International Journal of Economics, Commerce and Management
United Kingdom Vol. IV, Issue 12, December 2016
http://ijecm.co.uk/ ISSN 2348 0386

THE CONSEQUENCES OF EFFECTIVE LEADERSHIP SKILLS IN MANAGING DIVERSE WORKFORCE

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Abstract

This study aimed to determine the effectiveness of the leadership skills adopted by the managers in dealing with the diverse workforce in achieving organizational objectives with respect to their differences in religion, attitudes, language, social values, intellectual values, and physical values. People with different backgrounds unite, as their opinions are important in view of taking the responsibility and completing the tasks. In the corporate world, there are preferences taken to be diverse from another organization in the business. As diverse cultural backgrounds may develop many conflicts. Thus, dealing with the diverse workforce in a proficient manner, managers' leadership skills can be seen as a productive mechanism to meet the organizational objectives. As a result stratified sampling was used to select 169 respondents for the analysis. Thus, the study concludes that leadership skills clinch the workplace diversity management and their attitude towards handling the cultural diversity. Which can help to improve and benefit the leadership to enhance the productivity and effectiveness of the employees.

Keywords: Diverse Workforce, Leadership Skills, Management Skills, Organizational Objective

INTRODUCTION

The present workforce is much more different from its perspective than any other time due to various demographic and cultural characteristic factors. With a growing level of potentials in the existing employees, diversified management has been an inevitably important feature in the corporate world and have practical involvement with the rate at which diversity management programs have been received and is being consistently developed (Simons & Rowland, 2011).

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As the relationship has not been so delighted and whereas some of the organizations have reported concerns with the disappointment of their diverse management approaches.

However, diversity in organisation is defined as the amalgamation of people who compare from each other by number of measurements, including culture, ethics, training, gender, marital status and historical period (Kioko, 2014).Although, the capabilities of diversity incorporate in the organization and however it is not constrained to age, sex, race, religious emotions, work experience, culture, physical capacities/qualities, instructive setting, geographic areas, wage, marital status and business arrangement (Mazur, 2010). However, in the setting of the work environment of esteeming diversity inferred by making the office that values and incorporates changes, identifying the commitments that people made in many instances of the debate, and create a working environment that enhances the dynamism of all employees. Thus, the cultural capability maybe recorded as the essential skill for dynamic work to execute in the 21st Century (Armstrong, 2009). As a result, the cultural diversity shifts in the organization with the overall strategy in different types of environment.

Organization with cultural diversity has ended up being more straightforward for having focused with stakeholders and competitors. Thus, managing diversity intends to involve in the diverse workforce to make it change in an unbiased working environment where no individuals claim the favored position. Kundu (2001) suggests that dynamic organizations search for the substantial information which is unique because the different employees may bring abilities, interests, and perspectives. The organization which neglects to understand and adopt the diversity frameworks and feels it is not feasible to bring an entirely different approach and to get rid of it by organizing the farewell and embarrassment of the employee have adversely influenced the stakeholders. Hodge, Anthony, and Gales (1996) pointed out that the important aspects of workforce diversity and the problem has moved from equal opportunity to a dynamic, diverse workforce on a systematics bases and managers have the capacity to connect to the cultural requirements of the employees and be aware of corporate events, aims, and its effects.

The study has focused on the most widely recognized diversities in the organization to be specific on generational gaps, education versus experience, sexual orientation, and society. Thus, employees in the diverse work environment over which individual groups differ and incorporate in their view of being what adds to the achievement in the workplace and their desired leadership characteristics. Nowadays, it also demonstrated the gender difference, the capability involved in the relationship and experienced the barriers by females as compared to men in the professional front (Tougas & Beaton, 1992). However, it incorporates a lower level of compensation having the substantial possibility of being in a low-status job and the majority of the workforce in the word works in low-status occupations. Thus, one of the significant issues of

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this new working environment is that the organization is presently focused on the management by experts. With less and less nonprofessional employees in the organizations, the circumstances frequently emerge where an exceptionally skilled and trained worker reports to an immediate boss who is not aware with the way the task is being conducted and finished by the subordinates. Thus, these subordinates required and desire more independence in their jobs and look for more meaningful information and interest in their employment activities. The deployments, promotions, delegations and rewarding the employees, managers faced so many challenges in bringing together in Riyadh. Thus, it was essential to look into how diversity management can enhance the corporate refinement of an arrangement and establish the organization gain a competitive advantage. This survey tried to study the factors affecting workplace diversity management in Riyadh, with a perspective to suggest a prototypical approach to manage the workplace diversity and achieve organizational effectiveness.

LITERATURE REVIEW

Organizations and their management normally describe diversity by ensuring somewhat, instead of implementing government rules rather than considering of sex and cultural diversity in the working environment. Concentrating on avoiding the legitimate vulnerabilities are most similar to their employees (White, 1999). The magnitude of which the managers see diversity and its potential points of interest and drawbacks to address the organization's attitude towards managing the diversity (Price, 1997). Thus, an organization in managing the diversity depends on the acknowledgment of a portion of the essential objectives of which workers willing to work (Marthur, 1998). In this manner, in today's fast-paced workplace, a successful association is one where differences are normal and not the exception (Lawrence, 2001).

In the open systems, the focus is on the discussion with the environments to incorporate data-preparing, benefit, adaptability, and flexibility (Mott, 1985). Thus, it assumes that organizations happen to unite at different points of view, dimensions, and abilities in the quest for regular purposes and mutually beneficial results, look for equal opportunity, disappoint individual, encourage conformance, reward stability, and put down disagreement. Meanwhile, managing the diversity is tougher than managing stability and is more exciting, costly, tedious, inflexible, confused, and inclined to fail.

The workforce diversity emerged so as to provide equal opportunity in the workplace. Thus, the same opportunity thinking is designed to ensure that at the workplace, it makes most out from the diverse workplace rather than losing the skilled employees, which can support the organization to remain efficient and well-organized (Bryan, 1999). However, the efficiency of an

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organization can be measured by various standards between them are effectiveness, benefits, improvement, turnover, trustworthiness, and interrelation (French, Wendell& Cecil, 1983).

A significant survey on the effect of demographic diversity on group performance provides a strong support in the encounter that managed and took the diverse work environment as strength. However, Otike, Messah and Mwalekwa (2011) suggested that unmanaged workplace environment inhibits the ability and will probably affect the employees ineffectiveness. Despite organizations putting efforts in financing millions in workforce diversity to enhance the workplace and increase its productivity, it is hardly achieved their targets and expected huge compensations. Thus, with a mixed workforce regarding race, culture, society, and religion, business organizations challenges an extremely complex activity and to protect the society or business organization from possibly critical activities that emerge to be effortless in this radical multicultural or diverse organization (Dass & Parker, 1996). However, studies also show that organizations with high levels of well-managed diversity is efficient and create a corporate culture that has new points of view, innovative capabilities, and new thoughts that are critical to survive (Kundu, 2001).

As diversity refers as the togetherness of employees from different social-cultural backgrounds in the organization. Diversity incorporates cultural elements such as race, sexual orientation, age, values, physical capacity, and ethnicity. Thus, the comprehensive meaning of diversity requires incorporating age, national beginning, religion, sexual orientation, values, ethnic society, nationality, culture, a way of life, beliefs, physical appearance and economic status (Wentling & Palmarivas, 2000). Diversity needs a sort of influential society in which every employer can look for after his or her capability without being reserved for sex, race, nationality, religion, or different components that are unessential to the performance (Bryan, 1999). Managing Diversity infers into the different and various workforce to execute its maximum capacity in an unbiased workplace where no one has leveraged or burden (Torres & Bruxelles, 1992).

Nevertheless, recently the point of view of the diverse workforce has improved to a more proactive idea. Different business leaders now believe in assuming that diversity has critical points of interest and advantages. Differences in the workforce can be an upper hand in light of alternate points of view and can urge the employees to have straightforward reasoning in critical thinking which in turns to have better organizational performance (Allen, Dawson, Wheatley & White, 2004). Thus, organizations that their market share, effectiveness, human capital and the level of creativity will be reliant to a limited extent upon their capacity to manage diversity effectively both within and outside the organization boundaries (Barker & Hartel, 2004).

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Nowadays, the work environment is gradually increasing universally; with an increase in the awareness to how differences could be functional, and this has expanded past through the demographic qualities of race, sex, and age and education (Eshegbe & Dastane, 2015). Around the world, there is an expansion in masses and getting the chance to be asserted. Diversity has enabled regarding creativity, advancement, and enhanced critical thinking, which has supported the capability of the organization. An organization that has secure, diverse working environment will generate an increasing concern to the overall industry and on the prospect that the other business environment will have to deal with various clients (Konrad, 2003). Nonetheless, the fact remains that differences all alone, won't enhance business performance (Jayne & Dipboye, 2004). As discrimination is getting prevalent in the working environment and is unsafe for the organization. At, any present day the business objectives ought to be dependable and offset a broad range of separation around the workplace and make a positive environment that understands diversity.

Therefore, it is important to get a clear vision that discrimination in the workplace does not persist and to contract to only a selected gathering of individuals, rather its influence anyone, regardless of his or her race, religion, society or sexual orientation. In this manner, all organizations have the motivation to establish and effective diversity management in practices that yield the advantage of a diverse workforce. Thus, any organization that fails to welcome cultural diversity in its framework and who did not make a quick move in eliminating discrimination and injustice will greatly influence their employees and clients. Consequently, to redefine their missions, management practices, procedures, cultures, markets, clients, and stakeholders. In the long run, the main strategy is to plan, create, and maintain a diverse workplace and create a system that empowers the employees to get attached to the organization (Farren & Nelson, 1999).

In the diverse workforce on relations, cultural diversity includes differences in sex, age, color, culture, original introduction, religion, disability, education, personality, and skills (Korjala, 2012). Issues of diversity include attributes that are hard to distinguish and which can be characterized in the wake of knowing the employee for a more extended period, for example, states of mind, qualities, customs, and standards. In the first place, diversity can be categorized into essential and supplementary. The key differences are steady components that are recognized by people, for instance, age, sex and ethnic background (Clements & Jones, 2006). These internal measurements are the fundamental components that people live on an everyday basis and are described self. Supplementary differences may extremely adjust, for example, by religious beliefs, class, training, and experience. Thus, the final layer of diversity is connected

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with the important setting which includes the occupation or position held, rank, or status at work (Gardenswartz & Rowe, 2009).

Cultural diversity can refer to the variety of social gatherings, culture in a particular area, or in the world altogether. Cultural diversity exhibits a blend of both people and gatherings with divergent backgrounds, beliefs, attributes, traditions, agreements, and values. It arranges individuals of different ethnic group, race, nationality, belief, or language among different gatherings inside a group, organizations or country. For Instance, an extensive variety of multi-social individuals might be found in the United States having 33% of diverse and multinational individuals is of various societies around the globe (Humes, Jones, & Ramirez, 2011). These multicultural and multiethnic are from African-Americans, American Indians, Caucasians, Hispanics and Asian-Pacific Islanders. All these individuals have their lifestyles and characters that distinct from the others. Minority social gatherings are gradually reaching out across the nation. Especially in the most recent period, 2000-2010, the minority groups have expanded by 9.7% (Humes et al. 2011). It was also observed that the United States ethnic minorities included 28% of the populace in 2005; by 2050, this proportion will have accomplished in half. In this way, the American workforce has significantly changed and is more diverse than any other time in recent years (Seymen, 2006).

Another critical element of the cultural differences of the global work environment is the different levels of understandings running from countrywide to regional, organizational, expertise, and group. Distinctive cultural variables at every level coincide, associate with each other, and together deliver different workplaces of all inclusive dispersed work practices. Incidentally, the impact of various cultural components at multi levels is not equivalent and shifts over the differing workplaces. In this way, some cultural variables are more noticeable that others and some may have allocates of being insignificant when compared with the overwhelming factors in the cases. Consequently, not all cultural diversities are recognizable; individuals can likewise vary on hidden attributes (Huang & Trauth, 2007). For example, in any group, there will be diverse opinions, standards, social backgrounds and education level. Further unnoticeable traits include generation, marital status, sexual orientation, political or religious thoughts, physical capacities and background. Imperceptible properties contribute a great agreement to the combination of thoughts and viewpoints in a working environment. Therefore, these inside and outside elements of people altogether impact the organizational dimensions.

Cultural variety is crucial for the organizations in the longer period. It is of specific significance for the organizations to distinguish cultural diversity ahead of time when it is growing worldwide. Unfortunately, some organizations go worldwide without a necessary

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arrangement and get shocked by the cultural problems in their global business experiences (Peterson, 2004). With regards to societies However, among comparative cultural differences, as opposed tothe event of differences and performing the least essential activities rather than concentrating only on to encourage diversity. However, to promote diversity in the workplace, it is a need to promote uniformity among the stakeholders, who which positively occur and because of the probability of familiarity there may be significantly more concerns, and obstacles that a persons anticipate (Peterson, 2004).

Thus, without diversity in the workplace, organizations run at risk of being monoculture organizations that see things from a very limited perspective. Furthermore, it is not restricted to manage or notwithstanding regarding the contracts between individuals, however, it is about allowing for those distinctions to work in a better way for the advantage of both organization and the employee.

However, the cultural diversity does exist and perform a major role in work and existence with individuals from different cultures, yet that is the truth in each globalized organization. For instance, the economy turns out to be progressively worldwide; the workforce of any organization will prove to be gradually different. Organization intensity and achievement will rely upon the capacity to oversee the different social qualities successfully in the other workplace and convey adequately over the way of life (Okoro & Washington, 2012). When the organization assesses the various strategies and plan for the future, the higher beneficial and necessary, they will stay in the worldwide markets.

The association of a diversified workforce empowers an organization to understand things from diverse perspectives. There is a communication of changing perspectives and it gives new thoughts and experience. Diverse individuals endure adjusted thoughts and comprehend hierarchical correspondence designs. Furthermore, diverse employees bring together different experience and abilities, for instance, language and cultural comprehension and gives favorable position in an organization that has globalized customer service (Devine, Baum, Hearns, & Devine, 2007). Cultural difference likewise brings about the more moving experience. It expands efficiency on complex assignments. These assignments for the most part require different intellectual information, which in turn requires learning assets, similar to data, abilities, critical analysis and points of view that mixed individuals can give. Organizations, who energize cultural difference additionally urge and propel individuals to perform to their highest capacity. However, cultural diversity strengthens the consistent change. It will bring about the benefit, efficiency and rate of profitability (Clements & Jones, there may be contemplations of closeness, 2006).

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RESEARCH METHODOLOGY

In this study, descriptive statistics were used. Descriptive design was selected on the basis that it provides an explanation of variables to answer the research questions. A self-designed questionnaire was used for data collection and was conducted in Riyadh, Saudi Arabia. The stratified random sampling technique was used to select the sample size of 169respondents in this study, which is justified by Hair, Black, Babin, and Anderson (2010)stated that a sample should rather be more than 100 for analysis. Primary data were collected by administering structured questionnaires. Questions 8 to 12 uses the six-point Likert measures to regulate the pact of respondents on employees' satisfaction toward diversity at the workplace 1 for 'Strongly Disagree (SD)'; 2 for 'Disagree (D)'; 3 for 'Neutral (N)'; 4 for 'Agree (A)'; and 5 for 'Strongly Agree (SA)'. The data were collected, sorted, and investigated by the researcher gave the specific research question and objectives. Data was presented by using frequencies. Tables and diagrams were utilized to summarize the outcomes. The researcher completed a pilot test of the survey of the organizations in Riyadh to recognize any errors that required modification. The reason for the pilot testing was to figure out if the inquiries can be comprehended by the respondent, whether extra or determining questions which were necessary or whether some issues could be removed and whether guidelines to respondents are sufficient. The data were investigated by using descriptive techniques.

ANALYSIS AND FINDINGS

This part extends the analysis of the data, presentation, and interpretation. The descriptive statistics presented in the following section were derived from the questionnaires. The results were analyzed using regression, and correlation analysis. The researcher tried to establish whether cultural characteristics affected the workplace diversity management in Riyadh. Reliability of the scale was observed at 0.745 which is acceptable according to Nunnally (1978).

Descriptive Statistics

A total of 169 completed and usable questionnaires were received, 98.8% were male, and 1.2% were female. The majority of the respondents were of Saudi Nationality of about 56.2% and then followed by 17.8% are being Egyptian, 9.5% were from Pakistan, 5.9% were from India and 10.7% were others which include from Sudan, Gambia, Syrian and Yemen. The majority of the respondents, 32% were between 35 and 39 years, 23.1% were between 30 and 34 years; 22.5% between 40 and 49 years, and 9.5% over 50 years old. Also, the majority 82.8% were married, and 17.2% were single. The maximum education attainment among the respondents were college graduate 52.7%, and 30.2% of the respondents had master degree and around

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33.1% of respondent having work experience between 5-9 years and 23.7% of the respondents were having work experience between 10-14 years and the majority of the respondents practice Islam as a religion of 91.7% and then 7.1% were Christian, and 1.2% were Hindu in Table 1.

Mean scores and standard deviations were computed for each variable related to cultural diversity management. The results of the study indicated that there has been a significant change of effective cultural diversity management in Saudi organizations. The mean for the cultural characteristics in diversity management practices was examined and was significantly higher in Table 2. In the area of cultural characteristics, the results of the study indicated that the mean score and the standard deviation for the different cultural characteristics were Religion (M=3. 82, SD=1. 757), Attitudes (M=5. 11, SD=1. 167), Language Used (M=4. 96, SD= 1.274), Social Values (M=4. 66, SD=1. 253), Intellectual Values (M=4. 88, SD= 1.181) and Physical Values (M=4. 12, SD=1. 571).

Table 1: Sample Distribution across different Background Variables - Managers

Respondent Profile	Frequency (n=169)	Percentage %
Nationality		
Saudi	95	56.2
Pakistani	16	9.5
Egyptian	30	17.8
Indian	10	5.9
Others	18	10.7
Age		
Less than 29	22	13.0
30 – 34	39	23.1
35 – 39	54	32.0
40 – 49	38	22.5
50 and Above	16	9.5
Gender		
Male	167	98.8
Female	2	1.2
Civil Status		
Married	140	82.8
Single	29	17.2
Education Attainment		
High School Graduate	9	5.3
College Undergraduate	10	5.9

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Table 1...

College Graduate	89	52.7
Master Degree	51	30.2
Others	10	5.9
Work Experience		
Below 1 Year	1	0.6
1 – 4	24	14.2
5 – 9	56	33.1
10 – 14	40	23.7
15 – 19	25	14.8
20 and Above	23	13.6
Religion		
Islam	155	91.7
Christian	12	7.1
Hindu	2	1.2

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Table 2: Mean and Standard Deviation

Indicators	Mean	Standard Deviation
Religion	3.82	1.757
Attitudes	5.11	1.167
Language Used	4.96	1.274
Social Values	4.66	1.253
Intellectual Values	4.88	1.181
Physical Values	4.12	1.571

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Thus, further analyzing the data to extend the indicators of cultural characteristics influenced workplace diversity management at Riyadh. This was done by analyzing different indicators of cultural features that influenced workplace diversity management. The findings obtained are presented in Table 3. Regarding whether employees had confidence in the management of cultural differences, the majority of the respondents 39 (23.1%) strongly agreed regarding Religion.

Table 3: Effects of Indicators of Cultural Characteristics on Work Place Diversity Management

Indicators	**SDA**	**SLDA**	**SLA**	**MA**	**A**	**SA**	**Total**
	F(%)	F(%)	F(%)	F(%)	F(%)	F (%)	N
Religion	28(16.6)	16(9.5)	25(14.8)	25(14.8)	39(23.1)	36(21.3)	169
Attitudes	6(3.6)	-	10(5.9)	16(9.5)	58(34.3)	79(46.7)	169
Language Used	8(4.7)	4(2.4)	2(1.2)	30(17.8)	54(32.0)	71(42.0)	169
Social Values	4(2.4)	7(4.1)	16(9.5)	40(23.7)	50(29.6)	52(30.8)	169
Intellectual Values	2(1.2)	6(3.6)	14(8.3)	31(18.3)	52(30.8)	64(37.9)	169
Physical Values	16(9.5)	13(7.7)	26(15.4)	30(17.8)	47(27.8)	37(21.9)	169

The results also describe that the most of the respondents 79 (46.7%) strongly agreed that their attitude towards the different management was having strongly involved in all cultural characteristics in leadership and planning compared to 6 (3.6%) who strongly disagreed. Also, the majority of the respondents 71 (42%) agreed that the language used and important role in performing the task activities in the organization as compared to 8 (4.7%) who disagreed. Concerning whether the values such as social, intellectual and physical values will work for enhancing the employees productivity and found that it increase the their performance and contribution, the majority of the respondents 52 (30.8%) strongly agreed, compared with 4 (2.4%) who disagreed in terms of social values and 64 (37.9%) strongly agreed, compared with 2 (1.2%) who disagreed in terms of intellectual values and finally, regarding physical values, the majority of the respondents 47 (27.8%) agreed compared to 16 (9.5%) who disagreed to embraces cultural diversity.

CONCLUSIONS

The study concluded that cultural characteristics embrace workplace diversity management. On the other hand, employees had confidence in the management of cultural differences and then manage it properly to enhance the productivity of the organization. The study concludes that

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attitude towards handling the cultural diversity can help to improve and benefit the leadership and improve the productivity of the employees. However, to viably manage diversity, it is fundamental to comprehend the dissimilarity between social, intellectual and physical abilities for various diversity, and to handle these types of diversity differently on making useful and creative groups. It is likewise prescribed that all offices ought to be rearranged and rebuilt to give space for cultural consideration which plays an important role in diversity management. There ought to likewise be a very much organized, set down arrangement and method for diversity management practices to execute better. The management ought to upgrade the utilization of open-door strategy on promotion to develop the relationship between employees and the management.

In a general opinion, the researcher believes that a key element of ensuring significant progress in leadership skills, research is by simply organizing it into a more coherent and integrated framework. Thus, it is necessary for future research that researcher should involve the use of multi-methods to examine the leadership skills in a dynamic cross-cultural working environment, which may further discover newer dimensions on leadership skills within the organization.

ACKNOWLEDGEMENTS

The author extends his appreciation to the Deanship of Scientific Research at King Saud University represented by the Research Center in the College of Business Administration for financially supporting this research.

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