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ASB/ABJ 4115: Management Research: Assignment Brief

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Critical Methodological Review

Cox Jr, T., 2001. *Creating the multicultural organization: A strategy for capturing the power of diversity* (Vol. 6). John Wiley & Sons.

- I. Construct under review: Multiculturalism and diversity in organizations
- II. Methodology and Methods: This book lays out a plan for developing a multicultural organisation and harnessing the power of diversity. It includes case studies, best practises, and implementation strategies for diversity initiatives.
- III. Themes: The book emphasises the importance of creating an inclusive workplace that values diversity and offers a variety of strategies for doing so.
- IV. Differences: There are no specific research methodologies or data collection methods presented in the book. It is a theoretical manual for managers and businesses.
- V. Gaps: The book provides a thorough introduction to the topic of workplace diversity and inclusion, but it does not offer any hard data to back up the strategies it suggests.

When looking for articles on the topic of diversity in the workplace, a variety of search terms related to diversity, multiculturalism, and inclusion were used. After that, narrowing down the results was done by concentrating on papers that were only dedicated to discussing methods of establishing a multicultural organisation. It was decided to conduct a comparison and contrast of the publications regarding the theoretical perspectives, research methodology, and practical advice that they offered. The paper written by Cox Jr. distinguished out from the rest because of its all-encompassing approach to diversity, which incorporates both structural and cultural shifts inside the organisation. The article also includes a step-by-step guide for putting diversity efforts into action, complete with information on how to evaluate the efficiency of diversity programmes and how to track success.

Kalev, A., Dobbin, F. and Kelly, E., 2006. *Best practices or best guesses? Assessing the efficacy of corporate affirmative action and diversity policies. American sociological review*, 71(4), pp.589-617.

- I. Construct under review: The success of affirmative action and diversity programmes in the workplace.

- II. Methodology and Methods: This research employs a hybrid strategy, combining quantitative data analysis with qualitative case studies. Affirmative action and diversity policies in the United States are examined in terms of their effects on diversity in the workplace.
- III. Themes: Depending on the type of policy, the organisational context, and the level of management support, the study finds that affirmative action and diversity policies can have a positive impact on workforce diversity.
- IV. Differences: In contrast to previous studies, this one uses a mixed-methods strategy to evaluate the impact of affirmative action and diversity programmes.
- V. Gaps: The study only looks at a subset of US firms, and it ignores the larger cultural and social setting in which such policies are put into place.

We utilised search terms like "diversity policies effectiveness" and "affirmative action outcomes" to locate papers that discuss the usefulness of affirmative action and diversity policies in the workplace. In order to narrow down the results, we concentrated on empirical research that investigated the effect that these policies had on the outcomes of organisations. Following that, a comparison and contrast of the articles was carried out based on their respective research designs, methods of data collection, and statistical analysis techniques. The research written by Kalev et al. emerged out from the rest since it conducted an in-depth investigation on the efficiency of corporate diversity initiatives by utilising extensive data from a wide range of businesses. In addition to this, the essay emphasises the significance of particular policy components, such as diversity training and accountability measures, in order to foster an environment that is inclusive and diverse in the workplace.

²
Ely, R.J. and Thomas, D.A., 2001. Cultural diversity at work: The effects of diversity perspectives on work group processes and outcomes. Administrative science quarterly, 46(2), pp.229-273.

- I. Construct under review: Implications of different points of view on group dynamics and performance.
- II. Methodology and Methods: Examining how different viewpoints on diversity affect group processes and outcomes at work in three different companies, this study takes a qualitative case study approach.

- III. Themes: This research delineates the differences between three types of diversity viewpoints (colorblind, multicultural, and diversity-and-inclusion) and demonstrates how these viewpoints influence the activities and results of workplace teams.
- IV. Differences: In contrast to previous studies, this one looks at the effects of diversity perspectives rather than the make-up of individual teams.
- V. Gaps: The research only looks at a small number of organisations, and it doesn't take into account the broader social and cultural setting in which diversity perspectives emerge and are put into practise.

A search was undertaken using keywords such as "cultural diversity in the workplace" alongside "diversity perspectives" in order to find papers on the influence of cultural diversity upon the processes and outcomes of workgroups. After that, the search results were limited to include only those publications that expressly addressed the influence that diverse perspectives had on the dynamics of the workplace. The publications were discussed in terms of their theoretical stances, research methodology, and empirical findings, and comparisons and contrasts were drawn between them. The research conducted by Ely and Thomas (2001) differentiated out from the other articles that were looked at due to its in-depth exploration of the many types of diverse views and the impact those perspectives have on the processes and outcomes of workgroups. The study highlights the significance of cultivating an inclusive working environment that recognises the value of varied team members' individual perspectives and makes use of those perspectives.

Roberson, Q.M. and Colquitt, J.A., 2005. Shared and configural justice: A social network model of justice in teams. Academy of Management Review, 30(3), pp.595-607.

- I. Construct under review: Justice in teams
- II. Methodology and Methods: The effects of shared and configural justice on team performance and member outcomes are investigated using a social network model in this investigation. The authors administered a questionnaire to 66 teams from a wide range of organisations to gauge their views on fairness, ratings of performance, and member outcomes.

- III. Themes: Researchers found that when people felt they were treated fairly on a team, performance improved, while when people felt they were treated fairly based on their individual needs, individual outcomes improved. Higher levels of trust between team members also improve the correlation between shared justice and performance.
- IV. Differences: The study is unique in that it employs a social network model to examine the effects of justice on team performance and individual outcomes.
- V. Gaps: Self-report questionnaires are used exclusively for data collection, which may introduce social desirability bias. The study also fails to account for how things like organisational culture might affect people's views on fairness on teams.

During the search for articles on accountability in teams, one can use terms such as "team justice" or "justice perceptions." Following that, the search results were narrowed down by selecting just the publications that expressly addressed the detrimental effect that justice has on the functioning of teams and the results they achieve. Comparisons and contrasts were made between the articles with regard to their research designs, methods of data collection, and statistical analysis procedures. The research conducted by Roberson and Colquitt (2005) stood out from the other publications that were examined because of the novel way in which it used a social network model to analyse the impact of shared and configural justice on the accomplishments of the team and the consequences for its members. The research highlights how crucial it is for members of a team to have trust in one another in order to foster shared justice and improve team performance.

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Hebl, M.R., Foster, J.B., Mannix, L.M. and Dovidio, J.F., 2002. Formal and interpersonal discrimination: A field study of bias toward homosexual applicants. Personality and social psychology bulletin, 28(6), pp.815-825.

- I. Construct under review: Discrimination
- II. Methodology and Methods: The authors of this study employ a field study strategy to look into claims of discrimination in the workplace. The authors compiled information from 150 individuals who had interviews with a sizable company. Both formal (based on policies) and interpersonal (based on personal characteristics like gender or race) forms of discrimination were

coded from the videotaped interviews. The authors also gathered information about the applicants and interviewers' backgrounds.

- III. Themes: Findings suggest that while formal discrimination is uncommon during the hiring process, interpersonal discrimination is more common, with female and minority job applicants experiencing fewer positive and more negative job-related behaviours than their male and white counterparts.
- IV. Differences: Unlike other studies on the topic, this one goes out and looks for discrimination in the workplace for itself.
- V. Gaps: The research focuses solely on discrimination during the hiring process, ignoring similar issues in other areas, such as employee reviews, promotions, and professional development opportunities. Although this study investigates workplace discrimination based on gender and race, it's possible that other characteristics are also targeted. Finally, implicit bias and organisational culture are not explored as potential causes of discrimination.

A search was carried out utilising phrases such as "workplace discrimination," "formal discrimination," as well as "interpersonal discrimination" in order to locate papers pertaining to discrimination throughout the workplace. After that, the search results were filtered to include only those papers that expressly addressed the influence that prejudice has on outcomes in the workplace. The research employed data collected in the field to investigate both formal and interpersonal forms of discrimination, as well as their influence on employee well-being and job satisfaction. The survey underscores the necessity for organisations to take tangible efforts to combat discrimination and to build a workplace culture that is more welcoming of people of all backgrounds.

Bond, M.A. and Haynes, M.C., 2014. Workplace diversity: A social–ecological framework and policy implications. *Social Issues and Policy Review*, 8(1), pp.167-201.

- I. Construct under Review: A social-ecological paradigm to comprehend workplace diversity is presented in this research.
- II. Methodology and Methods: In this piece of work, a qualitative technique is used in order to conduct a literature review and construct a social-ecological framework. The writers did a comprehensive literature search of relevant

papers, books, and reports, and then used a thematic analysis methodology in order to determine the most important themes and ideas connected to workplace diversity.

- III. Themes: The main theme of the research is to examine research on job access, interpersonal and team dynamics, and organisational elements that promote pleasant working relations among various groups.
- IV. Differences: The author then organised these themes and ideas into a social-ecological framework, which encompasses human, organisational, and societal elements that impact workplace diversity results.
- V. Gaps of Research: Lack of empirical information is the main gap of this article. Despite the extensive literature review that is provided, the article does not provide any empirical evidence to back up the statements that the writers make. Because of this, conducting an assessment of the reliability and applicability of their approach is made more challenging.

This framework takes into account human, organisational, and societal variables that impact diversity results. In order to establish their theory and analyse the policy implications of it, the authors conduct a thorough evaluation of the relevant literature. Researchers identified policy issues and methods that might be guided by this research from a social-ecological viewpoint. Systematic research on interpersonal processes, organisational practises, and organisational values must be undertaken. An integrated model would improve the knowledge and inform strategies in this area. This framework was then presented to the readers. In addition, they address the consequences that their framework has for policy, including suggestions for diversity training, organisational policies, and government involvement.

Ayub, A., ASLAM, M.S. and Razzaq, A., 2013. *Examining factors affecting diversity in the workplace. Clear International Journal of Research in Commerce & Management*, 4(5).

- I. Construct under Review: Investigate a variety of organisational elements that have an effect on the presence of diversity in the workplace.
- II. Methodology and Methods: A systematic literature review has been considered in this project. Some hypothesis has been developed by the researcher based on the problem statement. When conducting research,

systematic literature research is one such method used in this paper. Searching for relevant material, evaluating that literature critically, and synthesizing the results is what this method is all about.

- III. Themes: While diversity in the workplace has been a major focus for managers over the past decade, academic exploration of the topic has lagged behind. Diversity in the workplace may be broken down into two camps: the functionalists and the critics.
- IV. Differences: This functionalist strategy draws on insights from organisational psychology, human resource management, and systems theory. Conceptually and experimentally, researchers examine leadership, communication, work motivation, decision-making, group dynamics, organisational development/learning, and culture.
- V. Gaps of Research: The article presents a thorough framework for analysing diversity in the workplace; however there may be a lack of empirical data to back up the framework's assertions, which would fill a research need.

The causes include perceived unfairness as well as organisational rules and management practises. This article is a conceptual work that is primarily based on a review of the relevant literature. Analysis of diversity in the workplace is framed as functionalist in terms of organisational effectiveness. These methods assume that both positive and bad forms of diversity in the workplace may be identified, tracked, and managed to the benefit of the business. Understanding how diversity in the workplace boosts organisational efficiency, responsiveness, and effectiveness is a central focus of functionalist study and practises. Lack of empirical study is recognised by the authors, who advocate for more studies to test and verify their paradigm. Consequently, the next step in this line of inquiry could be to conduct an empirical test of the framework and evaluate its ability to foster diversity and inclusion in the workplace.

Dastane, D.O. and Eshegbe, J., 2015. Effect of diversity elements at workplace: An empirical study. *International Journal of Accounting and Business Management (Online)*, 3(1).

- I. Construct under Review: An investigation of the connection between various aspects of workplace diversity and employee performance was carried out by Dastane and Eshegbe (2015) in the form of an empirical research.
- II. Methodology and Methods: The cross-sectional survey collected data from workers in diverse organisations. The methodology allows researchers to gather data at one time, which may restrict causal conclusions concerning diversity aspects and employee performance. Convenience sampling may reduce the study's population generalizability. Data analysis employed descriptive statistics and regression. Diversity factors affected employee performance after controlling for demographic variables in the regression analysis.
- III. Themes: As the globe has become more interconnected, cultural diversity in the workplace has become more common. When people from diverse cultural backgrounds work together, everyone benefits from hearing new points of view on a problem. ⁶ When workers from the same cultural background are tasked with analysing the same problem, this becomes very challenging.
- IV. Differences: The paper's methodology has a few differences, including a small sample size, a design that is cross-sectional, and a lack of free-form questions in the survey.
- V. Gaps of Research: However, the lack of a consistent theoretical framework to direct the study presents a potential research gap.

Sample collected from different respondents. However, the analysis of the data accounted for demographic factors and used validated scales to measure diversity elements and employee performance. The authors did not use a theoretical underpinning for their investigation. The research ¹¹ also overlooks any possible mechanisms or processes that would explain the link between diversity factors and employee performance, focusing instead only on the impact of diversity features on performance.

Patrick, H.A. and Kumar, V.R., 2012. Managing workplace diversity: Issues and challenges. *Sage Open*, 2(2), p.2158244012444615.

- I. Construct ⁴ under Review: Patrick and Kumar's (2012) "Managing Workplace Diversity" ⁴ This research looks at some of the challenges to diversity in the

workplace and offers solutions to help make workplaces more welcoming to all kinds of people.

- II. Methodology and Methods: Workers at information technology companies were the units of analysis. Respondents were chosen at random from a pool of potentials using a convenience sampling strategy. The sample included 15 of the largest IT firms in India. A large enough sample was chosen, and responders from all walks of life were included, to ensure at least some level of representation. ¹⁴ Statistical methods were used to analyse the data obtained from the respondents. The Friedman test, a nonparametric method suitable for detecting differences in ranks, was applied to the data from the ranking questions. Descriptive statistics were used to examine the rating questions. Independent-samples t-tests were used to compare the sexes, while one-way analysis of variance (ANOVA) was used to compare the ages, and these results were confirmed by Mann-Whitney tests and Kruskal-Wallis tests, respectively.
- III. Themes: Diversity management strives to provide a working environment in which their similarities and differences are appreciated. The goal of diversity management is to provide every worker a fair shot at developing their skills and contributing to the company in the best way possible.
- IV. Differences: As a result, subsequent study may make use of a wider variety of data sources, including secondary data sources like prior trends, statistics, and studies, in order to better represent the experiences and points of view of the previous authors who come from a variety of cultures.
- V. Gaps of Research: The research has a rather sizable sample size, consisting of 15 of India's largest IT firms. As a consequence, generalisations about the IT sector cannot be made based on the study's findings since the sample may not be typical of the sector. The study's caveats suggest a number of future research directions

It is based on responses from 300 people working in IT. Researchers found that companies with effective diversity management had higher levels of employee commitment, satisfaction, and productivity, as well as higher profits. To better understand how workers feel about diversity in the workplace, this research was conducted. Incorporating individuals' unique characteristics into diversity

programmes would be made possible in this way. . There is much that IT companies and other industries like manufacturing and services can learn from one another when it comes to diversity in the workplace.

Martin, G.C., 2014. The effects of cultural diversity in the workplace. *Journal of diversity management (JDM)*, 9(2), pp.89-92.

- I. Construct under Review: The Effects Of Cultural Diversity In The Workplace
- II. Methodology and Methods: Short conceptual paper discussing the potential effects of different cultural backgrounds on workplace outcomes, "The Effects of Cultural Diversity in the Workplace" by Martin (2014). In place of a detailed description of technique, the author offers a theoretical argument supported by prior studies and scholarly works.
- III. Themes: The paper's central argument is that businesses and their employees would benefit from learning more about the ways in which cultural diversity at work affects productivity and morale. Cultural variety, the author contends, may have beneficial or bad consequences depending on how it is handled and interpreted.
- IV. Differences: This article is not like previous studies on diversity in the workplace since it is not a research study but rather a brief conceptual piece presenting a theoretical argument. Rather of providing original research or analysis, this publication instead synthesises the work of others to make a theoretical argument.
- V. Gaps of Research: It is important to take into account the literature review's limits when judging the strength of the author's arguments and the extent to which they apply outside the scope of the original study.

The author bases his or her thesis on previous studies, which may or may not be indicative of the field as a whole. The quality and trustworthiness of the author's findings may also be compromised by the absence of a detailed search strategy or inclusion/exclusion criteria for choosing the papers included in the review.

The research also differs from others in that it narrowly examines the consequences of cultural diversity rather than addressing diversity in general. Cultural diversity, the author contends, is a special and vital part of workplace diversity that may have different consequences on business results. According to Martin (2014), there is no

measurable methodology in the essay. It can be claimed that the essay follows a literature review approach since it synthesises prior work to provide a unified theoretical position. The author has clearly reviewed the relevant literature by including references to back up their findings.

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