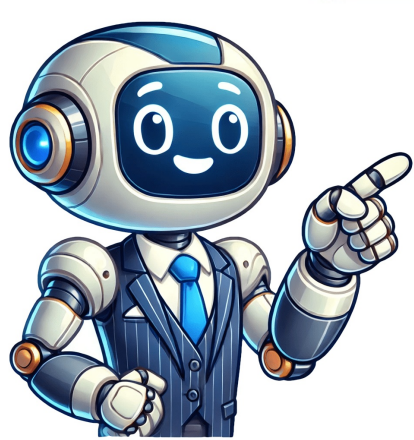Click to prove
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# Cultural diversity in organizations theory research and practice

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Your membership will remain active until the end of the paid period. You can find more information about this process by following a link provided elsewhere. As for downloading books, most of our ePub titles are available for download via the app, while PDFs are also downloadable in some cases – we're working on making all PDFs downloadable soon! To learn more about this feature, please visit another part of our website. Regarding pricing plans, both options offer full access to our library and features. The main difference lies in the price and subscription duration: the annual plan saves you around 30% compared to the monthly plan. We're an online textbook subscription service that offers access to over one million books across various topics – all for less than the cost of a single book per month! You can explore our vast library, covering over 1,000 subjects. To discover more about how we work, please visit our website. Incidentally, yes, "Cultural Diversity in Organizations" is available as an online PDF/ePUB, among other popular titles like Negocios y empresa & Negocios en general. We have a massive collection of one million books for you to explore – including this fascinating title on cultural diversity. Part One of the book presents the Interactional Model of Cultural Diversity, which explains why managing cultural diversity is linked to organizational performance. The model's conceptual logic is supported by research that highlights the significance of addressing diversity in individual and organizational work outcomes. Interestingly, several workforce-related trends point out the vast magnitude of cultural diversity present in organizations worldwide during the 1990s – for instance, non-White workers are expected to make up roughly 45% of net additions to the labor force in the United States during this period (Fullerton, 1987; Johnston, 1991). The workforce of the United States and other countries will undergo significant changes due to demographic shifts, with immigrants from Asian and Latin American countries making up a larger share. A substantial majority of these newcomers will be women. Similar trends are observed in Europe, where ethnic minorities comprise a considerable portion of the population. In the Netherlands, for instance, 5% of the populace is of ethnic minority descent, while in France, this number ranges from 8-10%. The growth rate of non-Caucasian segments in Italy and Germany's workforce will also be notable. The increasing presence of women in the labor force worldwide will outpace that in the United States over the next decade. By the year 2000, a majority of public school-age children in the U.S. are expected to belong to non-White ethnic groups. Moreover, most industrial powers face declining fertility rates, necessitating immigration or increased workforce participation from underrepresented groups to sustain labor force growth. Countries like Japan, which have restrictive immigration policies, will struggle with increasing labor demands, especially for women. In contrast, the U.S. will rely heavily on unlocking potential in racioethnic minorities and White women due to their higher growth rates than the White sector. Data reveals a significant disparity between fertility rates among different racial groups (see Table 1.1). The Asian American population, specifically, is growing at an exponential rate—ten times that of the overall U.S. population—and comprises predominantly first- or second-generation immigrants. The business landscape will also undergo transformation due to these demographic shifts and emerging global market trends. Cross-functional teams are becoming crucial for organizations seeking a competitive advantage (Bassin, 1988; Levine, 1987; Raudsepp, 1988). Cultural diversity within workgroups is rising as different departments and functions develop their unique cultures. Furthermore, multinational corporations must understand the effects of culture on human behavior to succeed in global markets, where businesses increasingly derive significant revenues (U.S. Corporations, 1992). The Americans with Disabilities Act's recent passage will significantly impact organizations in the 1990s, forcing them to accelerate job opportunities for the six million unemployed individuals with disabilities. This legislation will lead to a substantial change in cultural dynamics and intergroup relations within organizations. As such, it is crucial for employers and educational institutions to comprehend how this diversity influences human behavior in the workplace. There exists a notable gap in relevant literature on this subject (Nkomo, 1992; Cox & Nkomo, 1990; Alderfer & Thomas, 1988; Ilgen & Youtz, 1986). This book aims to address this shortage by providing a comprehensive text for educators, organization development specialists, and practicing managers who need to learn about cultural diversity in the workplace. The secondary goal is to inspire research among faculty and doctoral students on the effects of diversity in workgroups. The book presents a unified conceptual model that incorporates learnings from theory, research, and anecdotal information on gender, racioethnicity, nationality, age, and other dimensions of diversity. This generic model explains how cultural heterogeneity affects work behavior and outcomes. Throughout this book, the term "culture group" refers to an affiliation of people who share distinct norms, values, or traditions that differ from those of other groups. Cultural diversity represents the presence of individuals with different group affiliations in a social system. The majority group is defined as the largest group, while minority groups are characterized by their smaller size and limited power and economic resources. In most organizations, one group holds both numerical superiority and greater power and economic advantages (e.g., White American men in the United States). However, there are cases where control of power and resources is divided between multiple groups (e.g., South Africa). The Interactional Model of Cultural Diversity (IMCD), developed by the author based on their study of relevant literature and research experience, presents a general model for understanding the effects of diversity on various cultural configurations. The model is designed to explicate effects of diversity for many cultural identities, including job function, religion, age, and physical ability. However, it specifically focuses on racioethnicity, gender, and nationality, as these bases of diversity are considered crucial in understanding human transactions. Previous research has shown that these identities are significant and relatively stable over time, unlike other group identities such as age or work function, which can change more easily. The social sciences have a more developed base of knowledge for these identities, allowing for the application of social psychology and other fields to organizations. A key distinction in the IMCD model is its sophisticated treatment of group identity, recognizing that both physical and cultural factors contribute to effects on individual and organizational outcomes. The model acknowledges that there is variability within and between groups along both physical and cultural dimensions. For example, employees may be categorized by equal opportunity categories such as Black, White, or Hispanic, but this approach neglects the importance of individual identification with group cultures. The IMCD proposes that diversity impacts are complex interactions between individuals and their environment, incorporating both intergroup and organizational forces. This builds on previous interactional research and the concept of embedded systems. The relationship between individuals and organizations is complex and influenced by both internal factors (e.g., job or occupation) and external environmental situations, including intergroup dynamics. The previous work has focused on the employee-organization relationship, while neglecting to examine the interactions between different groups within the organization. However, in understanding the impact of cultural diversity on organizational outcomes, it is essential to consider not only organizational factors but also intergroup factors that involve relationships between the majority group and minority groups represented. The effects of an individual's group affiliations, such as gender, race, or nationality, can be analyzed at three levels: individual, group/intergroup, and organizational. This comprehensive understanding requires attention to all three levels, including interpersonal, group, and systemic perspectives advocated by embedded group theory. Furthermore, the societal context in which organizations operate must also be considered, with its influences on intraorganizational dynamics of diversity. The proposed model, as illustrated in Figure 1.1, posits that individual-level factors (e.g., personal identity structures), intergroup factors (e.g., cultural differences), and organizational context factors (e.g., acculturation processes) collectively define the diversity climate of an organization. The diversity climate may influence individual career experiences and outcomes by affecting how individuals feel about their work and employer, ultimately impacting organizational performance.