

# Cultural Diversity in Workplace and the Role of Management

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## Abstract

In today's competitive corporate environment, cultural diversity significantly impacts a firm's profitability. The workplace is an environment where people with different cultures can meet to collaborate and support the values and aims of the corporation. The current research is aimed at investigating the role of management in handling cultural diversity in the workplace. The qualitative research methodology is adopted to review the literature to address the research problem. The researcher reviewed the literature from 2019 to 2022. The findings have shown that cultural diversity could increase the performance of a business by bringing creativity, innovation and other beneficial elements to the firm. Though, it has certain drawbacks that can be addressed by appropriate handling by management. The management should devise proper strategies to promote tolerance, acceptance and respect for cultural diversity.

## Keywords

Cultural Diversity, Workplace, Management, Acceptance, Tolerance, Respect, Innovation

## 1. Introduction

People from different ethnicities, religions, and origins are now expected to collaborate more frequently due to growing internationalization. Managing diversity effectively has long served as both a framework and a barrier to prejudice and harassment (Miminoshvili & Černe, 2022). Diversity has recently garnered substantial management implications. In particular, diversity is anticipated to become even more crucial in the coming years as diversity in communities is increasing. Individuals are nowadays a part of a global market that features competitiveness from all corners of the world, so diversity in institutes and business-

es is necessary (Baleviciene, 2021).

Businesses must be diverse to embrace and cope with change and foster creativity. As population diversity grows in several nations, problems are becoming increasingly indispensable and urgent, particularly for the ahead. A fundamental component of efficient employee engagement that can enhance efficiency in the workplace is embracing and handling diversity (Masanja & Mwita, 2021). The globalization of trade, expanding workforce adaptability, expanding the global marketplace, and raising acknowledgment of diverse people are the factors that lead to how managing diversity can benefit from emerging cross-culturalism or ethnicism. Diversity in this context refers to a procedure in which people of all backgrounds are accorded the same chances and privileges and are not marginalized (Irimi & Borza, 2020). A company can retain and recruit skilled employees by ensuring equal workplace opportunities. Moreover, managing diversity not only recognizes a diversified staff but also recognizes and manages the diverse workforce's backgrounds, personal attributes, inclinations, and religious views to leverage each individual's special skills and further the company's objectives (Hofhuis, 2022).

### 1.1. Research Problem

It was found from recent research that academics in the management profession and institutions have grown interested in the subject of cultural diversity in the workplace (Hofhuis, 2022; Baleviciene, 2021; Graham & Wright, 2021; Kamales & Knorr, 2019). It is not diversity alone rather it is believed that how a company manages diversity determines whether they have favorable or bad effects. These strategies encompass reward systems, critical success factors, task assignments, mindset, and ideas (Pudipeddi et al., 2019). The studies also demonstrated that diversity management is a crucial and current dimension of human resource management in institutions, particularly for the long term, given the increasing diversity of the workforce (Baporikar, 2020). However, research revealed that a worker's sense of being included or excluded in organizational processes might impact maintenance, engagement, and productivity more than actual diversity (Agbontaen, 2019). The way a business and its staff view cultural diversity could be a barrier without the company or its people even recognizing it. Whereas the management within the same organizations believed that the policies related to diversity were being used effectively, the staff felt that their organizations needed to follow the various diversity methods and policies (Ng & Sears, 2020). Considering this, current practices may not align with how or what workers believe them to be. The success criteria must be transparently stated and determined with objectivity (Masanja & Mwita, 2021).

For several global companies, managing cultural diversity is a top priority. Aspects of managing cultural diversity related to language, racism, faith, nationality, aging, and gender have been covered in previous reviews. A few researchers noted the necessity of evaluating workplace policies for inclusivity and the

potential advantages of diversity programs for firms (Gross-Gołacka et al., 2022; Hofhuis, 2022; Chia, 2021).

### 1.2. Research Gap

Qualitative research on cultural diversity in the workplace and the role of management has been a rapidly growing field in recent years. Despite the increased attention to this topic, there remains a significant gap in the literature regarding the specific practices and strategies that managers can implement to effectively manage a diverse workforce. While there are many studies that have explored the benefits of cultural diversity in the workplace, there is a lack of research that focuses on the specific approaches and interventions that managers can use to maximize these benefits. Additionally, there is a need for more qualitative research that examines the experiences and perspectives of managers and employees regarding the implementation of cultural diversity policies in the workplace. By addressing these gaps in the literature, future research can provide valuable insights into how managers can successfully manage cultural diversity in the workplace and promote positive outcomes for both the organization and its employees.

### 1.3. Research Objective

The research objective is to analyze how cultural diversity in the workplace is treated at corporate in globalization. It is aimed at evaluating how managers deal with different challenges associated with cultural diversity. It will also examine the benefits of cultural diversity in businesses.

## 2. Research Methodology

The research methodology is qualitative. *Aspers & Corte (2019)* defined qualitative research methodology as “*a multi-method in focus, involving an interpretative, naturalistic approach to its subject matter*”. The researcher analyzed the literature published in the last five years (from 2019 to 2023). A string of keywords was used to extract the research and secondary data from top journals. The key string included words like inclusion, diversity, workplace, workplace culture, cultural diversity, management, business, globalization, multiculturalism, cross-culture, diverse culture, etc. These “AND” and “OR” commands were applied to these keywords to extract the relevant details from popular databases for social science research such as JSTOR, ProQuest, EBSCO and Google Scholar.

The inclusion and exclusion criteria were applied to remove duplicated, incomplete, irrelevant, and insignificant research. In the end, a few researches were screened from several researches for review.

### Literature Review

*Maharani et al. (2022)* studied the difficulties and the solutions to the imple-

mentation of workplace cultural diversity. It was found that the engagement and bilateral communication associations between workers could be influenced by the many traits that every individual holds and the channels of interaction that they engage in. Consequently, it is required that management should devote more time to every worker, particularly in terms of relationships and inter-employee communications. In order to promote communication channels, social ties, and worker collaboration, the management should implement policies to enhance the firm's culture. This will help workers become more institutionalized in the long term (Maharani et al., 2022).

Gross-Gołacka et al. (2022) also conducted a research to assess the approaches to manage the workplace diversity. According to the findings, the effectiveness of diversity management may indirectly influence both the workplace culture and financial outcomes of the firm (Gross-Gołacka et al., 2022).

Similarly, Nyagadza et al. (2022) analyzed the inclusiveness and cultural diversity in the economic sector of Zimbabwe. The findings indicated that inclusion of cultural diverse staff at organizations can be helpful in addressing the issue of employment discrimination. Furthermore, improving workplace diversity, impartiality, and inclusiveness in the workplace depends on collaboration, engagement, and integration. The management of diversity and inclusion concerns at work is a commonly held preoccupation of the population. This is mainly due to its impact on how companies function and how people must be treated, thereby affecting both performance and effectiveness of the organization (Nyagadza et al., 2022).

Also, Miminoshvili & Černe (2022) carried out a research to study the exclusion and inclusion of minorities at workplace and its impact on their performance. The findings demonstrated that workplace exclusion based on out-group membership; language and cultural barriers; ethnic, racial and national preferences; biased attitude; and negative perceptions leads to minority members engaging in knowledge-hiding behavior at the workplace. This affects minority individuals' capacities for innovation, ambition, and the development and execution of fresh ideas that can result in significant improvements to their present workgroup and surroundings (Miminoshvili & Černe, 2022).

Hofhuis (2022) also studied the cultural diversity in the public sector of the Netherlands. The researchers asserted that worker' perspectives on diversity—specifically, the results they connect to workplace diversity—are a predictive factor of the success of diversity policies and initiatives (Hofhuis, 2022).

In another study, Chuks & Chuks (2022) investigated how leadership affects workplace diversity administration. In order to realize the capabilities that individuals have contributed to a business, the researchers stated that diversity management competencies are necessary for the entire firm. It is the proactive and deliberate emergence of strategic management practices that embrace and integrate distinctions and inclinations as ways to enhance a business (Chuks & Chuks, 2022).

In 2022, Croitoru et al. explored the workplace diversity in the context of sustainable businesses. According to research findings, managers' perspectives on diversity may have a significant effect on the beliefs, behavior, and performance of their workforce. The satisfaction of staff at all levels of the structure and the higher the employee engagements are correlated with managers' attitudes regarding diversity (Croitoru et al., 2022).

Moreover, Baleviciene, 2021 conducted the research to study the workplace cultural diversity and its impact on the performance of company. It is crucial for managers to recognize these discrepancies since they provide the business with value. The researchers pointed that managers should allocate responsibilities to the staff according to their competencies and skills, regardless of their cultural identification, to help them achieve their objectives. Likewise to this, management should emphasize organizational efficiency over personal interests (Baleviciene, 2021).

Correspondingly, Baleviciene (2022) studied the approaches of management to address the challenges of diverse workplace in Lithuania. The researchers found that eligibility and screening, diversity practices, cultural awareness, administration, strategic communications, integrating multiple cultures, collaboration, and diversity advocacy are the primary cultural diversity activities that should be conducted to ensure the cultural diversity in workplace (Baleviciene, 2022).

Don-Solomon & Fakidouma (2021) conducted a research with an objective to examine the workplace diversity and the role of management. The researcher asserted that a workplace is comprised of diverse personnel from a variety of cultural backgrounds, who contribute their distinct cultural proclivities and knowledge to the achievement of the overall business objective. Furthermore, it is evident from research that workforce diversity has both advantages and disadvantages, depending on the way the workforce is governed by the management (Don-Solomon & Fakidouma, 2021).

Likewise, Baleviciene (2021) examined the association between cultural diversity at workplace and the productivity of corporation. The findings demonstrated that a company can benefit from cultural diversity by stimulating innovation, adaptability, problem-solving, data transmission, and the creation of fresh concepts and insights. But, it also increases the likelihood of disputes, reputation damage, and other concerns (Baleviciene, 2021).

Chia et al. in 2021 determined the potential of diversity and inclusion at workplace. The researchers examined at workplace diversity from the perspective of managers. It was evident from findings that workplace diversity, particularly when appropriately managed, was not inherently damaging for a workplace (Chia, 2021). Graham et al. also found that employee engagement is very effective in managing cultural diversity at workplace (2021).

In the same way, Masanja & Mwita (2021) researched the impact of cultural diversity on team building and interaction between staff in a company. The findings illustrated that the staff members concurred among the significant dif-

difficulties with cultural diversity in reference to team development at private organizations is the barrier in exchanging ideas, which can result in anxiety and disappointment. But, the results showed that employees consider the cultural diversity as a significant contribution to staff team development by equipping them with a wide range of abilities (Masanja & Mwita, 2021).

Lamichhane (2021) highlighted the success factors for effectively managing the workplace diversity in their research. The results predicated that a diverse workforce offers the firm a number of benefits. These advantages included innovation, embracing transformation, problem-solving, fresh ideas, adaptability to change management, and values. According to the research, there is a significant correlation between effective workplace diversity and organizational performance (Lamichhane, 2021).

Inegbedion et al. (2020) also carried out the study to analyze the effect of cultural diversity in corporate environment on the performance of company. The findings indicated that managing diverse cultures, marginalized workers' viewpoint and disagreements have a profound impact on managing diversity. Collaboration and diverse culture management also have a significant impact on how effective an organization is. The study found out that managers of diversified workforce, along with other factors, provide diversity management precedence in order to assure its efficient execution (Inegbedion et al., 2020).

Baporikar (2020) also analyzed the managers' understanding of culture and cultural diversity. The researchers stated that since cultural diversity and management understanding are subjective in nature, management often makes decisions based on their personal cultural experiences. Owing to restrictive supervisory, human resource professionals are not implementing the processes that enable management to deal with multiculturalism. This can lead to bias, which results in a high rate of resignations and demoralization. Additionally, management is found to be devoid of the skills and experience necessary to relate corporate policies and procedures to cultural diversity (Baporikar, 2020).

The research carried out by Thapa (2020) was aimed at determining how to manage cultural diversity at workplace. This study showed that there are gender and nationality-based differences in how employees perceive cultural diversity. It demonstrated that the worker's sense of age in relation to cultural diversity is not critical (Thapa, 2020).

On the other hand, Ng & Sears (2020) carried out a research to analyze the implementation of policies regarding workplace diversity. The results showed that an executive's statements and approaches are insufficient to ensure the implementation of cultural diversity management approaches on their own. If management wants their executives to support a diverse workforce, they should emphasize the implementation of diversity management practices (Ng & Sears, 2020).

While Irini & Borza (2020) studied the workplace diversity at global level. The results indicated that employers' opinions about diverse workforce vary depending on the situation. Staff is obligated to assess employee perceptions about the

workplace's diversity and, if required, adopt appropriate measures (Irimi & Borza, 2020).

Areiqat et al. (2020) also studied the workplace diversity and the impact of management on maintaining it. The scholars asserted that management must have the managerial expertise necessary in a diverse context as multiculturalism remains to be a significant concern for the organization. In order for all individuals to respond and realize racial differences, managers and executives should be prepared to educate both themselves and other employees in their organizations (Areiqat et al., 2020).

In contrast, Celikdemir & Katrinli (2020) evaluated the effective management practices in relation to the workplace diversity. The researchers found that the staff and management should develop their management skills in handling workforce diversity. They also noted that the management can give the business a competitive edge if they are able to adopt effective and diverse supervision (Celikdemir & Katrinli, 2020).

Kamales et al. in 2019 reviewed the workplace diversity. The findings showed that the workplace may advantage from cultural variety in many ways, including increased productivity, inventiveness, inspiration, turnover, and a decrease in interpersonal disputes. They researchers pointed that individuals at work would be pleased to collaborate while knowing one another's cultures or diversity as a consequence (Kamales & Knorr, 2019).

Jain & Pareek (2019) performed a research to evaluate and ascertain the effect of cultural diversity on Singaporean enterprises. The research derived that cultural diversity and organizational success are positively correlated. The research discovered a significant link between multiculturalism and organizational outcomes as well as customer satisfaction. Cultural diversity, adaptation of religious beliefs, tolerance and inclusion, and problems with gender parity amongst various cultures are some of the difficulties that the study examined in relation to diversity in the workplace (Jain & Pareek, 2019).

Similarly, Rahman (2019) showed how diversity in management practices and globalization correlates in the modern commercial time. The study's goal was to provide readers with a clearer understanding of the leader's position in managing diversity that is significantly transforming the international trade sector. It was discovered that managing diversity has a positive impact on businesses and is among the most crucial elements to a successful organization or company. It serves as a tool for negotiating employee performance within the framework of workplace culture (Rahman, 2019).

Pudipeddi et al. (2019) conducted a literature review to analyze the significance of cross-cultural diversity at workplace and role of management. The results predicted that building a diversified staff is facilitated by management by integrating diversity through the corporate function or initiative. Management must have specialized training on etiquette and cross-cultural elements. Businesses must be very serious about putting the ideas into practice in their entirety



and not just as corporate assertions (Pudipeddi et al., 2019).

In contrast, Zaki et al. (2019) assessed the ways by which cultural diversity can be managed at the multicultural businesses. The regulation of workplace diversity in a multicultural setting was explored by the researcher. Merely administering such a workforce requires a manager's expertise and intellectual talents. The results reported that management must have efficient expertise including interaction, attention, initiative, interpersonal skills, cultural competency, intercultural understanding, etc., to lead a business with a multicultural workplace (Zaki et al., 2019).

Agbontaen (2019) analyzed the workplace diversity and inclusion initiatives in the Nigerian banking sector. This study evaluated how the effectiveness of diversification in a multinational enterprise is affected by inclusiveness, fair treatment, and nondiscrimination legislation. According to the findings, diversity must be strengthened in international organizations around the world, and this requires a deeper understanding of different equal and fair policies and various work cultures. Structures of power tactics enhance staff wellbeing, but degrade merit-based pay and increase staff dissatisfaction (Agbontaen, 2019).

#### ***Cultural Diversity and the Firms' Performance***

A review of literature has revealed that cultural diversity in workplace has a significant impact on the firm's performance. In order to prevent these disparities from adversely affecting the business, a deeper awareness of the varied cultures of the staff of an organization aids in closing the gaps impeding its development. The inclusion of a diversified cultural workplace offers an obvious stage for management to develop their expertise in managing employees (Baporikar, 2020).

The potential to integrate competitiveness within a company is a very significant and essential consequence of a culturally diverse work setting. In order to improve their capacity to deal with difficulties and enable rapid and straightforward judgment, a team of individual and distinct personnel comes up with innovative and diverse solutions to various issues (Gross-Gołacka et al., 2022). A diverse workforce encourages innovativeness, which produces a large pool of innovative individuals for the operation of the business (Celikdemir & Katrinli, 2020). Research has shown that assembling a team of individuals with similar personalities, qualities, perspectives, and other socio-demographics can decrease efficiency and increase disputes. Contrarily, a team of different individuals is more productive and less likely to experience team problems (Inegbedion et al., 2020).

It is also a major interest for the stakeholders, who prefer to choose a company with long-term employees, a capable workforce, and a system for recognizing teamwork since multiculturalism renders these targets easier (Agbontaen, 2019). Since it combines various cultures and invites foreign investors to invest, too, multiculturalism enables the firm to go worldwide. Building a strong, diverse culture is beneficial in establishing both productive and profitable companies. A



diverse yet unified culture assists in bringing the employees together to accomplish the firm's objectives (Masanja & Mwita, 2021).

#### ***Strategies to Manage Workplace Diversity***

Many researchers asserted that managers should concentrate on devising preemptive initiatives to assure equitable and unbiased prospects for each company employee (Jain & Pareek, 2019; Irini & Borza, 2020). The fundamental goal of the strategy should be to remove barriers of biases, discrimination, and inequality from the job, transform it into a setting conducive to both individual and professional health, and improve employee comprehension of cultural diversity. Companies that adopt these measures typically implement professional advancement programs for each worker and staff counseling, surveillance, and management (Baleviciene, 2021). The effectiveness of managers' approaches relies on how well the business can meet its talent acquisition objectives. According to this, the employees can diversify either way: however, the workload cannot (Inegbedion et al., 2020).

The managing staff and employees are trained to accept the disparities among the personnel and positively harness those distinctions, i.e., using the established cultural diversity to adapt to the variety of clients engaged with the organization (Croitoru et al., 2022). Therefore, businesses should concentrate on increasing the diversification of their employees in order to better comprehend their customers (Miminoshvili & Černe, 2022). The emphasis should be primarily on classifying the workers' jobs following their cultural backgrounds and enthusiastically promoting the distinctions.

It is observed that the engagement of staff with each other increases their learning capacities by utilizing the persistent cultural diversity among the staff (Baporikar, 2020). The working environment of a firm can be improved by promoting values like openness and honesty and assuring that current disparities among workers are appreciated and respected by other coworkers. The organizations improve their productivity by comprehending the perception and opinion of the workforce. Experiential interaction among the staff members improves the company's teamwork while also helping the business prosper (Areiqat et al., 2020).

#### ***Significance of Cultural Diversity at Workplace***

The studies have found that business should be well-informed of the marketplace within which they are operating and their intended audience; therefore, it is essential to understand cultural diversity (Thapa, 2020; Lamichhane, 2021). Although it is desirable to communicate formally, it is crucial to understand the country's cultural background before engaging in physical interactions or corporate events (Kamales & Knorr, 2019).

Due to variations in culture, identical strategic plans do not operate in two distinct regions. It is thus imperative to modify the operating model to accommodate the various cultures without jeopardizing the firm's ability to generate revenue (Baleviciene, 2021). Depending on the culture and levels of comprehension, clients from multiple countries will engage and react in distinctive situa-

tions. As a result, the business needs to preliminary analyze the dominant culture in the growing audience (Chuks & Chuks, 2022).

### 3. Discussion

The major aims of companies are development, competitiveness, and sustainability. Economic, technical, and personnel management are the basic aspects required to create significant results in goods and services. The efficient use of resources controls output production, which will, in turn, stimulate the organization's sustainability, competitiveness, and development. Human capital is by far the most important determining element. This is because how individuals perform at the workplace as organizational members depend on how they interpret the terms of the cognitive agreement they have made with that institution (Masanja & Mwita, 2021). In regards to culture, age, gender, religion, and nationality, humans vary from one another. According to a wider study, these disparities manifest themselves in the workforce through race or ethnicity, age, dialect, faith, impairment, tradition, gender, and gender preference. These disparities are referred to as cultural diversity (Thapa, 2020).

With increasing globalization, people are moving towards other countries more frequently in search of better jobs and opportunities. This fact has resulted in the development of a culturally diverse workplace. All workers, irrespective of language, race, nationality, or faith, are expected to be treated equally by corporations. These concepts, though, frequently need a real-world connection (Rahman, 2019).

A diverse human resource is the most important topic for management and human resource debate. Before assembling a team, people must first encounter or become aware of their cultures (Zaki et al., 2019). The challenge is not that there is diversity in the talent pool, but that management needs to handle the workforce's diversity successfully (Celikdemir & Katrinli, 2020). Tangible impacts, including efficiency gains, cooperative progression, innovation and inventiveness, improved problem-solving capacities, and a positive workplace, are feasible by positive perspectives and techniques to handle diverse cultures in a corporation (Baporikar, 2020). Organizations encounter a substantial increase in resignations, unavailability, disagreement, legal proceedings, and unsatisfactory productivity as adverse consequences (Chia, 2021). Balancing multiculturalism according to management principles has favorable results. In today's corporate environments, companies worldwide strive to draw in and keep a larger talented workforce (Thapa, 2020).

Diversity management can provide the business with a strategic advantage. The significant advantages of cultural diversity include wise decisions, increased inventiveness, better results in advertising on local and international scales, and better equitable availability of economic possibilities (Chuks & Chuks, 2022). According to a study, multiculturalism may lead to greater absenteeism and unhappiness among staff. However, considering the demographic shifts in the

workplace, fair treatment, workplace fairness, and equality laws, sustaining workplace diversity could be crucial for sustainability, improving inclusion and accessibility to authority (Chia, 2021).

Companies with a multicultural workforce can provide greater services since they can understand their client's requirements. Employing women, racial minorities, and people with disabilities will assist businesses in reaching these specialized markets and expanding consumer markets. A diverse workforce is considered a social and ethical requirement because the growth and success of the community are important to all societal groups (Miminoshvili & Černe, 2022).

Diversity helps firms in entering the international market as internationalization accelerates. It fosters creativity and innovative thinking while creating competitiveness. Multicultural groups enable increased adaptability, responsiveness, and adaptability to evolve (Croitoru et al., 2022).

If management fully supports the drive to develop, supervise, and respect the diversified staff, businesses can flourish in this area. The company should consider diversity issues, performance appraisal, evaluation, and compensation when hiring employees. A conducive organizational culture should be maintained to boost diverse employees' inspiration, contentment, and dedication. Performance indicators should be developed with transparency and objectivity, successfully conveyed, and applied using impartial unbiased metrics. The managers should determine acceptable and unfavorable behaviors relying on conversations about appraisal with a diverse workforce. Before implementing diversity initiatives, management must comprehend the culture of their company (Masanja & Mwita, 2021).

Training and development initiatives will enhance participants' daily abilities to handle diversity-related problems. Management will learn how power dynamics affect collective preconceptions, value judgments, and intentions. Cultural awareness will assist in overseeing a diverse workplace. A manager will be capable of comprehending how racial and cultural diversity affects disagreement dynamics and developing dispute settlement tactics (Don-Solomon & Fakidouma, 2021).

Initiatives for coaching, the inclusion of consultants, and long-term assistance to others should be taken. Workers should be capable of getting advice from mentorship about managing diversity in general and the benefits of managing diversity. It is important to evaluate one's attitudes regarding ethical conduct, identify those of individuals from various cultural origins, and look at management presumptions from a cultural viewpoint (Baporikar, 2020).

An adverse effect of workplace diversity is an escalation in confrontations. Misunderstandings frequently bring on disputes over diversity among employees. Lack of tolerance is brought on by negative thoughts or remarks that are prejudicial. Negative behaviors like racialism, prejudice, and cultural disputes may result from this. Controversy most frequently arises when one party feels entitled. Managers may risk the firm's productivity by ignoring these disagreements. Dis-

pute management can improve productivity and innovativeness (Areyiqat et al., 2020).

There should be supporting channels at the organization to discourage prejudice, intolerance and exclusion against culturally diverse employees. Creating a diverse business is significantly hampered by language proficiency and a loss of linguistic expertise in multicultural situations. It has been noted that cultural awareness courses' goals need to be more clearly understood at all stages. Therefore, explaining what diversification is and what the company expects to accomplish by efficiently managing it is crucial (Lamichhane, 2021).

#### 4. Conclusion

The approach used by a company to manage diversity is determined by the degree to whereby management is aware of diversity and its possible benefits and drawbacks. In today's globalized economy, business can only exist with the inclusion of a diverse workforce. The company's management is responsible for objectively assessing a diverse workforce's advantages. On the contrary, managers should create an environment that will increase the productivity of the diverse workforce in their firms, particularly when formulating their workforce diversity initiatives. Therefore, the corporation will be competent as a result of the diversity of the staff. Businesses are advised to implement plans to increase worker diversity. Businesses are still struggling to convince individuals to acknowledge diversity and have yet to find effective methods to use and take advantage of it. The endorsement of certain fundamental goals that staff members are prepared to support, including the company's survival, is a requirement for managing diversity in businesses. In today's highly competitive business environment, a competitive corporation is one in which diversity is the standard than inconsistency.

Updated Amendment based on suggestion #5:

The approach used by a company to manage diversity has several shortcomings. Firstly, it assumes that managers have a clear understanding of the benefits and drawbacks of diversity, which may not always be the case. Secondly, it focuses on the benefits of diversity for the company rather than for employees themselves, potentially overlooking the importance of creating an inclusive workplace culture. Thirdly, it may not adequately address issues of unconscious bias and intersectionality, which are important factors in creating a truly diverse and inclusive workplace. Additionally, the approach emphasizes the importance of increasing diversity, but does not provide clear guidance on how to do so effectively. Finally, the approach assumes that diversity is a requirement for a competitive corporation, without acknowledging the potential challenges and difficulties involved in managing diversity effectively.

To better study the topic of Cultural Diversity in Workplace and the Role of Management in the future, research could focus on addressing these shortcomings and exploring new approaches that more effectively promote diversity and

inclusion in the workplace. This could include examining the role of leadership in creating an inclusive workplace culture, addressing unconscious bias and intersectionality, and identifying effective strategies for increasing diversity and managing it in a way that benefits both the company and its employees.

### Conflicts of Interest

The author declares no conflicts of interest regarding the publication of this paper.

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