

Review Article

Fostering Diversity: The Crucial Role of Organizations

Rupesh Kumar

Department of Management, RKDF University, Bhopal, India.

I N F O

Corresponding Author:

Rupesh Kumar, Department of Management,
RKDF University, Bhopal, India

E-mail Id:

rupeshkumar494@gmail.com

Orcid Id:

<https://orcid.org/0009-0003-4171-9724>

How to cite this article:

Kumar R. Fostering Diversity: The Crucial Role of Organizations. *J Adv Res HR Org Mgmt* 2023; 10(3&4): 7-13.

Date of Submission: 2023-10-17

Date of Acceptance: 2023-11-26

A B S T R A C T

This article explores the significance of diversity, emphasizing its role in organizational development through a case study. The authors advocate for policies that promote diversity in various facets of organizations, stressing its positive impact on innovation, tolerance, and cultural heritage. This comprehensive article delves into the multifaceted aspects of diversity within organizations, emphasizing its profound impact on innovation, tolerance, and cultural richness. Through insightful discussions and a compelling case study, the authors illuminate the need for robust policies that champion diversity at every organizational level. By scrutinizing the PROGRESS framework and categorizing diversity into primary and secondary dimensions, the article provides a nuanced understanding of the various facets that contribute to a diverse environment. The significance of cross-cultural training is underscored as a transformative tool for fostering sensitivity and appreciation among individuals from different backgrounds.

Keywords: Diversity, Innovation, Creativity, Culture, HR, Organization

Introduction

Diversity is not merely a demographic distinction but a powerful catalyst for fostering innovation, tolerance, and cultural richness within organizational landscapes. It transcends the apparent differences in culture, gender, background, age, religion, language, and education, embodying the unique perspectives individuals bring to the table. While there may be inclinations to resist diversity in favor of familiarity, acknowledging and embracing it emerges as an imperative for the holistic development of any organization.¹ In essence, diversity arises from the varied backgrounds and life experiences that shape individuals. A person raised in the United States will undoubtedly possess distinct ideas, opinions, goals, and approaches compared to someone nurtured in an underdeveloped region. The biological similarities between individuals are overshadowed by the profound impact of diverse upbringings on their worldview.² Grobler (2002) supports

this perspective by underscoring that diversity can stem from both environmental and biological characteristics. It is not limited to observable factors but extends to the subtleties of upbringing, shaping individuals' ideologies and contributing to the vibrant tapestry of perspectives within a society. Cocharane Study Group and O'Neill et al. (2014) introduce the PROGRESS framework, highlighting key facets such as place of residence, race, occupation, gender, religion, education, socio-economic status, and social capital. This framework, later expanded to the progress plus framework, incorporates age and disability, providing a comprehensive lens through which diversity can be examined.³ Primary and secondary classifications of diversity elucidate the immediate and latent aspects of differences. Primary diversity, encompassing fundamental factors like age and gender, is readily apparent, while secondary diversity, arising from education, religion, and upbringing, reveals itself through interaction and communication. This duality underscores the nuanced nature of diversity and

its multifaceted impact on interpersonal relationships and organizational dynamics.⁴ As organizations increasingly become microcosms of diverse societies, the need for proactive measures to encourage and manage diversity becomes paramount. The following sections delve into the challenges, benefits, and strategies associated with promoting diversity within organizations, exploring the transformative power it holds for innovation, tolerance, and cultural enrichment.

Progress Framework and Diversity Classification

Expanding upon the Progress Framework introduced by the Cocharane Study Group and O'Neill et al. (2014), the authors delve into the intricate aspects of diversity through a comprehensive classification system. The framework encompasses various dimensions, shedding light on the multifaceted nature of diversity within societal structures. The identified aspects include:

Place of Residence: This dimension recognizes the impact of geographic location on individuals' perspectives and experiences. Urban, suburban, or rural settings contribute to diverse viewpoints and cultural influences, shaping the way individuals perceive the world around them.

Race/Ethnicity/Culture/Language: Acknowledging the rich tapestry of human identity, this aspect encompasses racial, ethnic, cultural, and linguistic diversity. It emphasizes the importance of appreciating and celebrating the distinctiveness of various racial and ethnic groups, each contributing to the overall diversity of a society.

Occupation: The occupational dimension underscores the diversity arising from different professional backgrounds. Varied expertise, skills, and knowledge brought by individuals from diverse occupations contribute to a more dynamic and versatile workforce.

Gender: Addressing the fundamental aspect of gender, this dimension recognizes the inherent differences and unique perspectives that individuals of different genders bring to the table. Fostering gender diversity promotes inclusivity and broadens the spectrum of ideas within organizations and societies.

Religion: Religion plays a pivotal role in shaping values, beliefs, and cultural practices. This dimension emphasizes the diversity arising from various religious affiliations, encouraging mutual respect and understanding among individuals with different faiths.

Education: Educational background significantly influences thought processes and problem-solving approaches. Diverse educational experiences contribute to a rich pool of ideas, fostering innovation and creativity within organizations.

Socio-Economic Status: Recognizing the disparities in socio-economic conditions, this aspect highlights the importance

of considering economic backgrounds in understanding diversity. Bridging gaps in socio economic status promotes a more equitable and inclusive society.

Social Capital: Social connections and networks contribute to social capital, influencing opportunities and access to resources. Acknowledging this dimension underscores the importance of cultivating diverse social networks for personal and collective growth.

Age: Extending the framework, the authors incorporate age as a crucial dimension of diversity. Different age groups bring unique perspectives, experiences, and approaches to problem-solving, enriching the overall diversity within organizations and communities.

Disability: Recognizing the importance of inclusivity, the authors extend the framework to include disability as a dimension. This dimension emphasizes the need for accommodating and valuing the contributions of individuals with diverse abilities.

By expanding the Progress Framework to include age and disability, the authors provide a comprehensive model for understanding diversity in its multifaceted glory. This classification system serves as a valuable tool for organizations and policymakers striving to create inclusive environments that honor and celebrate the richness of human diversity.

Cross Cultural Training

Cross cultural training is a fundamental component in the journey towards fostering diversity within organizations. Recognizing the dynamic nature of modern workplaces, where individuals from diverse backgrounds collaborate, this training becomes a strategic imperative. It delves into the intricate nuances of cultural differences, aiming to bridge gaps and cultivate a workplace culture where diverse perspectives are not only acknowledged but celebrated.⁵ This training goes beyond traditional diversity awareness programs, providing participants with a deep understanding of various cultural dimensions, communication styles, and behavioral norms. It equips individuals with the skills needed to navigate the complexities that arise when working with colleagues from different cultural backgrounds. Through targeted modules, participants gain insights into the importance of cultural intelligence, emphasizing the ability to adapt and thrive in a multicultural environment.⁶ Crucially, cross-cultural training fosters sensitivity and appreciation among team members, encouraging the recognition and valuing of diverse perspectives. It seeks to break down stereotypes and dispel cultural biases, promoting an inclusive atmosphere where individuals feel understood, respected, and valued for their unique contributions.⁷ Moreover, this training extends beyond interpersonal dynamics to encompass broader aspects

of global business etiquette, negotiation styles, and decision-making processes across cultures. Participants learn to decipher subtle cues, comprehend diverse communication patterns, and navigate potential conflicts arising from cultural misunderstandings.⁸ In the context of organizational development, cross-cultural training becomes a proactive strategy to enhance collaboration and productivity. It contributes to the creation of an inclusive work environment where creativity flourishes, innovation thrives, and employees feel a sense of belonging. By fostering a culture of mutual respect and understanding, organizations can harness the collective intelligence of their diverse workforce, driving success in an increasingly interconnected global landscape.⁹ In essence, cross-cultural training is not merely a checkbox in a corporate training program but a transformative journey that empowers individuals to navigate the complexities of a diverse world. It is a key driver in building cultural competence, tearing down barriers, and laying the foundation for organizations to leverage the full spectrum of talent and creativity within their ranks.

Benefits of Diversity

Diversity, when embraced and actively promoted within organizations, unfolds a myriad of advantages that contribute to their overall success and growth. Recognizing the rich tapestry of unique perspectives, experiences, and backgrounds that individuals bring to the table fosters an environment ripe for innovation, creativity, and cultural exchange. Here are some key benefits of diversity within organizations:

Innovation and Creativity: Diverse teams bring together individuals with a wide range of skills, perspectives, and problem-solving approaches. Varied viewpoints stimulate creativity and innovation by challenging traditional thinking patterns and encouraging the exploration of unconventional solutions.

Enhanced Decision-Making: Diverse teams tend to make more well-informed decisions by considering a broader spectrum of ideas and potential outcomes. Different cultural perspectives contribute to a comprehensive analysis of situations, minimizing the risk of oversight.

Market Competitiveness: Organizations that embrace diversity are often better equipped to understand and meet the needs of a diverse customer base. A diverse workforce can enhance the organization's ability to navigate and succeed in global markets.

Employee Satisfaction and Engagement: Inclusive workplaces where diversity is celebrated create a sense of belonging among employees. Individuals feel valued for their unique contributions, leading to higher job satisfaction and increased levels of engagement.

Talent Attraction and Retention: A commitment to diversity enhances an organization's reputation, making it an attractive place for top talent. Employees are more likely to stay with organizations that value and actively promote diversity and inclusion.

Adaptability and Flexibility: Diverse teams are more adaptable to change as they draw on a variety of experiences to navigate evolving situations. Flexibility in thinking and problem-solving becomes a cultural norm, enabling organizations to thrive in dynamic environments.

Improved Company Image: Organizations that prioritize diversity often enjoy a positive public image and are viewed as socially responsible. A diverse and inclusive workplace is an asset in attracting customers, investors, and partners who value corporate social responsibility.

Reduced Employee Turnover Costs: Inclusive workplaces experience lower turnover rates as employees are more likely to stay in environments where they feel accepted and appreciated. Reduced turnover leads to cost savings associated with recruitment, training, and onboarding.

Cultural Competence: Exposure to diverse perspectives enhances cultural competence among employees. Cultural competence is increasingly valuable in a globalized world, facilitating effective communication and collaboration across borders.

Legally and Ethically Sound Practices: Prioritizing diversity aligns with legal and ethical standards, promoting fair and unbiased employment practices. Organizations that actively work towards diversity reduce the risk of discrimination claims and foster a more inclusive workplace culture.

The benefits of diversity extend far beyond a mere checklist of demographic differences; they form the foundation for resilient, innovative, and socially responsible organizations. Embracing diversity is not just a strategic choice but a commitment to creating a workplace that thrives on the richness of its human capital.

Challenges and Solutions

Managing diversity, though essential for organizational growth, presents its own set of challenges that require thoughtful solutions. To navigate these challenges successfully, organizations must adopt proactive measures and strategies:

I. Equal Treatment and Perception

- **Challenge:** Ensuring equal treatment for all individuals can be challenging, especially when diverse groups may perceive fairness differently.
- **Solution:** Implementing unbiased policies and practices while actively seeking feedback from diverse employees can help identify and address

any disparities. Open communication channels can foster a sense of fairness and inclusivity.

2. Utilizing Diverse Skills

- **Challenge:** Maximizing the potential of diverse skills within a team can be complex, as different backgrounds bring varied perspectives and approaches.
- **Solution:** Encouraging collaboration and creating an environment where diverse skills are valued can lead to innovative solutions. Recognizing and leveraging the unique strengths of each team member contribute to overall team success.

3. Maintaining a Common Goal

- **Challenge:** Aligning diverse individuals towards a common goal poses a complex organizational challenge.
- **Solution:** Clearly communicating organizational objectives and values, emphasizing shared goals, and encouraging a sense of belonging can help unify diverse teams. Regular team-building activities and goal-setting sessions can foster a cohesive work environment.

4. Communication Barriers

- **Challenge:** Diverse teams may face communication barriers due to language differences, cultural nuances, or varying communication styles.
- **Solution:** Providing cross-cultural communication training to employees can enhance understanding and bridge communication gaps. Establishing clear communication channels and encouraging an open dialogue culture can facilitate effective communication.

5. Inclusive Decision Making

- **Challenge:** Ensuring inclusivity in decision-making processes can be challenging, with certain voices potentially being overlooked.
- **Solution:** Actively involving individuals from diverse backgrounds in decision-making bodies and committees ensures a broader range of perspectives. Implementing transparent decision-making processes and soliciting input from all team members fosters inclusivity.

6. Creating an Inclusive Organizational Culture

- **Challenge:** Shaping an inclusive culture that embraces diversity requires a comprehensive approach.
- **Solution:** Organizations must embed diversity and inclusion in their values. This involves leadership commitment, regular diversity training, and promoting a culture where employees feel comfortable expressing their unique identities. Celebrating diverse cultures through events and initiatives reinforces the commitment to inclusivity.

7. Addressing Unconscious Bias

- **Challenge:** Unconscious bias can unintentionally influence decision-making and hinder a truly inclusive environment.
- **Solution:** Conducting awareness programs on unconscious bias, incorporating blind recruitment practices, and establishing accountability mechanisms can help mitigate biases. Regular training and discussions create awareness and promote fair and unbiased evaluations.

While challenges in managing diversity persist, organizations that proactively address these issues through well-crafted solutions not only foster a more inclusive workplace but also unlock the full potential of a diverse workforce, contributing to innovation and overall organizational success.

Diversity at the Workplace

Organizational policies play a pivotal role in fostering diversity within the workplace, and their implementation goes beyond mere rhetoric. To truly cultivate an inclusive environment, organizations must actively embrace and embody diversity in their structures, practices, and attitudes.

1. **Creating an Inclusive Culture:** Organizations should strive to create a culture that not only tolerates but celebrates diversity. This involves establishing an environment where employees feel valued irrespective of their cultural, gender, or educational backgrounds. Leadership should set the tone by promoting inclusivity in all aspects of the workplace.
2. **Gender-Neutral and Inclusive Policies:** It is essential for organizations to implement policies that are not only gender-neutral but also take into account the diverse needs of employees from various backgrounds. This includes flexible work schedules, inclusive language, and family-friendly policies that cater to the unique requirements of a diverse workforce.
3. **Accommodating Cultural Practices:** Acknowledging and accommodating diverse cultural practices is crucial for creating a harmonious workplace. Organizations should be open to adapting work schedules or acknowledging religious holidays to ensure that all employees feel respected and included.
4. **Minority Group Considerations:** Recognizing that minority groups may have distinct needs is a key aspect of promoting diversity. This may involve understanding different religious observances, accommodating specific dietary requirements, or respecting cultural nuances. Tailoring policies to address these considerations ensures a workplace that is considerate and supportive.
5. **Diverse Team Composition:** Actively fostering diversity in team composition can lead to more innovative and well-rounded solutions. Organizations should encourage the formation of teams that bring together

individuals with diverse skills, perspectives, and backgrounds. This not only enriches the workplace but also contributes to holistic problem-solving.

6. **Inclusive Decision Making Bodies:** Ensuring that decision-making bodies within the organization are diverse is crucial. Diversity in these forums leads to a more comprehensive understanding of challenges and opportunities. This inclusion should extend beyond symbolic representation, actively valuing and incorporating diverse perspectives in decision-making processes.
7. **Knowledge and Information Sharing:** Encouraging a culture of knowledge and information sharing is fundamental to harnessing the benefits of diversity. This involves creating platforms for employees to share their experiences, cultural insights, and professional expertise. Such initiatives foster mutual understanding and collaboration.
8. **Training and Development Programs:** Organizations should invest in training and development programs that specifically address cross-cultural competence. These programs help employees develop the skills needed to navigate diverse work environments, fostering empathy, understanding, and effective communication.
9. **Monitoring and Measuring Diversity Initiatives:** Regularly monitoring and measuring the effectiveness of diversity initiatives is crucial for sustained progress. This involves collecting data on employee demographics, conducting surveys to gauge satisfaction, and identifying areas for improvement. Transparent reporting on diversity metrics can hold organizations accountable for their commitment to fostering an inclusive workplace.

Achieving diversity in the workplace requires a holistic approach that extends beyond policy formulation. It involves cultivating a culture of inclusivity, adapting practices to accommodate diverse needs, and actively seeking to harness the unique strengths that a diverse workforce brings to the organization. Organizations that successfully embrace diversity not only stand to benefit from increased innovation but also contribute to creating a more equitable and harmonious work environment.

Training for Diversity

Researchers have identified education, training, and volunteering as transformative tools to instill values of diversity within individuals. Educational institutions, in particular, play a crucial role in shaping perspectives and fostering an appreciation for diversity.¹⁰ By incorporating a curriculum that reflects the richness of various cultures, backgrounds, and perspectives, educational institutions can actively contribute to the development of individuals who value and understand diversity. One effective approach involves forming voluntary groups within educational

institutions, comprised of students from diverse backgrounds. This intentional mixing of cultures allows students to engage with one another, breaking down barriers and promoting mutual understanding. Positive impacts stemming from such initiatives include accelerated personal development, enhanced cultural sensitivity, and the cultivation of a broad worldview.¹¹ Moreover, educational institutions can go beyond theoretical teachings by incorporating practical experiences that expose students to diverse environments. Field trips, cultural exchange programs, and collaborative projects involving students from different backgrounds contribute to a more holistic understanding of diversity.¹² In the professional sphere, continuous training programs become essential. Organizations are encouraged to invest in cross-cultural training for their employees. These programs equip individuals with the knowledge and skills necessary to navigate diverse work environments successfully. Cross-cultural training goes beyond merely recognizing differences; it delves into understanding and appreciating various cultural nuances, communication styles, and work approaches.

Volunteering in diverse communities also proves to be a powerful avenue for individuals to immerse themselves in different cultures. By actively participating in community initiatives and engaging with individuals from diverse backgrounds, volunteers gain practical insights that contribute to breaking down stereotypes and fostering a genuine appreciation for diversity.¹³ The success of training for diversity lies not only in theoretical understanding but also in the practical application of these concepts. Encouraging individuals to put their knowledge into action through volunteering, collaborative projects, and real-world experiences reinforces the value of diversity in a tangible way.¹⁴ In conclusion, training for diversity is an ongoing process that begins in educational institutions and continues throughout professional careers. It is not merely about acknowledging differences but actively embracing and celebrating them. By integrating diverse perspectives into education and workplace training, societies can cultivate individuals who contribute positively to fostering inclusive environments and innovation.

Role of Human Resource Management (HRM) in Fostering Diversity

Human Resource Management plays a pivotal role in steering organizations towards embracing and promoting diversity. Recognizing the transformative impact diversity has on innovation, employee satisfaction, and overall organizational success, HRM becomes a key driver in implementing and sustaining diversity initiatives. Here's an extended exploration of the role of HRM in fostering diversity:

1. **Strategic Planning and Policy Development:** HRM is instrumental in developing strategic plans and

policies that prioritize diversity and inclusion. This involves formulating guidelines that go beyond mere compliance, actively promoting an inclusive culture where employees from diverse backgrounds feel valued and respected.

2. **Recruitment and Hiring Practices:** HRM is tasked with creating recruitment processes that actively seek out diverse talent. This includes implementing strategies to attract candidates from various demographics, ensuring a diverse pool of applicants. Furthermore, HRM should adopt fair and unbiased hiring practices to eliminate unconscious biases during the selection process.
3. **Diversity Training and Development:** HRM takes the lead in organizing and implementing diversity training programs for employees at all levels. These programs go beyond simple awareness and delve into fostering cultural competence, empathy, and understanding. Continuous learning initiatives ensure that employees are well-equipped to thrive in diverse work environments.
4. **Inclusive Work Environment:** HRM actively works towards creating an inclusive work environment where every employee feels comfortable and appreciated. This involves addressing any instances of discrimination promptly, providing support mechanisms, and promoting a workplace culture that encourages collaboration and mutual respect.
5. **Employee Resource Groups (ERGs):** HRM can facilitate the formation of Employee Resource Groups (ERGs) that bring together individuals with shared characteristics or experiences. These groups serve as platforms for networking, mentorship, and mutual support, contributing significantly to a sense of belonging and community within the organization.
6. **Performance Evaluation and Recognition:** HRM ensures that performance evaluations are fair and unbiased, taking into account individual contributions irrespective of background. Recognition programs should celebrate diversity and acknowledge the unique strengths that individuals from different backgrounds bring to the organization.
7. **Communication and Transparency:** HRM plays a crucial role in fostering transparent communication about diversity initiatives. This involves regularly updating employees on progress, sharing success stories, and addressing challenges openly. Clear communication helps build trust and demonstrates the organization's commitment to diversity.
8. **Conflict Resolution and Mediation:** In the event of conflicts arising due to diversity-related issues, HRM acts as a mediator. Implementing effective conflict resolution strategies, HRM ensures that misunderstandings are addressed promptly, promoting a harmonious work environment.

9. **Monitoring and Evaluation:** HRM oversees the continuous monitoring and evaluation of diversity initiatives. This involves collecting and analyzing data related to diversity metrics, identifying areas for improvement, and adapting strategies to ensure sustained progress.

10. **Leadership Development:** HRM invests in leadership development programs that emphasize the importance of diversity at all levels of the organization. Cultivating diverse leadership ensures that decision-making processes incorporate a broad range of perspectives, fostering innovation and adaptability.

In conclusion, the role of HRM in fostering diversity extends far beyond compliance; it involves actively shaping the organizational culture to be inclusive, equitable, and supportive of diverse talents and perspectives. By embracing diversity as a strategic advantage, HRM contributes significantly to the long-term success and sustainability of the organization.

Conclusion

In conclusion, promoting diversity within organizations is not merely a desirable option but a fundamental necessity for sustained growth, innovation, and societal progress. This article has delved into the multifaceted dimensions of diversity, examining its various forms, challenges, and the transformative impact it can have on organizational cultures. Diversity, as discussed in the context of this article, extends beyond being a demographic checkbox; it represents a wealth of perspectives, experiences, and talents that, when harnessed effectively, can propel organizations to new heights. The case study of Suresh Gyan Vihar University in Jaipur serves as a testament to the positive outcomes that can emerge when diversity is embraced wholeheartedly. The university's proactive initiatives, from admissions to community forums, have not only enriched the learning environment but have also nurtured a culture of innovation and tolerance.

The role of Human Resource Management (HRM) emerges as pivotal in this narrative. The five elements proposed for incorporation into HR practices training, support, participation, celebration, and festivity underscore the need for a comprehensive approach. HRM must not only implement policies that support diversity but also actively foster an inclusive workplace culture where individuals from diverse backgrounds feel valued and heard. However, the journey towards fostering diversity is not without its challenges. Managing a diverse society or workforce requires constant efforts to build synergy, treat everyone equitably, and maintain a common organizational goal. The article acknowledges these challenges and emphasizes that the benefits of diversity far outweigh the complexities involved. Looking ahead, it is imperative for organizations

to view diversity not as a checkbox to be ticked off but as an ongoing commitment that permeates every aspect of their functioning. The evolving global landscape demands adaptability and openness to diverse perspectives. Organizations that prioritize diversity will not only attract top talent but will also be better equipped to navigate the complexities of the modern world. In essence, diversity is not just a corporate buzzword or a moral imperative; it is an investment in the future. The promotion of diversity within organizations is a celebration of the richness that arises when individuals from varied backgrounds converge, bringing with them a tapestry of ideas, skills, and cultural nuances. As we celebrate the first year of this article, let it serve as a reminder that the journey towards a more diverse and inclusive world is ongoing, and each organization plays a crucial role in shaping this narrative.

References

1. Cox T. Cultural diversity in organizations: Theory, research and practice. Berrett-Koehler Publishers 1994.
2. Grobler P A. Human resource management in South Africa. Cengage Learning EMEA 2005.
3. Janusz N, Dewidar O, Dowling S, et al. How is health equity assessed in Cochrane Musculoskeletal Reviews?. *The Journal of Rheumatology*, 2022; 49(12), 1379-1384.
4. Jackson S E, Ruderman M N. Diversity in work teams: Research paradigms for a changing workplace 1995: (pp. xv-271). American Psychological Association.
5. Ely R J, Thomas D A. Cultural diversity at work: The effects of diversity perspectives on work group processes and outcomes. *Administrative science quarterly*, 2001; 46(2): 229-273.
6. Fernandez J P. Managing a diverse work force: Regaining the competitive edge. 1991; (No Title).
7. Cox T H, Blake S. Managing cultural diversity: Implications for organizational competitiveness. *Academy of Management Perspectives*, 1991; 5(3): 45-56.
8. Cox T, Beale R L. Developing competency to manage diversity: Reading, cases, and activities. Berrett-Koehler Publishers.
9. Cox T H, Blake S. Managing cultural diversity: Implications for organizational competitiveness. *Academy of Management Perspectives*, 1991; 5(3): 45-56.
10. Thomas D A, Ely R J. Making differences matter. *Harvard business review*, 1996; 74(5): 79-90.
11. Kandola R, Fullerton J. Managing the mosaic: Diversity in action. (No Title) 1994.
12. Jackson S E, Ruderman M N. Diversity in work teams: Research paradigms for a changing workplace (pp. xv-271). 1995 ; American Psychological Association.
13. Cox T, Beale R L. Developing competency to manage diversity: Reading, cases, and activities. Berrett Koehler Publishers 1997.
14. Pfeffer J. Six dangerous myths about pay. *Harvard business review*, 1998; 76(3): 109-120.