

THE EFFECT OF MULTICULTURAL WORKFORCE DYNAMICS ON PUBLIC ADMINISTRATION MANAGEMENT

Cheela Vinay Kumar

Research Scholar
Arni University
Himachal Pradesh

Dr. P. Suresh

Research Supervisor
Arni University
Himachal Pradesh

Dr. D. Sucharitha

Research Co-Supervisor
Arni University
Himachal Pradesh

ABSTRACT

The role of public administration in multicultural governance, as happened in Indonesia, has the higher dynamics of governance rather than in monoculture society. These dynamics often cause problems that can weaken the governance process, even becoming threat of national disintegration if not managed according to the principles of good governance. The implementation of these principles needs to begin with a comprehensive understanding of the multicultural characteristics of the local community, to find dimensions of diversity and dimensions of unitary as the basis for managing the governance system. In this case, the challenge of public administration needs to be expanded to the other dimensions of governance; the socio-cultural and spiritual dimensions. It is also necessary to adapt to the development of digital inclusiveness (e-inclusion) to support the realization of the effectiveness and accountability of governance. The thrust of this paper is to critically examine workforce diversity management and the result it can bring to an organizational prosperity. The key issues of workforce diversity management and job satisfaction as well as job performance were discussed. Also discussed were workforce diversity management, job match, features, dimensions of workforce diversity and significance of workforce diversity management. There are no other studies that detail the direct effect of workforce diversity management on job match and the explaining role of a person's job match on the association between workforce diversity management and job outcomes such as job satisfaction and job performance. Therefore, this study constituted the direct effect of workforce diversity management on job matches for the first time and disclosed that the increase in workforce diversity management leads to an increase in a person's job match.

Keywords: multicultural; challenges to democratic governance; e-inclusion, Workforce Diversity, Management

INTRODUCTION

The concept of multicultural management is an approach to managing and understanding cultural diversity in a work environment or organization. The basic principles of multicultural management are designed to create an inclusive environment where every individual is treated fairly and respected regardless of their cultural background, ethnicity, religion or origin. These principles aim to promote effective collaboration among diverse team members and leverage diversity as an organizational strength. One of the basic principles of multicultural management is "Cultural Awareness," which means that individuals and organizations must have a strong understanding of cultural values, social norms, beliefs, and other differences that may exist among team or group members. An example of the application of this concept is when a multinational company employs employees from various cultural backgrounds. Company management ensures that these employees receive cultural awareness training to understand each other's cultural differences. They also encourage open communication and positive dialogue between employees with various cultural backgrounds. In this way, companies create an inclusive work environment and utilize diversity to achieve innovation and better performance. Another relevant principle is "Cultural Justice," which focuses on ensuring that each individual is treated fairly without discrimination. An example is when a government

agency designs policies that ensure that all cultural groups have equal access to public services and available opportunities. Multicultural management encourages organizations to respect, celebrate and integrate cultural diversity as a valuable asset and take steps to minimize cultural conflict and promote inclusion and equality. Many public administration entities or institutions around the world have successfully integrated multicultural management into their operations in various ways. Some examples of best practices used by successful public administration entities in managing cultural diversity include Anti-Discrimination and Inclusion Policies: Many countries have implemented strong anti-discrimination and inclusion policies in their public administration. Examples include the United States Civil Rights Act and inclusion policies in Europe that protect the rights of individuals regardless of cultural background. Cultural Awareness Training: Public administration entities often provide cultural awareness training to their employees to help them understand cultural differences, languages, and social norms that may exist among their citizens or colleagues. This training helps prevent cultural conflicts and promotes effective communication. Fair Hiring and Promotion: Diverse public administrations often have policies that support fair hiring and promotion, regardless of cultural or ethnic origin. They ensure that career opportunities are open to all individuals who have the appropriate abilities.

LITERATURE REVIEW

Onuorah et.al [2024] Managing workplace diversity and inclusion is requisite for organisations' continued existence, especially in a globalised world. This study examines the management of workplace diversity and the promotion of inclusion within Nigerian public organizations. The concepts of diversity and inclusion are explored, encompassing various dimensions such as race, ethnicity, gender, age, sexual orientation, religion, socioeconomic status, and more. Theoretical frameworks, including Social Identity Theory (SIT), are applied to understand the dynamics of diversity management, intergroup relations, and identity formation within the context of Nigerian public organizations. Challenges such as cultural differences, religious diversity, gender inequality, lack of inclusive policies, and resistance to change are identified, alongside opportunities for growth and success including increased creativity, enhanced problem-solving abilities, and improved organizational performance. Based on these findings, recommendations are provided, emphasizing leadership commitment, comprehensive diversity training programs, inclusive policies and practices, and the promotion of Employee Resource Groups (ERGs) to foster a culture of inclusion and equitable opportunities for all employees.

Jiakun Liu et.al [2023] The workforce has become more diverse than it used to be. Although organizations actively capitalize on workforce diversity to enhance team innovation and organizational performance, it is found that workforce diversity also has potential risks, among which interpersonal conflict is the most salient one. However, we still know relatively less about why workforce diversity may link to higher interpersonal conflict and, more importantly, how to mitigate the negative impact of workforce diversity. Based on the workplace diversity theories (e.g., the categorization-elaboration model), this study examined how workforce diversity was positively related to interpersonal conflict through impacting one's affective states, and to what extent this indirect effect can be weakened by organization-initiated

practices Using two-wave surveys from 203 employees from various organizations in China, we confirmed our hypotheses. Our results showed that perceived workforce diversity was positively related to interpersonal conflict through increasing negative affect (after we controlled for the objective diversity level calculated by the Blau index), and this indirect effect was weakened when the levels of inclusive HRM practices and employee learning-oriented behaviors were high.

Mishlin Thaher Nweiser et.al [2022] Workforce diversity is an international phenomenon in developed and developing countries. Diversity is an issue that has gotten a lot of attention in many fields; diversity and inclusion have become accepted as a global business topic. Workplace diversity (WPD) is a holistic concept that refers to company employees' disparities. It refers to the complex physical, sociological, and psychological characteristics characterising an individual or group, such as gender, race, sexual orientation, and religious or political beliefs. Academics and practitioners alike are paying increased attention to workforce diversity. This research aims to investigate and provide a conceptual understanding and significance of diversity, especially workplace diversity in different countries; the literature also examines their methodology to investigate workforce diversity. Also, this paper explores literature about the increasing global influence of workforce diversity and its effect on the workplace drawing on previous studies. In addition, because of the benefits to the organisation and the people who work there, diversity in the workplace has become a meaningful and significant topic.

Amakiri Don-Solomon et.al [2021] It is a known fact that the workplace is a repository of culturally diverse workforce, who brings their difference cultural inclinations and expertise to bear in pursuit of the general organizational goal. A diverse workforce comes with both benefits and challenges which are consequences of how the workforce is managed. This paper examines the theoretical implication of cultural diversity management on organizational innovativeness. The piece began with conceptual exposition of culture and the organization, organizational innovativeness as well as cultural diversity. Further, the paper identified cultural variables in the impeding workforce with subsequent management efforts of the diversity. Eventually, diverse cultural implications on organization innovativeness were emphasized. Findings are that; team that has variety of diverse characteristics can collectively spark a height of inventiveness, and likely exude better capacity to resolve intricate glitches and offers superior solution. Also, organization thrives creatively and innovatively in a culturally diverse workforce tolerant environment.

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. 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. 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. Depending on the culture and levels of comprehension, clients from multiple countries will engage and react in distinctive situations.

As a result, the business needs to preliminary analyze the dominant culture in the growing audience. The science of Public Administration is becoming increasingly diverse in the era of ever-growing globalization. Public administration is no longer limited to routine government tasks alone but must also respond to ongoing social, cultural and economic changes throughout the world.

Cultural Diversity and Intermediate Team Outcomes

It is important to develop more specific knowledge about the potential barriers and opportunities that cultural diversity offers. Research suggests that diversity, which is a team input, affects a variety of team processes and affective reactions, which in turn affect team performance, or the output. Many different variables have been proposed as critical to group performance. To clarify cultural diversity's effects on team performance, we propose a model that categorizes these variables by whether they are associated with divergence or convergence, and whether they lead to process losses or process gains. Cultural diversity tends to increase divergent processes. Divergent processes are those that bring different values and ideas into the team and juxtapose them with each other. Through the similarity-attraction and social categorization mechanisms, the differences are likely to be recognized, rather than going unnoticed or ignored. Some divergent processes contribute to the group performance positively – that is, they create process gains.

Cultural Diversity and Multinational Project Teams

Studies have established that management practices are embedded in national cultures and that the search for a universally acceptable way of managing multicultural teams is meaningless. Diversity increases ambiguity, complexity, and confusion in group processes, leading to negative effects on team unity, high stress and uncertainty, and conflicts. Miscommunication is one of the major causes of teamwork difficulties, and challenges faced by multicultural teams lie in the diverse cultural backgrounds of their team members. Almashhadani and Almashhadani raise the issue of trust and whether it is possible to build and maintain trust in multicultural project teams. Newman et al. note that culturally diverse teams experience more mistrust than homogenous teams due to misinterpretation in a cross-cultural environment. Mistrust also leads to increased stress compared to homogenous teams. Stahl and Maznevski explained that the impacts of cultural diversity on cohesion vary depending on the type of diversity. According to Brett et al. , decision-making is problematic as cultures differ greatly in their decision-making style. This can lead to some difficulties in the team's collaboration effort.

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. 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. 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. 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.

METHODOLOGY

The purpose of the questionnaires was to collect data on a range of workforce dynamics topics, such as organizational culture, performance management, career development, engagement, and competences. Statistical Package for the Social Sciences (SPSS) software was used to analyze the data. Descriptive statistics were used to summarize the data, correlation analysis was used to look at how variables related to one another, regression analysis was used to find significant predictors of workforce dynamics, and analysis of variance was used to look for differences between groups or categories. This study aims to provide comprehensive insights into the workforce dynamics within government organizations. This study employed a mixed-methods approach in assessing workforce diversity and its effect on organizational culture at the Ministry of Foreign Affairs and International Co-operation in Lusaka. By integrating both quantitative and qualitative methods, this research aimed to provide a comprehensive understanding of the effect of workforce diversity on organizational culture of public institutions. The quantitative component involves the collection and analysis of numerical data through structured survey questionnaires. This approach facilitated a deeper analysis of the contextual and experiential aspects of the workforce diversity effect, offering nuanced perspectives that can inform strategies for improving the implementation of diversity policies and strategies.

RESULTS AND DISCUSSIONS

Our results show that countries with lower levels of public workforce diversity tend to be less innovative, providing support to our hypothesis 1. In practice, we observe in our results that a 1-point increase in the underrepresentation index (Ibu) leads to a -.65 reduction in the eGov index. While model 1 shows the effect of workforce diversity for the entire e-Government advancement, our control model 2 specifies such impact on the development of online public services only, showing similar results. shows more nuanced results (illustrated in Figure 1). Here, the maximum value in our index of professionalism – all else equal – combined with a rising underrepresentation index might lead to higher governmental innovation. However, in contexts where bureaucratic professionalism is held at the minimum, total governmental innovation (our eGov variable) is substantially reduced. These results confirm our hypothesis 2a, which suggests that greater isomorphic pressures in the form of professionalism may trigger negative group work dynamics vis-à-vis the innovation process.

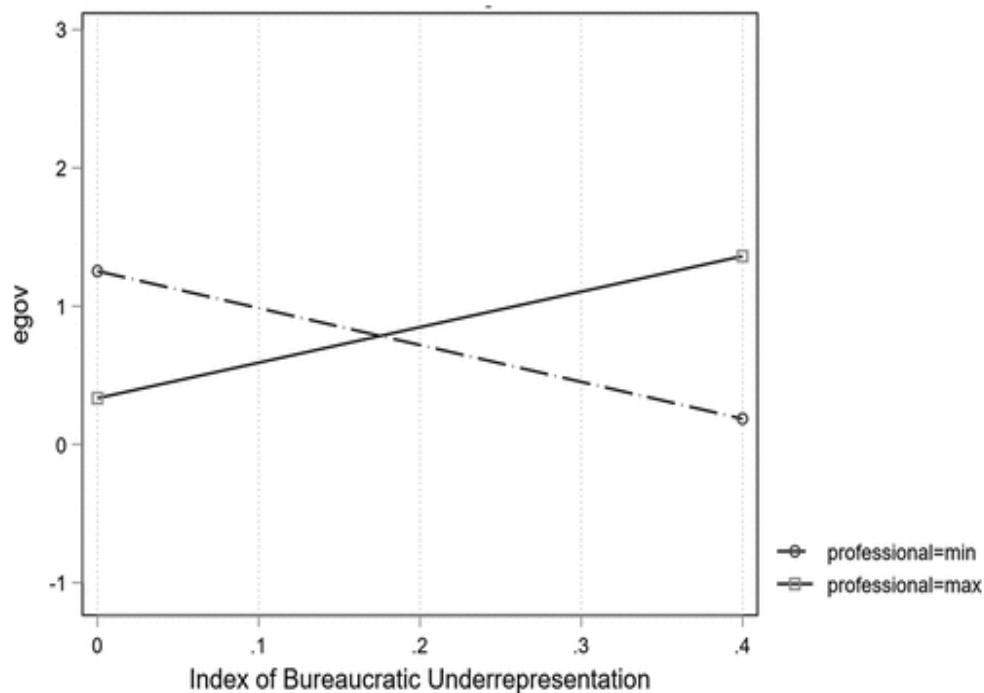


Figure 1. Interactions between bureaucratic professionalism and public workforce diversity

To further illustrate this point, Figure 2 shows that at the maximum level of closed ness (all other the same), a decrease in the level of workforce diversity (higher Ibu) will positively impact digital service innovation. On the contrary, when considering closed ness at the minimum level, lower levels of public workforce diversity hinder this type of innovation.

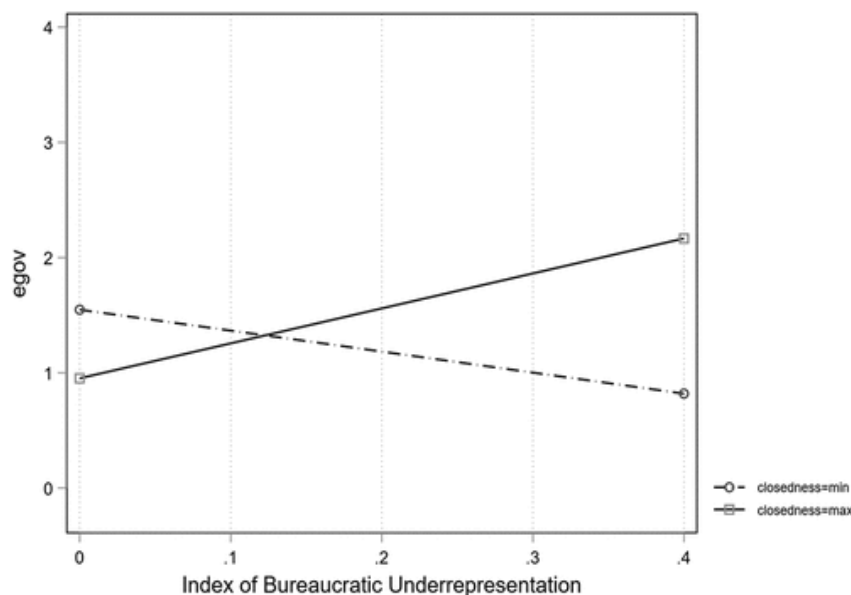


Figure 2. Interactions between bureaucratic closed ness and public workforce diversity

A closer view of the effects of this variable via interaction with the Ibu index shows similar results, although more sensitive in model 7, which has as dependent variable the delivery of online services. In a more nuanced margins plot observation (Figure 3), we also observe NPM's

positive relationship with eGov innovation can be challenged in contexts of lower workforce diversity (higher Ibu), also confirming our hypothesis 2c.

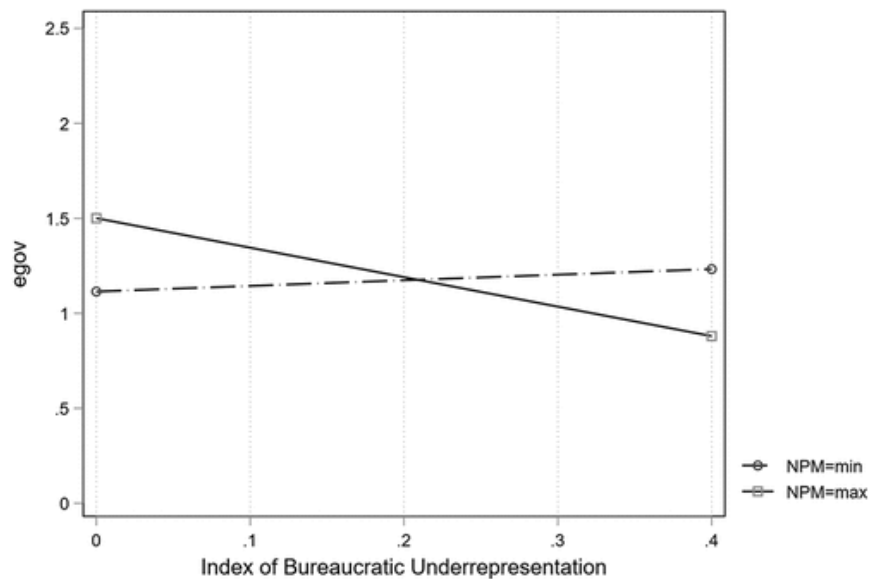


Figure 3. Interactions between NPM and workforce diversity

CONCLUSION

Implementing comprehensive diversity training programs, integrating diversity skills into performance appraisals, and fostering diverse teams are vital strategies that organizations can use to unlock the potential benefits of a diverse workforce. These measures lead to improved employee interactions, targeted development initiatives, and a competitive edge in the marketplace. However, while our findings provide valuable insights, they also highlight areas for further investigation. this study attempted to bridge this knowledge gap by determining the effect of multicultural workforce on construction productivity. In the quest to find the effects of multicultural workforce on productivity in Ghana, the results indicate that there is a consensus that multicultural workforce has a direct effect on project productivity. In terms of communication amongst diverse workforces on construction projects, it is advantageous that nearly all project teams adhere to the same culture type. Multicultural teams should be made aware that attaining unity despite cultural diversity is a collective obligation shared by all members of an organisation. The present study recommends strategic management of the multicultural and diverse team that can improve the level of productivity among project participants, as such, increased planning and programming are essential components of increasing team productivity on construction projects. The influence of digital transformation on public administration is indisputable. This context challenges public entities in different ways. In this context, the role of public employees in supporting the digital transformation of public administration is crucial.

REFERENCES

1. Onuorah et.al (2024), "Managing Workplace Diversity and Inclusion in Nigerian Public Organization: Strategies, Challenges And Opportunities.", *Nigerian Journal of Management Sciences*, ISSN: 3122-0347, Vol. 25 (1b).

2. Jiakun Liu et.al (2023), "Managing the negative impact of workforce diversity: The important roles of inclusive HRM and employee learning-oriented behaviors" *Front Psychol*, ISSN: 1664-1078, doi: 10.3389/fpsyg.2023.1117690.
3. Mishlin Thaher Nweiser et.al (2022), "The Importance Of Workforce Diversity Management As A Global Imperative – A Systematic Review", *Oradea Journal of Business and Economics*, ISSN: 2501-3599, Volume 7, Issue (2), Pages.63-74, DOI:10.47535/1991ojbe157.
4. Amakiri Don-Solomon et.al (2021), "Managing Cultural Diversity: Implication for Organizational Innovativeness", *European Journal of Business and Management Research*, ISSN: 2507-1076, Vol. 6 No. 4.
5. Silvia Popescu et.al (2012), "Managing Diversity in Public Organizations", *Global Business and Management Research: An International Journal*, ISSN: 1947-5667, Vol. 4, No. 3 & 4.
6. Starlene M. Simons et.al (2011), "Diversity and its Impact on Organizational Performance: The Influence of Diversity Constructions on Expectations and Outcomes", *Journal of Technology Management and Innovation*, ISSN: 0718-2724, Vol. 6 No. 3.
7. Subhash C. Kundu et.al (2018), "Workforce Diversity Status in Indian Public Sector: A Study of Employees' Reactions", *Journal of Organization and Human Behaviour*, ISSN: 2320-4966, Volume 7.
8. Shakeel Ahmad et.al (2019), "Effect of Workplace Diversity on Employees' Performance in Allama Iqbal Open University", *Pakistan Journal of Distance & Online Learning*, ISSN: 2415-2021, Volume: V, Issue II, Pages.85-100.
9. Shilpa Kulkarni et.al (2012), "A Study on Cultural Diversity Management for Indian Organizations", *Procedia - Social and Behavioral Sciences*, ISSN: 1877-0428, Volume 37, Pages 267-276