

The Cultural Diversity in the Workplace

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Abstract—This research paper presents the workplace cultural diversity of a developing country (Iraq) and its role to make the position is better than before. This paper will examine the vision of diversity, diversity in an organization, and the cultural diversity in the workplace, and its role to help the organization in its success. The research methods were used to recognize the importance of cultural diversity, using a framework with specific measures, to evaluate the points of view of administrators and decision-makers in a number of companies in Kurdistan region of Iraq. The researchers concluded that many of the respondents did not complain or suffer from racism in their companies in Kurdistan region of Iraq, and many of the respondents believe that their companies encourage the cultural diversity. Furthermore, the researchers recommend that organizations in Kurdistan region of Iraq should organize conferences, meetings, and seminars to encourage the cultural diversity.

Keywords—Diversity, Workplace, Cultural diversity, Iraq, Kurdistan region.

I. INTRODUCTION

The confrontation presented by the rising cultural diversity of the global workforce is maybe the most pressing test of our times (Spivak, 2020, p. 202). Scholarship on this rising diversity has shaped common overviews on diversity and correlated topics, essays which suggest a theoretical view and propose research instructions for studying diversity in organizations, and a small number of actual research studies of diversity in organizations (Alter, 2020, p. 144). The paper studies which have been completed examine variations in institutional communication in diverse (mainly public) cultures, study institutional communication of multicultural situations, and discover cultural influences in the workplace.

Scientific researchers of cultural diversity in institutions should percipient of substitute theoretical views, such as decisive assumptions, feminist theories, and sociological paradigms to be familiar with the difficulty and methodologies suitable to future diversity studies (Al-Nasrawi et al., 2018, p. 18). This paper needs to document various influences in the workforce, especially those that have been isolated.

II. RESEARCH PROBLEM

The paper reflects on the effect of cultural diversity on the productivity of the workforce and its role in the organization's problems. Therefore, the above discussions will allow us to correct and to incorporate the question of our paper as follows:

- Does cultural diversity in the workplace can support the institution to achieve its aims and objectives?
- Do the managers and decision-makers in the organization can understand the benefits of cultural diversity?

III. RESEARCH OBJECTIVES

In the following points, the goals of this paper are:

- Provide a detailed theoretical analysis (cultural diversity at work) of the subject discussed by concentrating on definitions and diversity as a general and cultural diversity within organizations as a whole.
- Test the hypothesis chosen for this paper.
- The paper should produce satisfactory results, which are consistent with the problem and the hypotheses investigated in this paper.

Therefore, we must rely on methodological measures to achieve the above goals, which will be addressed in the paper process session.

IV. RESEARCH IMPORTANCE

The importance of this paper can be defined according to the following points:

- The importance of the study is to find the impact of cultural diversity in many medical companies within Erbil/Kurdistan.

- The importance of ideas included in the theoretical section of this paper to others.
- Provide the researchers with a view to understanding the importance of the factors used in this article.
- The method used to solve the problem of this paper and achieve its objectives which will encourage our university students to utilize the same approach for their future studies.
- The outcomes and results that can be obtained from the subject studied.

V. RESEARCH MODEL

The researchers specify the model used in this paper in the following items to achieve the test for paper hypotheses and achieve their objectives:

- Introduce an overview of the theoretical section required to cover the subject studied.
- Collecting research data according to many organizations' information.
- Analyze the paper data according to Excel statistical functions.
- Introduce the major results that depend on data analysis.

VI. RESEARCH HYPOTHESES

The fundamental hypotheses of this paper can be specified as follows, according to the paper problem, model, and goals:

Hypothesis₁: *There is a high level of affection in organization that deal with multicultural diversity employees.*

Hypothesis₂: *There is a good interest from managers and decision-makers in organization to deal with the cultural diversity.*

VII. LITERATURE REVIEW

A. The Workplace Diversity

The concept

Many scholars defined diversity as admitting, accepting, accepting, understanding, and rating variations within citizens by means of age respect, lessons, race, civilization, genus, handicap, etc. (Esty et al., 1995, p. 15).

The combination of differences among people in an organization can also be called workplace diversity that seems plain, but diversity includes color, sex, ethnic background, age, temperament, academic skill, concept, institution, schooling, the community, etc. (Aissa et al., 2018, p. 70). Diversity involves not only the perception of people but also perception of other people. These views affect their interactions (Thabit et al., 2016b, p. 41). To work successfully as an enterprise for a large collection of staff, human resources practitioners need to address issues of knowledge, consistency, and adapt quickly. In the next decades, diversity will expand rapidly (Ahmad and Jameel, 2018, p. 120). A good company, who are eager and able to

now invest resources in the management of diversity at the job (Green et al., 2002, p. 2) must be comfortable with the demand for instant action.

Organizations require holding diversity and searching for methods to turn into comprehensive institutions inasmuch as diversity has the prospect to yield better work productivity and rival advantages (SHRM, 1998, p. 64), (Ghran et al., 2019, p. 1305).

The props

Any institution's effectiveness and profitability rely on its capability to maintain diversity and recognize its advantages. In the successful study, improvement, and advancement of integration strategies, organizations will claim many advantages such as Dike, 2013, p. 17, Raewf and Thabit, 2015, p. 65, and Al-Hakim et al., 2017, p. 22:

- Growing adaptability: Institutions using a different workforce can offer a bigger selection of answers to difficulties in service, resources, and permissiveness of properties.
- Widely range of service: A collection set of abilities and expertise (e.g., parlance and cultural accepting) permits an organization to supply service to clients on an international basis.
- Perspective varieties: A various workforces that sensations comfy intercommunicate perspectives of sight provide a bigger set of thoughts and expertise. The institution can represent a specific set to assemble business strategy requirements and the desires of clients in a more efficient manner.
- Efficient implementation: Organizations that promote organizational diversity empower all workers to reach maximum capacity. Subsequently, operational methods can be implemented; higher productivity, return on investment and resumption investment.

The difficulties

It is not without its obstacles to take full advantage of diversity at the workplace. Some of them are Greenberg, 2004, p. 16, Thabit and Jasim, 2017, p. 67, and Mahmood et al., 2019, p. 28:

- Communication: Perceptual, for integration strategies to be efficient, logical, cultural, and language challenges must be tackled.
- Refuse to update: There are employees forever who refuse to recognize that their workplace is moving on for social and cultural structures.
- Employment policies of developing diversity: This can be a difficulty for all supporters of diversity.
- Successful organizational diversity training: Alone multicultural awareness is not appropriate for the diversity management plan of the company.

B. The Cultural Diversity

The concept

As a comparison to a monoculture, as in global monoculture or ethnic homogenization, complex or different cultures have a meaning similar to societal molds (Raewf

and Thabit 2018, p. 52). The term cultural diversity can also mean that different cultures value the nuances of each other. In some cases, the term “cultural diversity” also applies to the diversity in communities or cultures of people in a particular region or on the entire world (Aissa et al., 2019, p. 12). Globalization’s economic vital practices often have an adverse impact on the cultural diversity of the world (Rohmetra, 2000, p. 302).

Management of cultural diversity

Cultural abilities are strengthened to build a capacity to recognize and communicate with people through communities and to work efficiently together with them on dysfunctional cultural values and calendars (Raewf and Thabit, 2015, p. 65). There are innumerable cultural variations, but some necessary changes in the workplace are present (Alpert, 2015, p. 3) (Thabit and Raewf, 2018, p. 102):

- Communication: Supplying information correctly and rapidly is serious to efficient labor and team performance. This is mainly significant when an assignment is defected and requires instant corrective events.
- Team-constructing: Many cultures – such as the US – are stereotypical and they want to go alone. Collaboration with other departments is important for other communities.
- Time: How they analyze time varies in cultures. The relationship between work and family life, for example, is special and the workplace blends job and social interactions. Specific variations within the visibility into overtime or even the right meaning of a time limit. In particular with preparation and time limits, diverse perceptions of the time can create a huge misconception and misfortunes in the workplace.
- Calendars: The business world, in general, starts on January 1 and ends on December 31 in the western secular year. Most people also use other holidays for celebrations such as New Year or special holy days.

Sony and Matsushita are good example of managing cultural diversity. Yoichi Morishita, President of Matsushita, has ordered that top management must reflect the cultural diversity of the countries where Matsushita does business. Furthermore, Sony sells 80% of its products overseas and recently recognized the need to become multicultural (Massoudi, 2017).

Trends and examples of cultural diversity

The most vital trends and examples of cultural diversity are the following (Algahtani, 2013, p. 53), (Karem et al., 2019, p. 335):

- The increase in minority workers: Today’s workplace consists of a huge population of people from all over the world, producing dynamic multiracial and inclusive institutions. This variety has many variations in talents, skills, and experiences. As C-Transportation has so varied staff, it included a superficial example of the human resources within the company.
- Stereotyping and discrimination increase: This can be difficult to bypass when many different cultures come together in a working environment. For example, in addition

to employing female engineers, many C-Transport managers were not employed. Most administrators from the old school believed that women would not be liable for delays in their maternity.

- Increasing sensitivity or training in diversity: This method of preparation teaches certain workers culturally different things so that they can comprehend themselves and be thankful. The goal of sensitive training is to learn to correct and interact with workers in a business environment. The topics covered by the awareness teaching workshop will include instructional proper ways, acceptable vocabulary, communication skills development, strategies against discrimination, and how the organization can reduce sexual assault.
- The fourth trend is the growing proportion of female working: In general, the participation of women in the workforce has increased dramatically in recent years to report for about half the workforce.
- Another trend is that organizations are more open to employing and accepting different skills for disabled people.

Barriers to the effective management of cultural diversity

Managing a diverse workforce poses new problems to be addressed by mentors and leaders. Diversity management has rising barriers (Kreitner and Kinicki, 2001, p. 53), (Jameel and Ali, 2016, p. 41):

- The nature of work and family balance: Women are most likely to face this dilemma. Women are still expected to care for young children and run the home in the current culture. Although attitudes change, girls still have the best responsibility for the home.
- A toxic and uncooperative operating environment for multiple workers: Different employees will be removed from social activities and networks surrounded by others will be discouraged from forming.
- Citizens fear discrimination: Citizens’ fear to distinguish themselves and are, therefore, unwilling to submit to works in which special nationalities are different from theirs.
- Integration is not an organization’s priority: Integration efforts cannot be seen by staff as a mission leading to the organization’s progress.
- Resistance to change: For many reasons, such as fear of falling down, distrust and peer pressure, people refuse to accept change.

VIII. RESEARCH METHODOLOGY

A. Population and Sample

The target population of this research contains the medical companies that are trading of medical equipment and laboratory in Kurdistan region of Iraq, 100 e-questionnaires were sent through e-mails to the administrative staff of these companies, so the size of the research sample is 200 individuals. The number of valid e-questionnaires to be analyzed were 104 by 52.0% of the research sample.

B. Research Tool

The e-questionnaires were designed based on related studies, it includes two parts. The first part of the e-questionnaire dealt with the demographic variables of the respondents, when the second part related to the variables of the main study, therefore, it divided into two sections to be suitable for the hypotheses of the research. Table I shows the statements of the first section of the e-questionnaire, and Table II shows the statements of the second section of the e-questionnaire.

C. Data Analysis and Hypotheses Testing

The researchers employed Cronbach's alpha to test the stability of the e-questionnaire's paragraphs, and they used some tools of statistic science to analyze the collected data and test the research hypotheses.

TABLE I
THE 1ST SECTION OF THE QUESTIONNAIRE

#	Statement	Code
1	The organization prioritize inclusion of cultural diversity in its employees	H _{1,1}
2	The organization have many policies in place that are specifically designed to foster inclusion in the work place	H _{1,2}
3	The organization has many strategies to hire or retain internationally trained professionals	H _{1,3}
4	The organization faces many challenges in the hiring or retention of internationally trained individuals	H _{1,4}
5	The organization has awareness or access to resources or programs that support the hiring of internationally trained individuals	H _{1,5}
6	Cultural diversity can enhance the inclusion awareness	H _{1,6}
7	Employees who are different from most others are treated fairly at the organization	H _{1,7}
8	Employees of different ages are valued equally by the organization	H _{1,8}
9	Management of the organization demonstrates a commitment to meeting the needs of employees with disabilities	H _{1,9}
10	Employees of different backgrounds interact well in the organization.	H _{1,10}

TABLE II
THE 2ND SECTION OF THE QUESTIONNAIRE

#	Statement	Code
1	The leadership at the organization encourages diversity	H _{2,1}
2	Management shows that diversity is important through its actions	H _{2,2}
3	The organization respects individuals and values their differences	H _{2,3}
4	The organization is making progress with diversity initiatives	H _{2,4}
5	The organization's policies or procedures discourage discrimination	H _{2,5}
6	There is cultural diversity among the people a job candidate will meet on his/her first visit to the organization	H _{2,6}
7	The organization has done a good job providing training programs that promote multicultural understanding	H _{2,7}
8	Education about diversity will enhance the organization's profitability	H _{2,8}
9	The organization provides an environment for the free and open expression of ideas, opinions, and beliefs.	H _{2,9}
10	Racial, ethnic, and gender-based jokes are not tolerated at the organization.	H _{2,10}

The stability analyzing

Based on Cronbach's alpha results $\alpha = 0.714$ and the reliability value of $\alpha = 0.801$ which means the paragraphs are accurate and consistent because $\alpha \geq 0.6$.

The data analyzing

Describing and analyzing the demographic variables of the research sample respondents:

Tables III-V illustrate the frequencies and percentages of the demographic variables of the respondents.

Table III shows that the category of age (30 years-<40 years) has formed the greatest percentage of the respondents as 47% while other age categories have formed smaller percentages. Hence, this can mean that youth segment is the biggest segment in the sample companies.

Table IV shows that the category of educational qualification (B.Sc. or B.A.) has formed the largest percentage of the respondents as 60%. Hence, this can mean that the administrative employees of the sample companies have the basic skills and knowledge to do their duties.

Table V shows that the category of position (employee) has formed the largest percentage of the respondents as 66%. Hence, this can mean that the most of respondents are ordinary administrative employees which can help to get neutral responds from them.

The hypotheses test

Hypothesis: *There is a high level of affection in organization that deals with multicultural diversity employees.*

TABLE III
THE CATEGORIES OF AGE

Variable	Category	Frequency	%
Age	<30 years	39	38
	30 years-<40 years	49	47
	40 years-<50 years	12	12
	More than 50 years	4	4
Total		104	100

TABLE IV
THE CATEGORIES OF EDUCATIONAL QUALIFICATION

Variable	Category	Frequency	%
Educational qualification	B.Sc. or B.A.	62	60
	M.Sc. or MBA	17	16
	Ph.D.	6	6
	Others	19	18
Total		104	100

TABLE V
THE CATEGORIES OF POSITION

Variable	Category	Frequency	%
Position	Employee	69	66
	Director or deputy director	12	12
	Director of the department	10	10
	Head of the department	13	13
Total		104	100

Table VI shows the results of analyzing the section of e-questionnaire related to the first hypothesis of the research.

According to Table VI, H_{1-8} obtains the highest rank with 4.11 of arithmetic average, and 0.817 of standard deviation, so it confirms that the organization treats all categories of age in the same policies. Furthermore, the compatibility of respondents against the questionnaire statements is somewhat good as the arithmetic average for $H_{1-1}-H_{1-10}$ equals 3.819.

Hence, the researchers can confirm that there is a high level of affection in organization that deal with multicultural diversity employees, and they can accept the hypothesis₁.

Hypothesis₂: *There is a good interest from managers and decision-makers in organization to deal with the cultural diversity.*

Table VII shows the results of analyzing the section of e-questionnaire related to the first hypothesis of the research.

According to Table VII, H_{2-6} obtains the highest rank with 4.14 of arithmetic average, and 0.746 of standard deviation, so it confirms that the new employee can diagnose the cultural diversity in the sample companies easily. Furthermore, the compatibility of respondents against the questionnaire statements is somewhat good as the arithmetic average for $H_{2-1}-H_{2-10}$ equals 3.957.

Hence, the researchers can confirm that there is a good interest from managers and decision-makers in organization to deal with the cultural diversity, and they can accept the hypothesis₂.

TABLE VI
RESULTS OF ANALYZING THE 1ST SECTION OF THE QUESTIONNAIRE

Code	A. average	Std. dev.	t-test	Rank
H_{1-1}	3.77	0.772	6.24	6
H_{1-2}	3.84	0.785	4.77	5
H_{1-3}	3.95	0.804	5.25	3
H_{1-4}	3.64	0.779	4.81	9
H_{1-5}	4.02	0.912	4.37	2
H_{1-6}	3.91	0.842	5.29	4
H_{1-7}	3.75	0.795	6.17	7
H_{1-8}	4.11	0.817	5.37	1
H_{1-9}	3.52	0.764	5.82	10
H_{1-10}	3.68	0.901	5.89	8

TABLE VII
RESULTS OF ANALYZING THE 1ST SECTION OF THE QUESTIONNAIRE

Code	A. average	Std. dev.	t-test	Rank
H_{2-1}	4.01	0.801	5.54	4
H_{2-2}	3.85	0.841	5.78	9
H_{2-3}	3.88	0.786	6.44	8
H_{2-4}	3.72	0.771	5.12	10
H_{2-5}	4.08	0.921	4.87	2
H_{2-6}	4.14	0.746	4.92	1
H_{2-7}	3.97	0.910	5.72	6
H_{2-8}	3.89	0.811	4.94	7
H_{2-9}	4.04	0.802	6.12	3
H_{2-10}	3.99	0.799	6.27	5

IX. CONCLUSIONS AND RECOMMENDATIONS

A. Conclusions

According to the practical part of this research, the results of analyzing the e-questionnaire, and the related literature, the researchers conclude their findings as follows:

- The results showed that there is a good level of interest by respondents' organizations in Kurdistan region of Iraq in cultural diversity.
- The analyzed data illustrated that most of the management of the sample companies like to deal with multicultural employees.
- Many of the respondents did not complain or suffer from racism in their companies in Kurdistan region of Iraq.
- Many of the respondents believe that their companies encourage the cultural diversity.
- Cultural diversity can enhance the financial position of the organization, increase its profitability, and give it competitive advantage.

B. Recommendations

Based on the above conclusions, the researcher can recommend the following:

- The hiring programs and policies should be enhanced in Kurdistan region of Iraq to apply cultural diversity efficiently.
- Many advantages of cultural diversity can be achieved easily in Kurdistan region of Iraq, so the organizations must work to prepare the most important tools to achieve them.
- Organizations in Kurdistan region of Iraq should organize conferences, meetings, and seminars to encourage the cultural diversity.

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