

1.6 Benefits of Diversity and Inclusion in the Workplace:

1. The diversity of perspectives, experiences, and backgrounds boosts creativity and problem-solving and drives innovation.
2. Diversity leads to a larger talent pool, which will attract attention from a wider range of qualified candidates, while inclusion will ensure a higher percentage of talent retention.
3. The acceptance generated by inclusion in the workplace will lead to happier employees, thus increasing productivity and performance.
4. Diverse companies generate higher revenues by capturing new markets.
5. Inclusion policies lower the percentage of workplace harassment.

Conclusion

When taken as an interrelated whole, diversity, inclusion, and cultural competence allow organizations to truly leverage the rich skills and experiences of their employees and deliver products and services that are uniquely tailored to the needs and wants of their customers. Companies that seek to excel in the coming years and secure their place as global leaders must make diversity and inclusion a strategic imperative. Diversity can add complexity to the workplace, but when that diversity is nurtured through cultural competence to create an environment of inclusion, it becomes a competitive advantage and bottom line contributor.

References

1. <https://www.cvs.edu.in>
2. <https://www.betterteam.com>
3. <https://www.greatplacetowork.com>
4. <https://eua.eu>
5. <https://www.talentintelligence.com>