



# Benefits and Challenges of Fostering Diversity and Inclusion in the Academic Workplace

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## ABSTRACT

Diversity and inclusion are important for workplace well-being, yet too little is being done to promote them, particularly among minority groups, meaning that enterprises, workers, and societies are missing out on considerable potential benefits. The goal of this research is to help the reader understand the benefits and challenges of diversity and inclusion.

This research method uses explanatory research and aims to investigate a phenomenon that has never been researched before or has not been well explained before in an appropriate manner.

The result of this research aims to think about both differences and similarities among lecturers in the academic workplace and show the benefit, challenge, and strategy of how these can be leveraged and accommodated by organizations, especially in DCI, Galuh, and Latifah.

**Keywords:** *diversity, inclusion, academic workplace, benefit, challenge.*

## 1. INTRODUCTION

Discrimination and equity a paradigm focused largely on equal chances, fair treatment, recruiting, and legal compliance can be used to manage diversity and high levels of quality, but it risks emphasizing hiring the "right number" of diverse lecturers rather than the best candidates [1]–[3]. Because some groups of individuals have historically been underrepresented in the workforce, this paradigm effectively asserts that in order to include them into the workforce presently, there has to be a concentrated effort made to include them [4], [5].

According to a study conducted by the International Labor Organization (ILO) on the subject of diversity and inclusion, one in four workers do not feel valued at their place of employment, while those who do feel included are in more senior jobs [6], [7]. According to one paradigm for managing diversity known as the Resistance Paradigm, a majority may develop concerns that a minority will replace them [4],

[8]. According to this point of view, any and all glaring differences, in addition to the ever-increasing demand for diversity, pose a threat. It is possible that as a result of this, diversity education and inclusion initiatives will have less of an impact, and the likelihood that newly hired employees will be perceived as a token hiring or as the face of reverse discrimination will increase [2].

The Access and Legitimacy paradigm maintains that employing people from various backgrounds makes financial sense, rather than being driven by a desire to be fair to demographic groups who are underrepresented in the workforce [8]. Because diverse Lecturer reflect the diversity of the marketplace and can therefore reach a variety of demographic markets, organizations, managers, and Lecturer who operate under this paradigm are aware that employee differences can be used to improve performance. This is primarily due to the fact that diverse Lecturer reflect the diversity of the marketplace [9]–[11].

In addition to being the paradigm that is most closely related to the concept of inclusion in regards to learning and effectiveness, paradigm also incorporates the diversity of employees into the way work is done rather than arguing about diversity, thinking about it because it is the "right thing" to do, or using diversity to reflect customers or clients. This is done rather than using diversity to reflect customers or clients [12], [13]. Without having a sense of where the company and its people stand on diversity, simply understanding the implications of diversity would be a difficult task, and successfully addressing the consequences will be an even greater challenge. Organizations may utilize the benefits of diversity and inclusion, which were covered previously, as well as the principles for going in that direction, as a method to attain a position of learning and effectiveness and inclusion. This is one approach to get to a place where they are inclusive [14].

## 2. FORMULATION OF THE PROBLEM

In the context of this research, diversity is neither novel nor challenging, despite the fact that it occasionally appears to be both. It would appear that diversity in organizational settings has been rapidly increasing over the past several years; this might be ascribed to a number of different factors. In the same way that individuals just want to be accepted for who they are, the concept of inclusion does not need to be feared because of the perception that it would be challenging. First and foremost, we need to be able to communicate ideas concerning diversity and inclusion.

## 3. RESEARCH PURPOSE

To help the reader understand and take a benefit and challenge about diversity and inclusion.

## 4. LITERATURE REVIEW

In addition to this, variety can be interpreted in a selective, context-dependent, and ambiguous manner. The selectivity of diversity arises from the notion that certain characteristics, such as an individual's accent, athletic aptitude, and cultural history, are considered to be stronger indicators of variety than others [15]. Due to the fact that context is a term that is dependent on its setting, individuals may only be considered "different" in comparison to others in their immediate environment. This suggests that diversity indices pose a challenge because of their relative nature. For example, two persons may have the same physical traits of males, but only one of them may identify as a man while the other may not. This can happen even if the people have the same gender [16]. In a manner comparable to this, two

persons who are the same age could each perceive themselves to be significantly younger or significantly older than they actually are.

Despite the issues that are caused by the profound, contextual, and relative character of variety, there are a few different ways to define diversity. Provide a condensed explanation of the intricate concept by explaining that variety is merely an all-encompassing term for the many different ways in which individuals are distinct from one another [17].

In the end, it doesn't matter how diversity is defined; categories like the ones described above just help to demonstrate that individuals have their own unique characteristics. There are a lot of individuals who consider these differences and the individuality that comes along with them to be essential components of who they are and something that they do not wish to have changed or neglected. This is where inclusion, which O'Donovan (2017) refers to as "Diversity Management 2.0," comes into play.

Inclusion issues:

*How well organizations and their members fully connect with, engage with, and utilize people across all types of differences.*

In the context of diversity, the term "inclusion" refers, at its core, to the process of providing assistance to employees who have the perception that they do not conform to the standards of the business, as well as assisting employees who already have this perception in maintaining it [18]. Diversity management blends individual differences within the firm. Inclusion is a contextual, personal, transitory, and organizational notion. Workers may sense inclusion and exclusion simultaneously. An employee may feel included in their team but not the department or organization. An employee who feels included in one context may not in others. A person who currently feels included may not in the future.

Their personal diversity may impact how they interpret diversity or whether they feel included. "Do unto others as you would have them do unto you" no longer applies to inclusivity. Instead of treating others how they would like to be treated, people should avoid putting their own values on others.

## 5. METHOD

The occurrence connection in explanatory research causally links one determinant to the occurrence while taking other pertinent features into consideration (confounders and modifiers). In explanatory research,

conflicting results may be explained by differences in "theoretical design" or by a mismatch between "theoretical design" and "design of data collection" [19]. Explanatory research is a way to look into a topic that hasn't been looked into before or hasn't been well described before. Its major objective is to provide information on where to get this little bit of information.

## 6. RESULT AND CONCLUSION

### Result

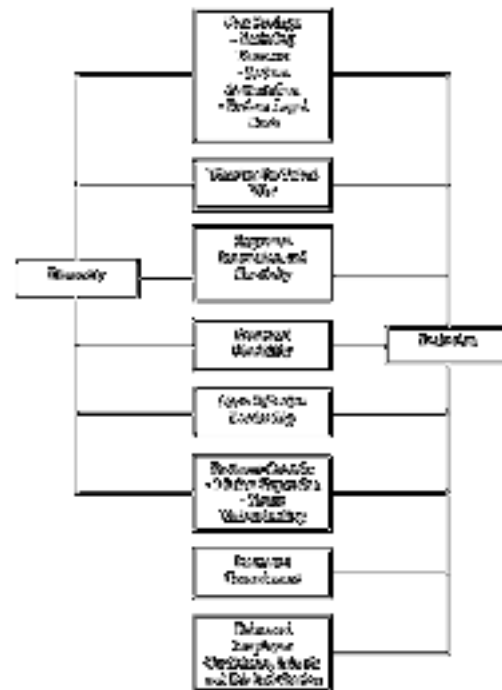
#### *Benefits of Diversity and Inclusion*

Before moving into the benefits and challenges of diversity and inclusion, it is crucial to keep in mind that diversity in companies is not a new issue, just as diversity in society is not a new phenomena. This is because diversity in organizations has been an issue for quite some time. On the other hand, as was said earlier, it seems that diversity is becoming more prevalent in businesses. It might be more correct to say that people are becoming more conscious, and the concepts of diversity and inclusion are continuing to receive more and more attention. Because of a variety of factors, firms either are in the process of diversifying their workforces or appear to be in the process of doing so O'Donovan (2017), including:

- 1) Demographic developments have more women and minorities entering the workforce.
- 2) A rise in foreign business or a varied client base due to globalized markets.
- 3) IT changes have helped Irish and overseas employees collaborate.
- 4) International companies indirectly increase cultural diversity.
- 5) Net immigration and foreign employment cause cross-cultural contact at work.
- 6) Businesses have already tackled systemic exclusion from the workforce.

Regardless of the reasons behind the continued interest in worker diversity, there are a number of possible benefits that may be gained by educational institutions, including schools. According to O'Donovan (2017), even though there is a well-established business case for managing diversity, also known as a set of benefits associated with diversity in the workplace, many of these benefits are matched by benefits associated with inclusion, even though inclusion offers some additional benefits. O'Donovan (2017) states that this is the case despite the fact that there is a set of benefits associated with diversity in the workplace. As a direct consequence of this, this study will look at the advantages of variety in conjunction with the advantages of inclusion.

Before going into the potential benefits of diversity, it is important to emphasize that businesses need to manage diversity, ideally through an inclusionary strategy, which will be covered later in the chapter, in order to realize the potential benefits of diversity. Inclusionary strategies will be covered later in the chapter. The advantages of having a diverse and inclusive workforce are illustrated in figure 1. The potential reduction in expenses is the first advantage worth mentioning.



**Figure. 1** Positive Effects of Diversity and Inclusion  
Source: [1]

The second component of the fight against increased costs is a reduction in employee absence rates. When people are unsure about their position, it creates a protection mechanism known as "st-savings." Absenteeism is caused when people feel unclear about their position, which may be costly for organizations since it prevents employees from providing their full effort at work. Additionally, absenteeism causes people to be less productive at work. For example, Nachmias and Caven (2019) argue that adopting diversity programs has a positive influence on absenteeism rates, which frequently results in a reduction in both turnover rates (which were discussed previously) and absenteeism levels. In conclusion, this serves as a useful reminder that lecturers are more likely to skip work or quit if they do not feel welcome or as though they belong there, which is the observation made regarding DCI, Galuh, and Latifah College in this particular

instance. This is a consequence of some aspect of diversity in the workplace.

"Talent war" implies attracting, retaining, and promoting people from different demographic groups. A company's future success rests on the people it can recruit and keep; to be competitive, organizations must optimize human resources. According to Carbery and Cross (2017), many universities measure effectiveness by attaining and retaining a competitive edge.

Diversity helps college retention by showing students they're valued as individuals. Diverse talent will depart if businesses don't handle diversity successfully. Barak suggests a proactive effort to boost diversity may be needed to avert homogeneity and increasing turnover costs, which will be discussed later in this chapter [22].

### More Effective Leadership

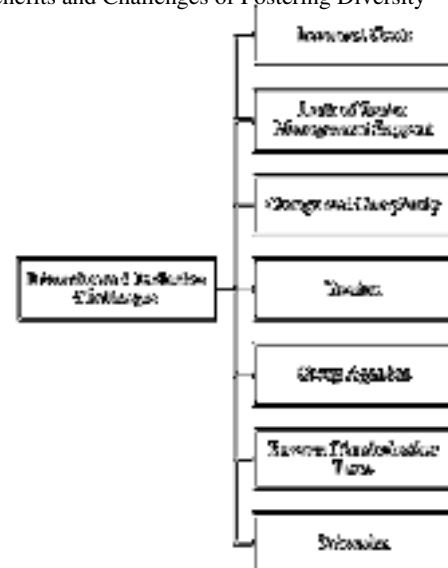
It is possible to improve the effectiveness of an organization at higher levels by actively promoting diversity, rather than just giving lip service to the concept. The variety of the top management can help prevent a senior from having a restricted view. Therefore, employing diversity at the highest levels of the college can offer it with the opportunity to improve the efficacy of its leadership. Leaders that come from a variety of backgrounds are in a better position to understand and represent the organization's workforce as a whole. They also convey the notion that all lecturers have an equal chance to succeed, which may result in a greater variety at higher levels and assist with retention [2].

### Enhanced Employee Confidence, Morale and Job Satisfaction

It has been observed that including employees in decision-making processes increases their level of confidence. The perception that a person has of their own capabilities may have a positive impact on their level of self-confidence, which in turn can have a beneficial impact on how well they perform.

### Challenges Associated with Diversity and Inclusion

As can be seen in Figure 2, there are a range of problems that are associated with or created by having a diverse workforce. A workforce that appeared to be homogeneous in the past may all of a sudden provide managers with a novel or complex collection of challenges that were either inconsequential, less evident, or dominant.



**Figure. 2** Diversity and Inclusion Challenges

Source: (O'Donovan, 2018)

Also, lecturers who attend diversity and inclusion training may learn more about what constitutes harassment or discrimination and subsequently take legal action to correct previous wrongs. This would be beneficial for both parties. The benefit of having fewer litigation, which has previously been highlighted, could be temporarily nullified as a result of this.

### Lack of Senior Management Support

It is critical that top management demonstrate a genuine support for diversity and diversity efforts, as well as a commitment to these things. The lack of commitment shown by top management might be a source of concern, given that initiatives won't be successful if they don't discuss diversity and promote the ideas associated with it. To begin, a lack of support from high management will give the impression that diversity does not play an important role. Second, the company needs to demonstrate that it is dedicated to diversity and provide resources for it, such as personnel, financial support, and technological advancement.

### Reverse Discrimination Fears

The fear of engaging in reverse discrimination is another factor that could contribute to the difficulties of managing diversity. Some professors could be opposed to diversity management initiatives because they believe that doing so is a cover for reverse discrimination. This is especially likely to be the case if it appears as though individuals who are materially different from the present workforce are being employed. In a manner that is analogous to this, O'Donovan (2017) noted that the body of research on the topic of work-life balance contains sexism directed against women.

## TOKENISM

Tokenism, real or imagined, may hurt organizations. Tokenism is when a less-qualified candidate is hired to appease stakeholders or satisfy quotas. In companies with little diversity tolerance, quota systems may be the only way to ensure diverse applications are considered. They're increasing, especially in politics. Quota systems allow institutions to target various populations in their recruitment and selection efforts. Barak (2016) says quotas promote tokenism.

## DISCUSSION

The concluding section of this chapter serves as a starting point for the reader to think about aspects of diversity, both their own and that of others, and to start thinking about how they and their organizations might be able to accommodate or address these diverse dimensions. This part of the chapter also serves as a starting point for the reader to think about aspects of diversity, both their own and that of others.

## CONCLUSION AND SUGGESTION

### CONCLUSION

Additionally, training should be provided to the lecturer on pertinent anti-discrimination laws, codes of conduct, and what constitutes harassment, discrimination, and improper language and behavior. Disciplinary procedure documentation should also specify the repercussions of using discriminatory behavior or language. However, HRM procedures like performance reviews, feedback, coaching, and mentoring may also be reinforcers. Diversity training can be used for this once again. To further motivate lecturers from various backgrounds to learn how to collaborate, performance measures for both individual and group performance might be incorporated into performance evaluations and considerations for incentives.

### SUGGESTION

If all training is delivered in the same manner, it is of little use to be aware of this fact and to teach staff. While not every training can be modified to accommodate diverse learning styles, where possible, using various learning techniques in the construction of training can help more lecturers feel included. A set of communication standards can be created to help staff members determine how to communicate effectively in various contexts and solve difficulties related to varied

communication styles, misunderstandings, and lost meaning.

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